

The State of Nevada
Department of Health and Human Services
Division of Child and Family Services



***2020-2024 Child and Family
Services Plan***

***Deputy Administrator
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Section I. Final Report for the Child and Family Services Plan 2015-2019

Information for this section may be found in the Final Report Nevada APSR document submitted separately.

Section II. Child and Family Services Plan 2020-2024

The Child and Family Services Plan (CFSP) is a five-year plan that outlines the goals and objectives that the Division of Child and Family Services (DCFS) will carry out in administering programs and services to promote the safety, permanency, and well-being of children and families. It provides the DCFS with the opportunity to implement a system of coordinated, intergraded, culturally relevant, and family-focused services in keeping with the service principles reflected in 45 CFR 1355.25.

A primary purpose of the plan is to facilitate DCFS's integration of the federally funded programs that serve children and families along the child welfare continuum. The following programs are coordinated by the submission of the 2020-2014 CFSP.

- The Stephanie Tubbs Jones Child Welfare Services Program (title IV-B, subpart 1);
- Promoting Safe and Stable Families Program (PSSF, Title IV-B Subpart 2);
- Monthly Caseworker Visits Funds;
- Chafee Program and Training Voucher Program (ETV).
- Adoption Incentive Funds;
- The Child Abuse Prevention and Treatment Act (CAPTA) as it relates to the activities funded by CAPTA in supporting achievement of the goals and objectives of the CFSP.

The plan includes an overview of DCFS's organizational structure and a description of how that structure interacts with the children and families along the entire child welfare continuum. It describes the various services that DCFS provides under each of the federally funded programs, and perhaps most importantly, it outlines the goals, objectives, and measures of progress.

The strategic planning process for DCFS began with several facilitated internal meetings of the Decision-Making Group (DMG) which is comprised of county-administered child welfare Directors and State Administrators. During these meetings, the DMG discussed the necessary goals that need to be accomplished during, and by the end of the five-year period of the plan.

In accordance with the requirements at 45 CFR 1357.15(1) and (m), DCFS collaborated and engaged internal and external Stakeholders in the process of identifying shared goals and objectives in development of the CFSP. Stakeholders were involved in review of the available data, and or in assessing current performance utilizing focus groups and or surveys. Stakeholders represented the following groups.

- Decision Making Group (DMG)
- CCDFS Clark County Department of Family Services
- WCHSA Washoe County Human Services Agency
- DCFS Rural Region
- Children's Justice Act Task Force (CJA)
- Citizen's Review Panel (CRP)
- Court Improvement Project (CIP)

- Court Improvement Councils (CICs)
- Statewide Quality Improvement Committee (SQIC)
- Nevada Partnership for Training (NPT)
- Foster Parents and Adoptive Parents
- Performance Improvement Plan (PIP) Core Team
- Youth Advisory Board (YAB) and other Youth in Foster Care
- Independent Living Providers and other Service Providers
- ICWA Steering Committee
- Department of Juvenile Justice
- Community Partners i.e. Education

The PIP Core Team will be charged with statewide implementation of the PIP and enhancement of a continuous quality improvement (CQI) system. Many of these members are also members of the SQIC. One of the functional components of a CQI system includes feedback to Stakeholders and Decision-makers to help guide collaborative efforts that will result in overall improvement of outcomes for children and families. One of Nevada’s goals for the PIP is to ensure the state will be able to identify the strengths and needs of the child protective service delivery system. Additionally, a corresponding objective is to conduct a CQI Assessment that will help Nevada identify and eliminate gaps in the overall five functional components of CQI. This Assessment includes feedback to Stakeholders and Decision-makers. Therefore, over the next two to five years the PIP Core Team and also the members of the SQIC will be utilizing such activities as workgroups, sub-committees and work plans to enhance meaningful collaboration to stakeholders and decision-makers. Meaningful collaboration will incorporate such activities as communicating results (trends, comparisons, and findings) in understandable formats for use by agency leadership/top management, courts, tribes, future entities that establish Title IV-E agreements, and other stakeholders to drive improvement in practice and services and promote the shared goals and outcomes of the 2020-2024 CFSP.

The Nevada CFSP 2020-2024 when approved by the Children’s Bureau will be located at the following link:

<http://dcfs.nv.gov/Tips/Reports/>

The State contact for this report is as follows:

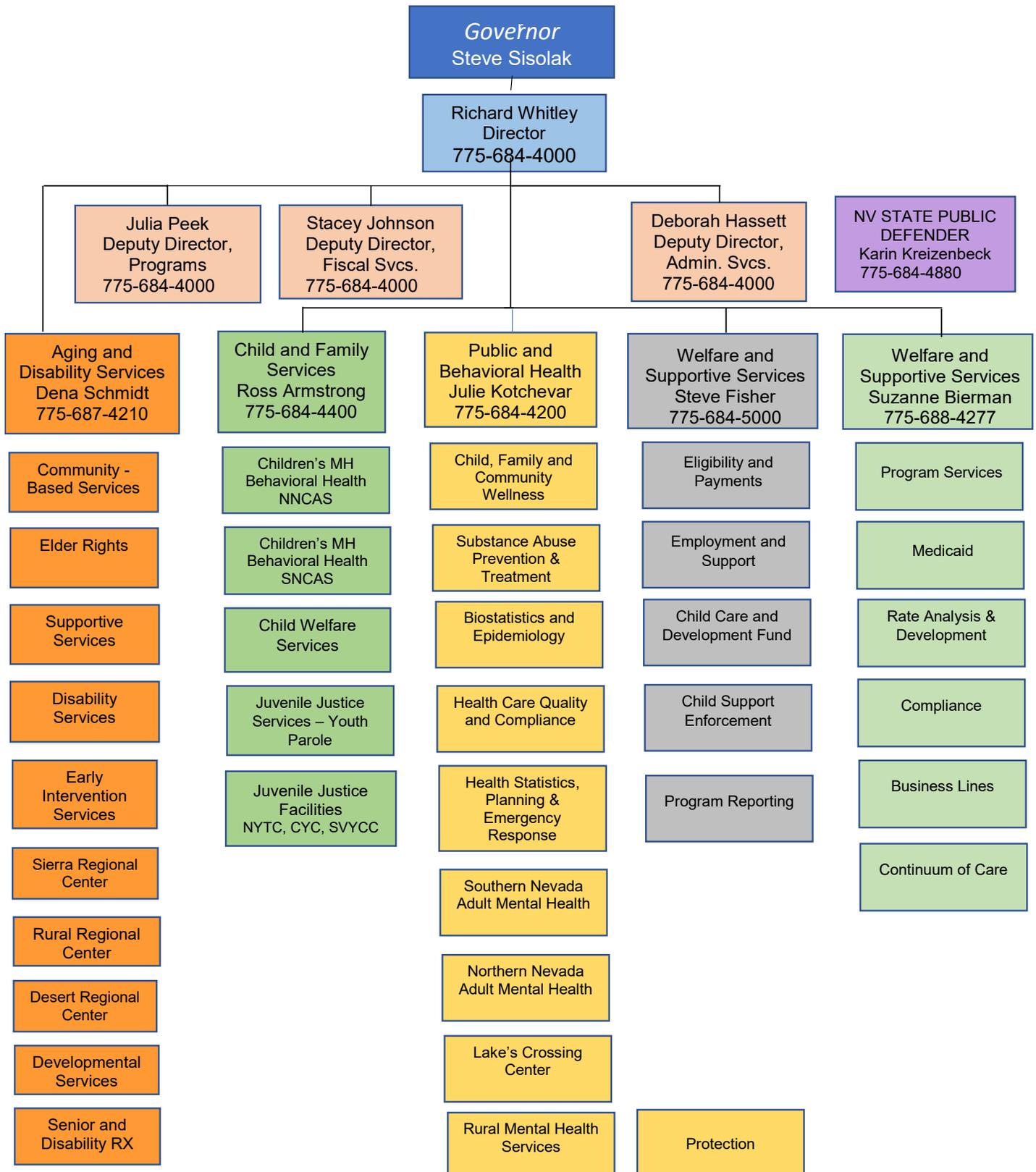
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State Agency Administering Plans

The Division of Child and Family Services (DCFS) is under the umbrella of the Department of Health and Human Services (DHHS) and is responsible for Children’s Mental Health (in Clark and Washoe, the two largest populated counties), Youth Corrections, and Child Welfare Services. Below is an organizational chart for the DHHS.

The implementation and administration of the Child and Family Services Plan is the responsibility of DCFS. This includes: Title IV-E, Title IV-B, Subpart I (Child Welfare Services) and Subpart 2 (Promoting Safe and Stable Families), Child Abuse and Treatment Act (CAPTA), and the Chafee Program.

DEPARTMENT OF HEALTH AND HUMAN SERVICES



The Work of DCFS encompasses:

Protection and Permanency for Children: DCFS creates opportunities and programs that prevent and respond to issues of parental/caregiver maltreatment, mental health, and delinquency. DCFS strives to support permanency within the child's biological or primary and extended family so children may grow and develop within stable environments. DCFS also recognizes the responsibility to create and support alternative permanent environments when biological or primary families are unable or incapable of caring for their children. DCFS will collaboratively craft public policies to promote the strength and well-being of families.

Preservation of Families: DCFS supports the value that the family is the best structure to assure stability, nurturing, care, and safety of its members and communities. Services are designed to build upon family strengths, honoring the family's traditions, history, and culture.

Juvenile Justice Services for Youth: DCFS recognizes that services must balance youth rehabilitation, treatment, and community safety. Many juvenile offenders have been victims of maltreatment and therefore accountability must be balanced by the provision of services addressing trauma, loss, substance abuse, and mental health issues. Juvenile offenders are held accountable through a comprehensive system of graduated sanctions that include commitment to state-operated juvenile facilities.

Children's Mental Health: DCFS uses a system of care model that strives to provide creative, individualized, strength-based, and culturally responsive services for families with children that experience severe emotional disturbances. A developing continuum of care focuses on meeting the needs of children and families in the least restrictive environment, including utilization of the wraparound process to coordinate effective service delivery that enables children to reside with families when possible and with the assistance of informal supports rather than dependency on government or paid providers.

CFSP Vision

Child Welfare are Systems of Community Partnerships and Resources Integrated to enable children to be safe within their Families.

Mission

To collaborate and partner with community stakeholders and support a healthy workforce in efforts to coordinate a system of care that provides child abuse prevention, safety, permanency and well-being services to children and families.

Guiding Principles

Service principles guide our work towards achieving this vision and are consistent with children and family services principles specified in federal regulations [45 CFS 1355.25(a) through 1355.25(h)]. These practice model principles are:

- Protection - Children's safety is paramount;
- Development - Children, youth, and families need consistent nurturing in a healthy environment to achieve their full human potential;
- Permanency - All children need and are entitled to enduring relationships that provide a family, stability and belonging, a sense of self that connects children to their past, present and future;
- Cultural Responsiveness - Children and families have the right to be understood within the context of their own family, traditions, history, culture, and community;
- Partnership - The entire community shares accountability for the creation of an environment that helps families raise children to reach their full potential;
- Organizational Competence - Effectively structured and managed organizations with committed, trained, skilled staff are necessary to achieve positive outcomes for children and families.
- Continuous Quality Improvement - Strategic sequencing of continuous quality improvements must occur to reach Nevada's child and family services vision; and
- Professional Competence - Children and families need a relationship with skilled and empathetic case

managers who can provide ethical support, confront difficult issues, and effectively assist them towards positive change that reinforces safety, permanency, well-being, and community safety.

Purpose

DCFS is responsible for accomplishing the following purposes:

- Protecting and promoting the welfare and safety of all children, including individuals with disabilities; homeless, dependent or neglected children;
- Preventing or remedying, or assisting in the solution of problems that may result in the neglect, abuse, exploitation, or delinquency of children;
- Preventing the unnecessary separation of children from their families by identifying family problems and assisting families in resolving their problems and preventing the breakup of the family where the prevention of child removal is desirable and possible;
- Reunifying children with their families, who have been removed and may be safely returned, by the provision of services to the child and the family;
- Assuring adequate care of children away from their homes in cases where the child cannot be returned home or cannot be placed for adoption; and
- Placing children in suitable adoptive homes in cases where reunification with the biological or primary family is not possible or appropriate.

Decision Making Process

In Nevada, decisions regarding child welfare policy and practice are made by the Decision-Making Group (DMG). The DMG is comprised of top-level administrators of the three public child welfare agencies, DCFS - Rural Region, Clark County Department of Family Services (CCDFS) and Washoe County Human Services Agency (WCHSA) and the DCFS Administrator and Deputy Administrator. The DMG provides recommendations to the DCFS Administrator regarding CFSR and PIP activities including the direction for statewide collaborative policy development, training and Continuous Quality Improvement (CQI) activities. The DMG provides guidance to statewide, cross-agency policy teams to respond to any policy refinement needs discovered through the continuous quality assurance and improvement process and policy workgroup activities.

Child Welfare in Nevada

Nevada uses a state-administered and county operated structure for the management of child welfare services. The Nevada Division of Child and Family Services, under the umbrella of the Nevada Department of Health and Human Services, provide oversight to child welfare and direct child welfare services. The organizational structure of DCFS and program delivery of child welfare services are influenced by the state size and concentration of county population. NRS 432B.325 states that in counties where population is 100,000 or more, that the county shall provide protective services for children in that county and pay the cost of those services in accordance with standards adopted by the state. In 2001, the state legislature expanded the county's responsibility to include all child welfare services of child protection, foster care and adoption (NRS 432B.030 and NRS 432B.044). *Figure 01* provides a map of the state with each county outlined.

Per NRS 432B.326 counties whose population is less than 100,000 (currently all counties other than Clark and Washoe counties) must pay to DCFS an assessment for the provision of child protective services not to exceed the limit of legislative authorization for spending on child protective services by DCFS in each county. Additionally, this law allows a county to request an exemption from the assessment by submitting a proposal to the Governor for the county to carry out child protective services for the county. If the Governor approves the proposal, the Interim Finance Committee (IFC) must consider whether to approve the exemption. If the exemption is approved, the county is required to carry out child protective services for the county in accordance with standards adopted by DCFS and pay for the cost of those services. As of the date of this report no county has requested an exemption.

The DCFS Rural Region is separated into four districts, each providing services to multiple counties each. District 1 covers the northern part of the State with its main office based in Elko. This District provides services to Elko, Eureka, Humboldt, Lander, Lincoln and White Pine Counties. District 2 covers the western/central part of the state and is based in Carson City. This District provides services to Carson City, the State’s Capitol, Douglas County, Storey County, and a portion of Lyon County. District 3 covers the eastern/central part of the state and is based out of Fallon. This office provides services to Churchill, Lyon, Pershing and Mineral Counties. District 4 covers the southern rural part of the state and is based out of Pahrump. This office provides services to Esmeralda and Nye Counties. *Figure 1* provides a map of the state with each county outlined. For the most part, growth in Nevada’s rural counties has been fairly stable. Elko has seen substantial growth in the past few years. In addition to federal requirements, DCFS and child welfare agencies are governed by the Nevada Revised Statutes (NRS), Nevada Administrative Code (NAC); and statewide child welfare policy. The Nevada Revised Statutes (NRS) may be found in their entirety at <http://www.leg.state.nv.us/NRS/>. Applicable chapters include:

- NRS 62A-I (Juvenile Justice);
- NRS 63 (State facilities for detention of children);
- NRS 127 (Adoption of Children and Adults);
- NRS 128 (Termination of Parental Rights);
- NRS 424 (Foster Homes for Children);
- NRS 425 (Support to Dependent Children);
- NRS 432 (Public Services for Children);
- NRS 432A (Services and Facilities for Care of Children);
- NRS 432B (Protection of Children from Abuse and Neglect); and
- NRS 433B (Additional Provisions Relating to Children).

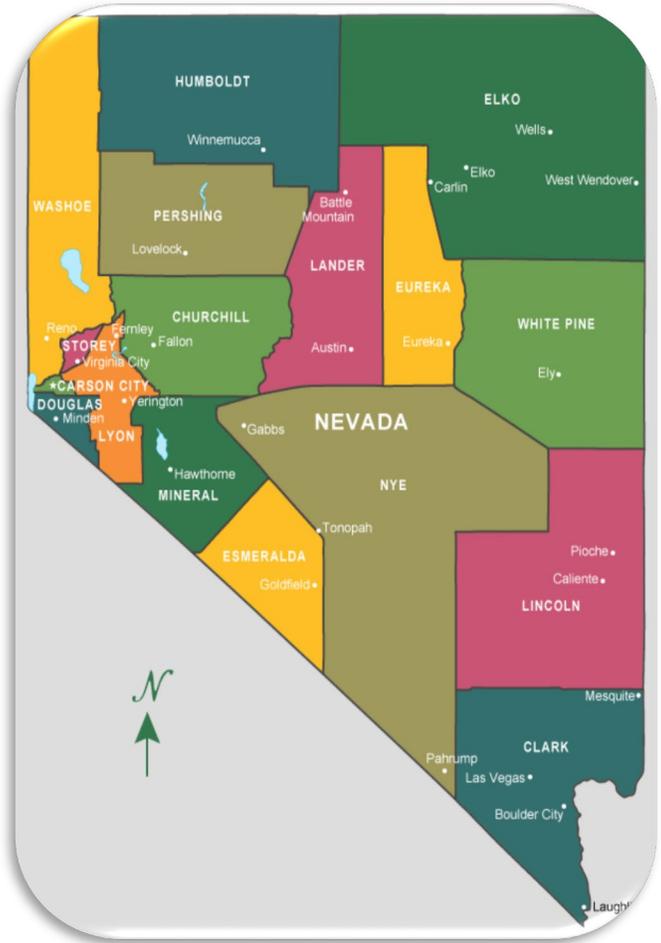


Figure 01: County Map of Nevada

The Nevada Administrative Code contains all the permanent regulations pertaining to child welfare agencies in Nevada. These were adopted under chapter 233B of the Nevada Revised Statutes. The NAC can be found at <http://www.leg.state.nv.us/NAC/>. NAC chapters include:

NAC 127 (Adoption of Children);

- NAC 423 (Assistance to Former Foster Youth);
- NAC 424 (Foster Homes for Children);
- NAC 432 (Public Services for Children);
- NAC 432A (Services and Facilities for the Care of Children); and
- NAC 432B (Protection of Children from Abuse and Neglect).

The Division of Child and Family Services through its Family Programs Office (FPO) is responsible for ensuring quality child welfare services statewide, including the safety, permanency and well-being of children in care. The FPO is responsible for ensuring that there are statewide collaborative child welfare policies that provide interpretation and procedures for accomplishing the tasks set out in the NRS or NAC. Currently, statewide policies are available on the DCFS website at <http://dcfs.nv.gov/Policies/CW/>

Characteristics of Children in Foster Care in Nevada

Table 2.1: Overview Foster Care Information

	In Foster Care on 10/1 FY				Entered Foster Care in FY				Exited Foster Care in FY				In foster Care on 9/30 FY			
	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017
Total Number	4450	4143	4407	4186	3343	3491	3415	3367	3250	3145	3556	3145	4543	4489	4266	4408
Median length of stay (months)	11.8	11.6	12.2	12.7	NA	NA	NA	NA	11.9	10.9	11.2	11.5	12.3	11.9	12.6	12.3

Source: Adoption and Foster Care Analysis and Reporting System [AFCARS] Foster Care File (most recent data available)

Table 2.2: Race/Ethnicity of children in Foster Care (%)

	In Foster Care on 10/1 FY				Entered Foster Care in FY				Exited Foster Care in FY				In foster Care on 9/30 FY			
	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017
Alaska Native/ American Indian	0.9	1.1	1.2	0.9	1.0	1.3	0.5	0.9	1.0	1.1	0.8	0.7	1.0	1.2	0.9	1.0
Asian	0.9	0.9	0.8	0.7	0.7	1.0	0.6	0.7	0.8	1.1	0.8	0.9	0.9	0.8	0.7	0.6
Black	23.3	22.0	23.0	23.1	24.6	27.7	24.7	27.7	26.4	26.9	26.0	26.8	22.1	23.0	21.8	23.9
Native Hawaiian/ Other Pacific Islander	0.8	0.4	0.5	0.5	0.5	0.7	0.6	1.1	1.0	0.6	0.7	0.8	0.4	0.6	0.5	0.8
Hispanic (of any Race)	24.6	26.7	24.3	25.1	26.5	20.7	21.6	22.3	23.8	23.9	21.1	24.5	26.6	24.0	24.9	23.4
White	41.5	40.3	39.7	41.1	38.6	37.2	32.7	36.1	39.6	37.2	36.2	36.1	40.7	40.0	37.0	40.9
Two or More races	7.8	8.5	9.8	7.7	7.5	9.7	15.8	6.7	6.9	8.1	11.7	7.2	8.2	9.6	13.1	7.3
Unknown	<.1	0.1	0.6	0.8	0.5	1.7	3.3	4.5	0.4	1.0	2.7	3.0	0.1	0.7	1.0	2.1

Source: Adoption and Foster Care Analysis and Reporting System [AFCARS] Foster Care File (most recent data available)

Child and Family Services Continuum, Collaboration, Coordination & Service Description

Child and Family Services Continuum

Nevada offers a service array to meet the needs of children and families and continually evaluates the needs of families and children. Prevention and Intervention services include Child abuse and Neglect Prevention Services, Intensive Family Preservation; Case Management Services; Family Assessment Services; Family Coaching; Parent Education; Family Group Conferencing; Family Support Services; Psychosocial Rehabilitation; Behavioral/Health Counseling; Mental Health Assessment Services; and, Pharmacological Management Services. Out of home placement services include Foster Care/Medical; Specialized Foster Care; Family Foster Care; Mother/Infant Foster Care; MR/DD Foster Care; Transitional Living; Emergency Shelter; Respite Care; Adoption Services; and, Group Homes. Reunification and after care services

include Intensive Family Reunification; Independent Living; Case Management; Post Adoption Services; Psychosocial Rehabilitation; Behavioral/Health Counseling; Mental Health Assessment Services; and, Pharmacological Management Services. These services are delivered by providers in such a way as to meet the clinical, behavioral and medical treatment needs of children and contracts are outcome oriented. Communities in Nevada provide different types of treatment programs and services for children, adolescents and families involved with the Child Welfare System. The complete range of programs and series is referred to as the continuum of care. Not every community has every type of service or programs on the continuum so the collaboration with, and outreach to a variety of agencies, including through the sub grantee process is critical.

Collaboration

Nevada's 2020-2024 CFSP was developed with input and recommendations provided by key statewide stakeholder groups during regularly scheduled meetings, and additionally an Advisory Group was formed that included Stakeholders from foster parents, biological parents, former foster youth and service providers. Feedback Loops permit an ongoing, bi-directional information exchange across all levels of the agency, which in turn facilitates the change process. Concerns from stakeholders and input from these on-going discussions were integrated into the goals, objectives of the PIP as well as the goals and objectives of the CFSP. The PIP will address in Goal 4, strategy 1 the completion of a comprehensive CQI Assessment. This tool is a research-informed tool that helps agencies explore and identify CQI strengths and challenges, as well as inform action planning. Through technical assistance with the Capacity Building Center for States (CBCS) Nevada will complete this assessment. The assessment helps agencies explore their CQI system in a number of domains. One area that is assessed is Staff and Stakeholder feedback; therefore, if changes are needed to the current process this strategy will identify those gaps and inform processes moving forward in this domain.

Currently, to engage in productive feedback loops the DCFS shares data with agency staff, consumers and external stakeholders. The Division of Child and Family Services shares data with consumers and external stakeholders during the regular course of meetings, and data is posted on the DCFS website. This sharing of data with consumers and stakeholders has created much dialogue about improvements. Additionally, The DCFS continues to consult with partners; tribes; the legal and judicial community; and other stakeholders concerning annual progress. These feedback loops are accomplished through a variety of means and venues i.e. through utilization of workgroups, focus groups, meetings, public presentations and surveys.

Also, existing internal groups statewide discuss the on-going monitoring and progress of the PIP, APSR and the CFSP. These groups meet on various dates and throughout the state at various locations. Some group meetings are conducted via conference calling for statewide participation. Additionally, external stakeholders provide information about program functioning, policy and practice, protocol development, share resources and information that are used in program development and planning. Recently, focus groups were conducted with a variety of external stakeholders to gather input and information as part of the 2018 Statewide Assessment, 2018 CFSR and again in March 2019 as it related to the PIP.

Feedback from consultation and collaboration include stakeholders from the community as well as other agencies at every level of the child welfare service delivery continuum, ranging from planning for allocation of funding to case level decision making to changes in policy, practice and reporting requirements. This collaboration, consultation and feedback with other agencies and entities expands partnerships and the sharing of available resources. It also allows for the provision of constructive feedback to the agency about programs, policies, procedures and practice that may be incorporated into the State Plan. DCFS representation includes, but is not limited to, educational/research institutions and agencies related to drug and alcohol, health, mental health, education, domestic violence, and juvenile courts, representing various counties. Statewide consultation and coordination with stakeholders in implementing the provisions of the CFSP include (but are not limited to) the following committees, organizations or entities.

Decision Making Group (DMG)-The DMG is comprised of the DCFS Administrator, DCFS Deputy Administrator and the County Child Welfare Agency Directors. The DMG is a collaboration in which all Child Welfare Agencies meet to consult and collaborate around statewide child welfare issues. Issues related to the CFSP/CFSR and APSR discussed during the monthly/bi-monthly meeting.

Assistant Directors Meeting (ADM)-The ADM is comprised of the Child Welfare Assistant Directors and the DCFS Deputy Director. These collaborative meets and consults on statewide child welfare issues relating to policy and practice. Additionally, issues related to the CFSR/CFSP and APSR are discussed during the monthly meetings.

Statewide Quality Improvement Committee (SQIC)- This committee meets monthly to discuss all things related to the CFSR, CFSP, APSR, NCANDS, AFCARS, and NYTD. Membership includes County/State and CIP representation.

PIP CORE Team-Meets monthly as the PIP is developed with representation from all jurisdictions. Will continue to meet after PIP approval to monitor and report on PIP progress.

Collaboration with the Court Improvement Program-The CIP Select Committee Meeting meets quarterly and through this meeting the Nevada court systems partner with the Division of Child and Family Services (DCFS) on a variety of fronts that focus many of its efforts on implementing the CFSP, APSR and CFSR.

Nevada Continuous Quality Improvement Reviews (Foster Parent, Child, Providers and Parent Consultation)

Annually, Nevada conducts statewide case reviews that mirror the Child and Family Services Reviews and as part of these reviews Foster Parents, Children, Providers and Parents are interviewed and consulted with about individual cases. An array of questions for feedback are asked to provide an opportunity for these stakeholders relative to the functioning of the child welfare system and contribute information relative to the goals and objectives of the CFSP

Nevada Partnership for Training (NPT) - The Nevada Partnership for Training (NPT), a bi-university partnership, in collaboration with DCFS-FPO, the Rural Region, Clark County, Washoe County, University of Nevada, Las Vegas (UNLV) and the University of Nevada, Reno (UNR), collaboratively work together to improve the child welfare training delivery system. The meeting occurs bi-weekly and the Training Manager is also the CFSR/CFSP Coordinator so there is regular discussion on all matters related to the CFSR/CFSP and CFSP.

Children's Justice Act Indian Child Welfare Committee- (CJA ICW)-The State of Nevada has 27 tribal entities that include federally recognized tribes, bands and colonies.

Youth – Consultation and Collaboration with youth and adult leaders occurs through facilitation of the statewide Youth Advisory Board (YAB). Nevada's Independent Living Program Specialist (ILPS) facilitates the statewide youth advisory board, Nevada LIFE (Leaders in Future Excellence). Additionally, the ILPS facilitates a monthly I.L call with Statewide I.L Providers across the State. Discussions related to the CFSR/CFSP and APSR are shared with stakeholders.

Quality Parenting Initiative (QPI) Engagement of Foster Care Providers-This collaborative holds monthly meetings in each local jurisdiction and includes foster parents from each area.

Child Fatality- The Child Death Review (CDR) process consists of the Executive Committee to Review the Death of Children whose members represent administrators of the child welfare agencies, and agencies responsible for vital statistics, public health, mental health and public safety and local child death review multidisciplinary teams. This statewide committee consult and collaborate on public education and prevention of child fatalities.

Legislative Committee on Child Welfare and Juvenile Justice Task Force to study Juvenile Justice issues - The Committee meets between the biennial sessions of the Legislature and consists of three members from the Senate and three members from the Assembly, appointed by the Legislative Commission.

Nevada Interagency Council on Homelessness – This Collaborative has many internal/external stakeholders that focus on Homelessness.

Nevada System of Care Provider Meetings- The Nevada system of Care consist of a broad array of both behavioral health and support services. These services include both home and community-based treatment, as well as out of home treatment services that are provided when necessary. Meetings are held monthly to consult and collaborate with providers to ensure providers are supported.

Services Coordination

The State continues to seek out external sources of support to improve the state's service array. The Family Programs Office meets monthly to discuss all federal and state grants and funding streams. Prior to each funding cycle, representatives from each child welfare agency work with management and the Grants Management Unit Specialists to identify funding priorities. These priorities, by region, are incorporated into the Request for Applications (RFA)/funding announcement and are used to evaluate proposals so that funded projects are closely aligned to agency identified service needs and priorities. Scopes of Work and Needs Assessments have been reviewed each year or more often to ensure the activities continue to support the identified needs.

Additionally, Collaboration occurs with federal and state programs involved with Medicaid, Juvenile Justice, Mental Health, Child Support Enforcement, Tribal Programs, Department of Health and Education which includes Head Start. The DCFS has many contracts with agencies that are funded with federal funding. There is an ongoing collaboration with the Executive

Team to Review the Death of Children, Differential Response, the Regional Partnership Grant, the Children's Behavioral Health Consortium, the Youth Advisory Boards, the Citizen's Review Panel, the Children's Justice Act (CJA) Task Force, and the Court Improvement Project (CIP).

There are current Memorandum of Understandings (MOU) between various agencies and the DCFS. The Division of Mental Health (MHDS) and the DCFS have an MOU concerning coordination and provision of services to children and families. Also, there is a current MOU between the Federal Nevada Rural Housing Authority and the DCFS for targeting youth who have left foster care and lack available housing. The DCFS has executed a MOU and protocols for the social workers to implement the placement of children onto tribal land with the Yerington Paiute Tribe which remains in effect. A series of meetings with Tribal leadership and the DCFS have occurred and continue to occur to establish a Memorandum of Understanding with the Tribes. The DCFS has executed a Memorandum of Understanding (MOU) and protocol for the social worker to implement the placement of children onto tribal land with the Elko Band Council, Fort McDermitt and Paiute Shoshone Tribe. The DCFS continues work with Fort McDermitt Paiute-Shoshone Tribe, Yomba Shoshone Tribe, and the Washoe Tribe of Nevada and California for specific children to be placed on tribal lands and in accordance with ICWA placement preference, ICWA 25 U.S.C. §§ 1915 and NRS 432B.

Most recently during the 2019 Legislative Session the Community-Based Child Abuse Prevention (CBCAP) grant will be moving under the Division of Child and Family (DCFS) Grants Management Unit from the Director's office. This will benefit the service coordination of the grant through a more meaningful collaboration. The Children's Justice Act (CJA) and the Court Improvement Project (CIP) are currently working collaboratively to ensure coordination and support of mutual goals and strategies to prevent child abuse, protect children and improve safety, permanency and well-being of children and families involved in the child welfare system.

Service Description

Child abuse and Neglect Prevention Services

The Department of Health and Human Services (DHHS) is the lead agency for the Community-Based Child Abuse Prevention programs in Nevada and is leading the child maltreatment prevention activities in Nevada. DHHS promotes the health and well-being of Nevadans through the delivery and facilitation of essential services to ensure families are strengthened, public health is protected, and individuals achieve their highest level of self-sufficiency. The DHHS and its units and divisions contribute to the leadership of child maltreatment prevention activities in Nevada. These include: The Division of Child and Family Services (DCFS), the Division of Public and Behavioral Health (DPBH), the Division of Welfare and Supportive Services (DWSS), the Aging and Disability Services Division (ADSD), and the Office of Community Partnerships and Grants (OCPG). OCPG is an administrative unit within the Department of Health and Human Services Director's Office that manages grants to local, regional, and statewide programs serving Nevadans. The OCPG is responsible for the following state and federal initiatives.

The Children's Trust Fund (CTF): The fund contains state and federal monies (*CBCAP funds*) that are reserved for primary and secondary child maltreatment programs. Most of the CTF funds are awarded through competitive applications.

Family Resource Centers (FRC): Family Resource Centers (FRC): There are twenty-one (21) FRCs in Nevada that provide information, referrals, and case management to at-risk families. FRCs collaborate with local and state agencies and is the only family-centered network that covers the entirety of Nevada, providing a much-needed presence for hard to reach or underserved communities, especially in rural areas.

Social Services Block Grant, Title XX programs: Assists persons in achieving or maintaining self-sufficiency and/or prevents or remedies neglect, abuse, or exploitation of children and adults.

Community Services Block Grant: Promotes economic self-sufficiency, family stability, and community revitalization in each of Nevada's 17 counties.

Fund for a Healthy Nevada – Master Tobacco Settlement funds: Grants improve health services and the health and wellbeing for all Nevadans.

Revolving Account for Problem Gambling Treatment and Prevention: Provides funding for problem gambling treatment, prevention, and related services

Contingency Account for Victims of Human Trafficking: The Contingency Account for Victims of Human Trafficking was created by NRS 217.500 and became effective July 1, 2013. The legislation authorizes the DHHS Director to allocate money from the Account to nonprofit corporations and agencies and political subdivisions of Nevada for the purposes of providing programs and services to victims of human trafficking.

The OCPG works with two separate external policy groups. The Advisory Committee on Problem Gambling (ACPG) oversees the Revolving Account for the Prevention and Treatment of Problem Gambling. The Grants Management Advisory Committee (GMAC) provides input to the Director for the other grant funds mentioned above, including the Children’s Trust Fund. The DHHS Director appoints the following 15 members to the GMAC.

- A superintendent of a county school district
- A director of a local agency providing services for abused or neglected children
- A representative of a community organization involved with children
- A representative of the Department of Juvenile Justice
- A member who possesses knowledge, skill, and experience in providing services to senior citizens
- Two members with knowledge, skill, and experience in finance or business
- A representative of the Nevada Association of Counties
- A representative of a broad-based nonprofit with knowledge, skill, and experience in community partnerships
- Two members with knowledge of services to persons or families who are disadvantaged or at risk
- A representative who possess knowledge, skill, and experience in the provision of services relating to the cessation of the use of tobacco
- A representative who possess knowledge, skill, and experience in the provision of services to persons with disabilities
- A representative who possess knowledge, skill, and experience in the provision of health services to children
- A representative who is a member of the Nevada Commission on Aging

The Director ensures that, insofar as practicable, the members appointed reflect the ethnic and geographic diversity of Nevada.

The assigned CBCAP Program Specialist will continue to provide direction to the network of statewide child abuse prevention and family strengthening programs by promoting collaborative efforts and soliciting input from the community, including agencies, service providers, parents, and other interested individuals.

The DCFS Family Programs office also has an administrative Grants Management Unit (GMU) that manages the grants related to Title IV-B subpart 2 (Promoting Safe and Stable Families (PSSF) that services local, regional, and statewide programs serving Nevadans. Title IV-B 1, the Stephanie Tubbs Jones Child Welfare Services Program, is managed by Nevada’s Fiscal Department.

Title IV-B 1 (Stephanie Tubbs Jones Child Welfare Services Program) are directed to accomplish the following purposes:

- protect and promote the welfare of all children;
- prevent the neglect, abuse or exploitation of children;
- support at-risk families through services which allow children, where appropriate, to remain with their families or return to their families in a timely manner;
- promote the safety, permanence and well-being of children in foster care and adoptive families; and
- provide training, professional development and support to ensure a well-qualified workforce.

The primary goals of Title IV-B, Subpart 2 (Promoting Safe and Stable Families (PSSF)) are to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement.

Family Preservation Services:

Family preservation services programs are characterized by high intensity, immediately accessible treatment and ancillary services for at-risk children and families. These services are designed to help families alleviate crises that might lead to out-of-home placements for children because of abuse, neglect, or parental inability to care for them. They help maintain the safety of children in their own homes, support families preparing to reunify or adopt, and assist families in obtaining other services to meet multiple needs. Within the State, program staff have successfully provided crisis intervention, clinical assessment, and family preservation services to a protective services population in Clark County, Washoe County and certain counties located in the Rural Region. CCDFS will continue to utilize an array of prevention services to help children at risk of abuse and neglect and to remain safely with their families. These services include flexible funding to support families in areas such as rent, utilities, apartment deposit, bus tokens, food vouchers and other basic needs, and contract services with community agencies. Intensive case management services will continue to provide parenting classes that incorporate family strengthening techniques to strengthen the family and home to prevent removal. Substance abuse in-home services are offered as well as mental health and substance abuse assessments and treatment in a variety of settings to meet the specific needs of the family. Medical training and rehabilitative support services will allow medically fragile children to remain in their home and prevent removal. Medical wraparound, medical daycare, respite care and home health services continue to be provided to children in CCDFS custody. The goal of these services will include increasing support to caregivers that enables them to meet the medical needs of their children at home or in alternate placement. CCDFS maintains a contract with a non-profit pediatric home health agency to provide intensive medical case management to an average of 45 medically needy/fragile children per month during the last year of this reporting period.

WCHSA family preservation services have included strength-based treatment utilizing pro-social adaptive behavior modification techniques to teach clients to change socially and personally maladaptive behavior; individual and group counseling to assist clients and their children to adopt strategies and behaviors that sustain recovery and maintain daily functioning including conflict resolution; couples and family therapy; supportive and instructive interventions to address life management needs. Case management will continue to be available over the next five years and is designed to assist families who were involved with or at-risk of becoming involved with child welfare agencies. Assessments to identify strengths and service needs of clients related to life and home management skills will also be available in addition to mental health assessments and services.

Throughout the next five years, Family Resource Centers and rural community providers receiving IV-B funds will continue to be a primary source for pre-placement services for the DCFS Rural Region Intensive Family Services staff, which provide both clinical assessments and home-based family preservation services. Parenting classes are available in-home as well as in group settings and will continue to provide be available to meet this critical need. Case management, including home-maker skill building continues to be available through the rural Family Resource Centers. Mental health and substance abuse assessments are also available. Most of the funded rural providers cover large areas of rural Nevada and often must travel to provide access to services for families to prevent removal.

Family Support Services:

FFPSA revised the definition of “family support services” at section 431(a)(2)(B)(iii) of the Act to include community-based services “to support and retain foster families so they can provide quality family-based settings for children in foster care.” The change in the statutory definition became effective upon the enactment of FFPSA on February 9, 2018.

Family support services promote the well-being of children and families and ultimately increase the ability of parenting to strengthen and stabilize the family unit. The goal of family support services is to increase the parents’ competence and confidence in parenting, so children are in a safe and stable environment. These services are voluntary, preventive activities to help families nurture their children. In Nevada, they are often provided by community-based organizations and are designed to alleviate stress and help parents care for their children's well-being before a crisis occurs. They connect families with available community resources and supportive networks which assist parents with child rearing. Family support activities include respite care for parents and caregivers, early development screening of children to identify their needs, tutoring health education for youth, and a range of center-based activities.

Family support services in CCDFS include an intensive in-home parenting program that addresses parenting and home-maker issues; programs which offer activities and supervision to school-aged children in a safe environment while their parents are at work, which enable parents to achieve and maintain better job performance in knowing that their child is in

a safe environment; case management; parenting classes; budgeting classes in both English and Spanish and computer skills classes and developmental screenings. These programs are anticipated to continue over the next five years, as more community providers are solicited.

The Title IV-B funded family support services in WCHSA will continue to include in-home family and individual counseling; mental health and substance abuse assessments; case management and linkage with supportive services; home visits; budgeting classes and goal planning.

Funding for family support services to sub-grantees in the Rural Region include in-home parenting as well as parenting groups; specialized parenting classes for parents of infants; first time parenting classes, mental health and substance abuse assessments and treatment; and home-maker classes. Parenting classes and in-home services for babies and toddlers 0-5 years of age are available in several counties in the Rural Region. In-home services include nutrition, housekeeping and developmentally appropriate parenting for children of all ages.

Additional services utilized by the Rural Region have included services available through community based non-profit agencies to provide substance abuse counseling, domestic violence interventions, truancy, tutoring, parenting and other prevention programs for children. County welfare programs and/or other community-based resources are frequently accessed for temporary housing, vouchers for clothing, food, gas, utilities, transportation and other needed services. Community coalitions exist in many rural communities in an attempt to increase availability and accessibility through coordinated efforts between public and private agencies. Workers are critical to the coordination and delivery of services and while recruitment and retention of licensed social work positions has remained an ongoing challenge in rural Nevada, efforts are being made over to recruit and retain workers.

Family Reunification Services:

FFPSA revised and renamed the definition of “family reunification services” (formerly “time-limited family reunification services”) at section 431(a)(7)(A) effective October 1, 2018 (the first day of FY 2019). The change in definition removes the previous time limit for providing reunification services to the family of a child in foster care and allows reunification services to be provided for a period of up to 15 months once the child is returned home.

The term 'family reunification services' means the services and activities described below that are provided to a child that is removed from the child's home and placed in a foster family home or a child care institution or a child who has been returned home and to the parents or primary caregiver of such a child, in order to facilitate the reunification of the child safely and appropriately within a timely fashion, and to ensure the strength and stability of the reunification. In the case of a child who has been returned home, the services and activities shall only be provided during the 15-month period that begins on the date that the child returns home.

The services and activities are described below:

- Individual, group, and family counseling.
- Inpatient, residential, or outpatient substance abuse treatment services.
- Mental health services.
- Assistance to address domestic violence.
- Services designed to provide temporary child care and therapeutic services for families, including crisis nurseries.
- Peer-to-peer mentoring and support groups for parents and primary caregivers.
- Services and activities designed to facilitate access to and visitation of children by parents and siblings.
- Transportation to or from any of the services and activities described above

These services and activities are provided to children who have been removed from home and placed in a foster home or a childcare institution and to their parents or primary caregivers. The goal is to facilitate reunifications safely and appropriately within a timely fashion, but only during the 15-month period that begins on the date the child is returned home. Services may include individual, group, and family counseling; inpatient, residential, or outpatient substance abuse treatment services; behavioral health services; assistance to address domestic violence; temporary child care and therapeutic services for families, including crisis nurseries; and transportation to or from any of the services.

Funded programs that provide reunification services in CCDFS include comprehensive assessments for both mental health and substance abuse issues for individuals and groups as well as individual and family treatment; Safety Team meetings

facilitated within 48 hours of referral from the child welfare agency; and in-home parenting training and home maker skills training.

Reunification services in WCHSA include mental health and substance abuse assessments and treatment; psychiatric evaluations for adults; group counseling for drug and alcohol, sessions on depression, parenting, stress management, family violence, sexual and physical abuse, loss and grief and marital and couple issues; and foster parent mentoring and relationship building with biological parents to facilitate timely reunification.

Reunification services in the Rural Region also include in-home parenting training as well as group parenting classes; infant parenting classes; first time parenting classes; and mental health and substance abuse assessments and treatment.

Adoption Promotion and Support Services:

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Adoption Promotion and Support services and activities are designed to support and facilitate permanency for children in Nevada's foster care system. Funding for Adoption Promotion and Support Services will continue to allow sub-grantees in CCDFS to educate the public, community leaders, policy makers and child welfare administrators by providing informative feedback on the foster parent perspective on adoption recruitment issues to better serve the foster parent community's needs and training for mental health professionals to help them understand why treatment strategies must be different for adoptive families. Funding also will continue to support diligent search activities which focus on identifying and locating parents and relatives who might be placement resources for children utilizing multiple resources such as Accurant, Internet sources, telephone books, Department of Motor Vehicles information and diligent search programs in other states.

Title IV-B and Adoption Incentive funding contribute to a large number of social summaries and home studies being completed at CCDFS leading to adoptions being finalized in a timely manner. Workers continue to work diligently to eliminate the barriers that prevent children from being adopted. Barriers to success have included backlogged pending TPR's; processing legal TPR related documents, backlogged adoption subsidy files, etc. Staff has been hired to address these barriers and it is expected that numbers will increase as these barriers are addressed.

Adoption Promotion and Support Services funding to sub-grantees in WCHSA and the DCFS Rural Region have enhanced their capability to collaborate with agencies to produce "child / family matching" events where children in foster care awaiting adoption were exposed to potential adoptive families; provision of series of training workshops for foster and adoptive parents; awareness promotion of special needs adoptive homes for children 12 years and older and sibling groups and increase interest in special needs adoption, ultimately impacting the number of finalized special needs adoptions. In collaboration with WCHSA, an agency has developed a program to build relationships between biological and foster parents with a goal of improving communication and building positive relationships between biological and foster parents to best facilitate the well-being of the children involved.

The WCHSA Adoption Program and the CCDFS CAC will continue to utilize trained clinical staff to support families' adoption of children with emotional/behavioral needs. This combined with the development of a "transition" case plan is a promising practice designed to better support and prepare both foster-adoption and stranger adoptions; and to increase the success of the child's placement.

WCHSA has completed several other tasks to help assist with ensuring adequate services for foster and adoptive youth and children. WCHSA has developed a Memorandum of Understanding (MOU) with Medicaid providers to create an approved network of providers and has authorized payments outside contract to provide needed services (example, additional payment for urgent evaluation), and will continue to refine the voucher process to ensure appropriate services are available as needed by staff. Additionally, caseworkers have access to Children's Cabinet therapeutic and safety services.

Independent Living Services (IL)

Nevada continues to deliver the IL program through a state-supervised and county administered program in the two major metropolitan counties, Clark and Washoe. Also, Nevada supervises and administers the IL program in the remaining 15

rural counties. Statewide public and private partnerships have been developed to provide IL services throughout the state. Each region develops a service array unique to their community. Please see APPENDIX B: Chafee Program & Education Training Voucher Program (ETV) for information related to services for Independent Living.

Service Decision Making Process for Family Support Services

Funding constraints and provider retention/availability continue to present two of the most serious barriers across the state. However, despite these challenges, ongoing efforts continue to increase the accessibility of services. Priority service needs continue to include:

- CCDFS: Family preservation services, homemaker services, substance abuse assessment and treatment, mental health assessments, medical case management, domestic violence response, and home studies and social summaries;
- WCHSA: In-home family crisis stabilization services and support services, updating home studies and social summaries, comprehensive substance abuse and mental health assessments, family counseling and substance abuse treatment, parenting groups: and
- DCFS Rural Region: In-home family crisis stabilization services, in-home mental health assessments and treatment, community based and in and in-home substance abuse assessment and services, community based and in-home parenting training, community based and in-home homemaker classes, and training and classes for potential adoptive families.

Through Title IV B, service providers across the state have been funded to provide family preservation, family support, family reunification and/or adoption support services. Collaboration with partner agencies, sub grantees and families all assist in deciding the best course of action for family support services.

Table 2.3: Title IV-B Subpart 2 Grantees by Funding Category and Region for Federal for SFY 2020

Applications Agency	FP	FS	R	APS
CLARK COUNTY REGION (70%)				
Adoption Exchange, The				<input checked="" type="checkbox"/>
Boys Town Nevada		<input checked="" type="checkbox"/>		
Bridge Counseling Associates			<input checked="" type="checkbox"/>	
Cappalappa Family Resource Center		<input checked="" type="checkbox"/>		
Chicanos Por La Causa, Nevada		<input checked="" type="checkbox"/>		
Clark County Department of Family Services	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Eagle Quest		<input checked="" type="checkbox"/>		
East Valley Family Services	<input checked="" type="checkbox"/>			
Olive Crest				<input checked="" type="checkbox"/>
S.A.F.E. House		<input checked="" type="checkbox"/>		
Safe Nest: Temp. Asst. to End Domestic Violence.		<input checked="" type="checkbox"/>		
Southern Nevada Children First		<input checked="" type="checkbox"/>		
St. Jude's Ranch for Children		<input checked="" type="checkbox"/>		
WASHOE COUNTY REGION (20%)				
Children's Cabinet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Committee to Aid Abused Women	<input checked="" type="checkbox"/>			
Family Counseling Services of Northern Nevada			<input checked="" type="checkbox"/>	
Nevada Urban Indians		<input checked="" type="checkbox"/>		
Ridge House		<input checked="" type="checkbox"/>		

Step 2		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Tahoe Family Solutions		<input checked="" type="checkbox"/>		
Washoe County Dept. of Soc. Serv.				<input checked="" type="checkbox"/>
Washoe County School District		<input checked="" type="checkbox"/>		
RURAL REGION (10%)				
Adoption Exchange, The				<input checked="" type="checkbox"/>
Consolidated Agencies of Human Services (CAHS)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Family Support Council of Douglas County	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Lyon County Human Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Nevada Outreach Training Organization	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ron Wood Family Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Wells Family Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

Other Service-Related Activities:

Child Family Mental Health		<input checked="" type="checkbox"/>		
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Section III: Goals, Objectives and Methods of Measuring Progress

PLAN FOR IMPROVEMENT

Nevada conducted its most recent Child and Family Services (CFSR) in 2018. During 2018 Nevada utilized a state-conducted review path for Round 3 of the CFSR. States must meet qualifying criteria to be approved by the Children's Bureau (CB) to be allowed to conduct their own case reviews. Nevada collaborated and developed Memorandums of Agreement (MOUs) with Clark County Department of Family Services (CCDFS) and the Washoe County Human Services Agency (WCHSA) to use staff and resources to conduct the CFSR.

The reviews identified Nevada to be out of substantial conformity with all seven outcomes and six of the seven systemic factors. Nevada was charged with developing a Program Improvement Plan (PIP) that addresses all areas rated as not in substantial conformity.

The following practice themes were identified as areas of concern during the reviews:

- **Conducting Quality Safety and Risk Assessments**
 - Conducting comprehensive risk and safety assessments
 - Focusing on in-home cases
 - Developing appropriate, realistic, and specific safety plans
 - Formalizing maltreatment reports on open cases
 - Providing safety services

- **Engaging Families**
 - Effective family engagement
 - Conducting high quality caseworker visits and case planning
 - Focusing on in-home cases
 - Effective relative engagement
 - Conducting accurate needs assessment and case planning
 -

- **Achieving Timely Permanency**
 - Effective use of concurrent planning
 - Effective and timely planning for adoption and provision of adoption services
 - Planning for, pursuing, and supporting timely reunification
 - Strengthening court case review processes and communication/partnership with courts
 - Filing timely TPR petitions per ASFA
 -

- **Continuous Quality Improvement**
 - Developing a comprehensive CQI system
 - Building capacity
 - Strengthening data collection, tracking, sharing, and analysis
 - Strengthening the link between data analysis and decision-making
 - Tracking interventions and outcomes

To develop the PIP, DCFS received technical assistance from the Capacity Building Center for States (CBSC) and the Capacity Building Center for Courts (CBCC). Nevada utilized a teaming approach with internal and external stakeholders in the process of problem exploration. DCFS engaged several key internal and external stakeholders in developing teams that represented each of the four cross-cutting practice themes, i.e. judges and youth. In January 2019, the CBSC and the CBCC provided a statewide training via Adobe Connect on Root Cause Analysis to Stakeholders. In February 2019, over 100 stakeholders convened to review the results of the CFSR with the Children's Bureau in Carson City, Nevada. These

stakeholders represented a diverse internal and external group across the state and have continued collaboration into the development of the 2020-2024 CFSP. An Advisory Team that consisted of foster parents, biological parents, previous foster youth and providers met to discuss the PIP goals and strategies as well as the vision, strategies and goals of the 2020-2024 CFSP. Additionally, the Independent Living Specialist engaged youth at the Youth Advisory Board (YAB) and they met and discussed the goals, strategies of the PIP as well as the goals of the CFSP. All stakeholders were provided current performance data, information on agency strengths and areas needing improvement. Over the next five years of the CFSP the Advisory Group will continue to meet on a quarterly basis as well as the YAB and information will continue to be shared with all stakeholders during these meetings. The state CFSR Coordinator is a member of the CIP Committee and shares data and information quarterly with the courts and other judicial partners, and this will continue over the next five years. Stakeholders will continue to be involved in the all key aspect of the 2020-2024 CFSP as it is implemented and monitored over the course of the next five years.

Teams were assembled around the four cross cutting performance themes of: Team (1) Conducting Quality Safety Assessments, Team (2) Engaging Families, Team (3) Achieving Timely Permanency and Team (4) Continuous Quality Improvement. During this convening, there were team break outs to start the process of problem exploration with each team and to set the course for future meetings. The teams were comprised of county staff, state staff, judges, youth, and other entities that represent child welfare across the state.

Additionally, internally and in collaboration with CCDFS, WCHSA and the DCFS-Rural, a CORE Steering Team was organized to guide each of the four teams throughout the process. A member of the CORE team also chaired or co-chaired the teams. The CORE Team and the practice themed teams developed a charter and communication plan which provided bi-directional communication with the teams, and the Executive Leadership Committee. An Advisory Committee was assembled of internal and external stakeholders i.e. parent advocates, birth parents, CASA, aged out Foster Youth, Providers, CJA task force and foster parents. This committee also served as advisory to the Child and Family Services Plan (CFSP).

The general approach taken by the four teams involved utilizing a period of problem exploration followed by data identification, analysis, developing research questions, analyzing root causes of performance and developing a theory of change for each root cause. Additionally, a data team was convened to assist with providing data for analysis. All teams met weekly or more to explore the problem in as much depth as possible considering the time constraints and created a data plan. During problem exploration and upon development of the data plan it was discovered there was not enough quantitative data to gain enough insight into some of the identified problem areas. The CBSC assisted the teams in conducting focus groups with Foster Parents, Youth, Supervisors, Caseworkers and Parents as a source of qualitative data to fill in the gaps. Teams then identified possible contributing factors and root causes of the identified problems. This process provided for the development of the goals, strategies and action steps for Nevada's PIP. Nevada initial submission of the PIP occurred on April 19, 2019. After comment/feedback from the Children's Bureau Nevada amended and resubmitted the PIP on June 21, 2019. Nevada is currently awaiting additional feedback from the Children's Bureau. In developing the PIP Nevada considered the goals and objectives that needed longer term improvement and therefore needed to be part of the 2020-2024 CFSP.

A key federal requirement of the CFSP requires DCFS to identify several broad goals for progress throughout the child welfare continuum. Passage of the Family First Prevention Services Act (P.L. 115-123) signed on February 9, 2018 has influenced the direction that Nevada has taken towards identifying goals of the 2020-2024 CFSP as it relates to child abuse prevention. While child protection will always be a necessary primary prevention effort, a system of care and service array that promotes prevention is a goal identified in Nevada's 2020-2024 CFSP.

The following goals are expressed in terms of improved outcomes for prevention of child maltreatment, safety, permanency, and well-being of children and families. Additionally, these goals are expressed in terms of a more comprehensive, coordinated, and effective child and family service delivery system, as required in 45 CFR 1357.15

Aligned with the plan’s goals are the measurable objectives that DCFS, in collaboration with CCDFS and WCHSA, will undertake in order to achieve these goals. The objectives focus on outcomes for children, youth and families or on elements of service delivery that are linked to these outcomes. DCFS’s progress in enhancing services and improving outcomes is measured by its progress in implementing and achieving its measurable objectives.

To the extent that a key requirement of DCFS’s CFSP goals and objectives are quantifiable and measurable, this section of the CFSP identifies the data-driven baselines/benchmarks against which DCFS’s progress will be measured over the course of the next five years. For some of the proposed objectives/measures DCFS is not able to produce baseline data either because referenced programs/processes/interventions are still too nascent to produce significant data and/or because DCFS is in the process of developing/correcting reporting mechanisms. However, as part of Nevada’s Round 3 CFSR Performance Improvement Plan (PIP) is a goal associated with Continuous Quality Improvement (CQI). The approach taken in the PIP is to utilize a standardized assessment instrument that will identify the gaps in Nevada’s CQI system. This in turn will help identify those significant data and reporting mechanisms needed to work towards a more comprehensive CQI system.

SAFETY/CHILD ABUSE PREVENTION

Goal 1: Improve child safety through increased proficient practice of the SAFE/SIPS Practice Model

Rationale for this goal: As part of the Round 3 PIP development, a team with statewide child welfare representation completed a root-cause analysis and determined that Child Welfare Supervisors lack sufficient agency support, ongoing training, tools, resources, and skill level to be proficient in coaching workers in application of SAFE/SIPS Practice Model. The root-cause analysis indicated a need to increase supervisors’ ability to translate policies to staff and ensure they are adhered to; as well as coach and support workers to make sound case work decisions to ensure safety while at the same time strengthening and supporting families. Supervisors knowledgeable in the application of the model and equipped with better strategies and tools to coach workers will enhance practice and result in improved safety outcomes.

Improved Outcomes: Safety Outcome 1 and 2

Measures of Progress:

Measure		Progress over next five years 2020-2024
Safety		
CFSR indicator	Baseline Percentages	CFSR performance measure
Item 1	58.3%	• 64.5% 2020 , 68.9% 2021 , 70.6 % 2022 , 72.8% 2023 , 75 % 2024 (PIP monitored)
Item 2	71.88%	• 80.0% 2020 , 82.0% 2021 , 84.0% 2022 , 86.0% 2023 , 88 % 2024 (PIP monitored)
Item 3	46.3%	• 49.3% 2020 , 53.4% 2021 , 55% 2022 , 57% 2023 , 60% 2024 (PIP monitored)
Nevada Federal Data Profile		
Federal Measures		
Maltreatment in Care	Baseline 10.85 (FY 2016)	• To move to National Performance of 9.67 (victimizations/100,000 days in care) or below during (2020-2024)
Recurrence of Maltreatment	Baseline 9.7% (FY16-17)	• To move to National Performance of 9.5 % or below during (2020-2024)
Interim Benchmark		SAFE/SIPS Supervisor Proficiency Tool developed to assess strengths and weaknesses of supervisory performance in SAFE/SIPS Practice Model

Interim Benchmark	SAFE/SIPS Supervisor Proficiency Plan standards created
Interim Benchmark	SAFE/SIPS Supervisor Proficiency Plan developed by child welfare agencies to identify mechanisms the agencies will utilize to increase the number of Coordinators/Managers/Supervisors who are proficient in the SAFE/SIPS Practice Model, with eventual goal of 70% proficiency statewide

Objectives/Strategies

Measures of Progress:

Objective/Strategy Safety- (Measured by CFSR Case Reviews, Federal Data Profile, and other Key Activities Completion)
2020 (Year 1): Conduct safety related activities *Included in PIP Activities Q1-Q4
<ul style="list-style-type: none"> - A statewide committee with representation from all three child welfare agencies in collaboration with FPO identified strategies during the PIP development process to improve the capacity of supervisors to effectively coach staff in their practice of the SAFE/SIPS Practice Model and improve Safety Outcomes. Key activity areas will address the following: <ul style="list-style-type: none"> o policies will be reviewed; o training will be provided; o data reports will be developed and utilized by supervisors, and; o CQI activities will ensure supervisors receive increased support to enhance their abilities. - A statewide committee with representation from all three child welfare agencies in collaboration with FPO will work with statewide Information Services (IS) to determine CCWIS changes that will permit accurate reporting of response timeliness. A CCWIS Work Request and Business Requirements will be completed. The outcome of this CCWIS system change will result in a streamlined approach to recording response time. FPO will monitor the Work Request and Business Requirements progress.
2021 (Year 2): Conduct safety related activities
<ul style="list-style-type: none"> - Continue working with IS on data collection and CCWIS enhancements for recording and CQI activities around timeliness of initiating of investigations of Reports of Child Maltreatment. - Continue implementation of safety related activities launched during year 1 of the CFSP. - Utilize Quality Improvement Case Review results to monitor and evaluate practice change resulting from safety related activities. - In order to continue improving safety outcomes, Child welfare agencies will evaluate NIA and Ongoing managers/coordinators and supervisors for proficiency using a statewide proficiency tool developed during the PIP, which will outline the standard for measuring SAFE/SIPS Practice Model proficiency. The standard will include proficiency in utilizing the SAFE/SIPS Practice Model to conduct comprehensive risk and safety assessments; developing appropriate, realistic and specific safety plans; and monitoring safety services. This evaluation will establish a baseline percentage of supervisors/coordinators/managers proficient in the SAFE/SIPS Practice Model.
2022 (Year 3): Continue safety related activities
<ul style="list-style-type: none"> - Continue working with IS on data collection and CCWIS enhancements for recording and CQI activities around timeliness of initiating of investigations of Reports of Child Maltreatment. - Continue implementation of safety related activities launched during year 1 of the CFSP. - Utilize Quality Improvement Case Review results to monitor and evaluate practice change resulting from safety related activities. - Gather qualitative data through focus groups to determine whether changes to policies made during PIP have had intended impact. Use qualitative data to inform whether additional training or policy changes are needed. - FPO will work collaboratively with the child welfare agencies to establish minimum requirements for the SAFE/SIPS Proficiency Plan. This plan should include how the child welfare agencies will determine how they will ensure continued coaching and mentoring of NIA and Ongoing managers/coordinators and supervisors who have not met proficiency, how the agencies will increase the number of NIA and Ongoing managers/coordinators and supervisors who are proficient in the SAFE/SIPS Practice Model, and how the

agencies will utilize the statewide team of experts formed during the PIP to improve capacity. The child welfare agencies will provide the SAFE/SIPS Proficiency Plan to FPO.

2023 (Year 4): Continue safety related activities

- Continue working with IS on data collection and CCWIS enhancements for recording and CQI activities around timeliness of initiating of investigations of Reports of Child Maltreatment.
- Continue implementation of safety related activities launched during year 1 of the CFSP.
- Utilize Quality Improvement Case Review results to monitor and evaluate practice change resulting from safety related activities.
- The child welfare agencies will submit progress made on increasing SAFE/SIPS Practice Model Proficiency in their SAFE/SIPS Proficiency Plan.
- Evaluate effectiveness of key activities utilized to increase supervisory capacity in the practice of the SAFE/SIPS Practice Model and develop strategies to sustain increased supervisory proficiency in the practice of the SAFE/SIPS Practice Model leading to enhanced safety outcomes.

- Continue working with IS on data collection and CCWIS enhancements for recording and CQI activities around timeliness of initiating of investigations of Reports of Child Maltreatment.
- Continue implementation of safety related activities launched during year 1 of the CFSP.
- Utilize Quality Improvement Case Review results to monitor and evaluate practice change resulting from safety related activities.
- Implement strategies identified to sustain and improve increased supervisory proficiency.
- Child Welfare agencies will submit final progress utilizing the SAFE/SIPS Proficiency Plan to the state regarding supervisor proficiency in their area with a statewide goal outcome of 70% proficiency.

Goal 1A: Create an integrated system of services to strengthen and support families and prevent maltreatment.

Rationale for this goal: A separate stakeholder group, comprised of statewide child welfare representation, began working on planning for implementation of an integrated prevention system and found a need for increased service array that will impact both safety and prevention. Action planning will be necessary to begin the process of shifting Nevada’s child welfare practice towards a prevention system. Goals around prevention efforts will be informed through planning that will occur in years 2019 and 2020. These goal/strategies have been influenced by the Families First Prevention Act (FFPSA) of 2018.

Improved Outcomes: Safety Outcome 1 and 2

Measures of Progress:

Measure	Progress over next five years 2020-2024
	Prevention
Interim Benchmark	Obtain Technical Assistance from the University of Maryland to develop a Title IV-E Prevention Program Plan
Interim Benchmark	Completion and submission of a Title IV-E Prevention Program Plan to HHS
Interim Benchmark	Development of Prevention Services Action Plan
Interim Benchmark	Implementation of Prevention Services Action Plan

Objectives/Strategies

Measures of Progress:

Objective/Strategy (Measured by Key Activities Completion)

2020 (Year 1): Begin efforts for prevention planning (measured by Key Activities Completion)

- Utilize TA assistance and collaboration from statewide child welfare agencies to develop a Title IV-E Prevention Program Plan to create a prevention system in Nevada.
 - o Define “child who is a candidate for foster care” and “imminent risk”
 - o Take inventory of services and select services for inclusion in plan
 - o Design rigorous evaluation strategies to ensure fidelity to evidence-based models
 - o Determine congregate care approach
 - o Provide analysis of cross-agency funding for FFPSA services in Nevada and efficient ways of financing them, incorporating federal funding maximization, including Medicaid
 - o Conduct policy and regulatory analysis to determine any needed changes to align with service and funding approach
 - o Conduct policy and regulatory analysis to support implementation congregate care approach
- Submit final Title IV-E Prevention Program Plan to HHS in 2020.

2021 (Year 2): Continue efforts for prevention planning

- Utilize Title IV-E Prevention Program Plan developed with TA Assistance to write Action Plan that will move Nevada towards a prevention system.

2022 (Year 3): Continue efforts for prevention planning

- Begin implementation of Prevention Action Plan.

2023 (Year 4): Continue efforts for prevention planning

- Continue implementation of Prevention Action Plan.

2024 (Year 5): Continue efforts for prevention planning

- Continue implementation of Prevention Action Plan.

PERMANENCY AND WELL-BEING

Goal 2: Improve Permanency and Well-Being Outcomes for children and youth.

Rational for this goal: As part of the Round 3 PIP development, root cause analyses determined that many of the issues affecting well-being and permanency outcomes revolve around the lack of understanding, knowledge, and consensus by all stakeholders on how to engage families and children and effectively communicate throughout the system. Additionally, youth have expressed needs for extension of foster care. As a result, the following needs were identified:

1. Consistent understanding of family engagement throughout the child welfare system statewide;
2. Consistent Child Welfare Agency policies which includes the social summary process;
3. Educate Families about the agency’s required processes and how to successfully achieve goals to close their cases;
4. A Trauma Informed Child Welfare System encompassing all stakeholders to enhance positive engagement across the system;
5. Shared agreement statewide on how to use concurrent planning and KinGAP consistently;
6. Improved diligent search efforts to identify relatives earlier in the removal process and throughout the case until permanency is reached;
7. Improved communication with relatives throughout the life of a case; and
8. Examine the decision points and process of filing for TPR and making modification to the TPR process based on review/findings positively impacting timeliness to permanency.
9. Impact Study and Analysis to determine the best plan for the extension of foster care for youth up to age 21

Improved Outcomes: Permanency Outcome 1,2 Well-Being Outcome 1, System Factor-Case Review System

Measures of Progress:

Measure		Progress over next five years 2020-2024
Interim Benchmark		<ul style="list-style-type: none"> Annually receive electronic notices and ongoingly review grant funding streams to expand on normalcy for youth/children (NRS 432B.174), service array for families, extend foster care (2020-2024) Complete Review of organization needs for additional grant funding streams by the Grants Management Unit (GMU) (2020)
CFSR indicator Baseline Percentages		CFSR performance measure
Item 4	72.7%	• 76% 2020 , 80.4% 2021 , 82% 2022 , 84% 2023 , 86% 2024 (PIP monitored)
Item 5	41.8%	• 46% 2020 , 50.3% 2021 , 52% 2022 , 54% 2023 , 56% 2024 (PIP monitored)
Item 6	18.2%	• 21.5% 2020 , 24.8% 2021 , 25.5% 2022 , 26% 2023 , 27% 2024 (PIP monitored)
Item 7	87.5%	• 89 % 2020 , 90% 2021 , 90% 2022 , 90% 2023 , 90% 2024
Item 8	67.5%	• 69 % 2020 , 71% 2021 , 73% 2022 , 75% 2023 , 77% 2024
Item 9	74.55%	• 76% 2020 , 78% 2021 ,80% 2022 , 82% 2023 , 84% 2024
Item 10	52.73%	• 54 % 2020 , 56% 2021 , 58% 2022 , 60% 2023 , 62% 2024
Item 11	62.07%	• 64% 2020 , 66% 2021 , 68 % 2022 , 70%, 2023 , 72% 2024
Item 12	37.5%	• 42% 2020 , 44.4% 2021 , 47% 2022 , 49, 2023 , 51% 2024 (PIP monitored)
Item 13	48%	• 51.7% 2020 , 55.4% 2021 , 56% 2022 , 56.5% 2023 , 57% 2024 (PIP monitored)
Item 14	55%	• 58.55% 2020 , 62.1% 2021 , 62.5% 2022 , 63% 2023 , 63.5% 2024 (PIP monitored)
Item 15	46.3%	• 50.65% 2020 , 55% 2021 , 55.5% 2022 , 56% 2023 , 27% 2024 (PIP monitored)
Item 16	72.31%	• 75% 2020 , 77% 2021 , 79% 2022 , 81% 2023 , 83% 2024
Item 17	51.52%	• 54% 2020 , 56% 2021 , 58% 2022 , 60% 2023 , 62% 2024
Item 18	60.66%	• 63% 2020 , 65% 2021 , 67% 2022 , 69% 2023 , 71% 2024
Federal Measures		Nevada Federal Data Profile
Permanency in 12 mos (entries) 47.6% (FY 2016)		• To maintain at or above National Performance of 42.7%
Permanency in 12 mos (12-23 mos) 43.0%		• To move to National Performance or above of 45.9%
Permanency in 12 months (24+ mos) 36.6%		• To maintain at or above National Performance of 31.8%
Re-entry to foster Care 7.6%		• To maintain at or below National Performance of 8.1%
Placement stability (moves/1000 days in care) 5.77		• To move to National Performance or below of 4.44
		Extension of foster care
Interim Benchmark		<ul style="list-style-type: none"> Completion of an Impact Analysis (2020) Completed Report submitted to the Legislative Committee (2020) Submission of a BDR if applicable for extending foster care (2020, 2022, & any special session in the interim) Complete Data Collection (2021) and Analyze Data (2022) Explore funding streams, see GMU section
		Trauma Informed/Focused Child Welfare System
Interim Benchmarks		<ul style="list-style-type: none"> Completed pre-test & post- test from Trauma Focused Communication at CIC (2020) Completed surveys from case participants to assess impact of trauma informed communication (2021 & 2023)

	<ul style="list-style-type: none"> • Completed Readiness/Implementation Plan to initiate and complete the development of a trauma informed child welfare system and identify training benefits for judicial stakeholders (2022) • Completed Trauma Informed Child Welfare System Implementation Plan (2022) • Evaluation of Stakeholder Trauma Informed Training (2024) • Concerted efforts completed by each child welfare agency to support a trauma informed child welfare system (2024)
	Court Process/Policies *(Included in PIP Goal 3)
Interim Benchmarks	<ul style="list-style-type: none"> • Subcommittee has completed a court order template with caregiver notice information (2020) • DCFS FPO Foster Care Specialist developed and received the caregiver surveys regarding the notification of review hearings (2021 & 2023) • Each child welfare agency and DCFS leadership will have a representative at the annual CIC Summit (2020 -2024) • DCFS FPO Foster Care specialist has updated statewide 204 Case Planning Policy for concurrent planning, 1010 KinGap Policy, 208 Social Summary Process Policy, and 1001 Diligent Search Policy & attachments (2020). • Each child welfare agency has updated its agency policy to align with the statewide updated policies and an established a policy for JDMP (2020) • Enhanced concerted efforts by each child welfare agency in expanding JDMP (2020) • Each child welfare agency leadership issued an Instructional Memorandum to child welfare staff regarding: <ul style="list-style-type: none"> ➢ Updated agency policy for JDMP, case planning for concurrent planning, KinGap, social summary process, and diligent search (2020). ➢ Support the Trauma Informed Child Welfare System, see trauma informed benchmarks (2022) ➢ Resource app for Androids installed on CCI server at AOC and stakeholders aware of availability by CIP and each child welfare agency (2023) ➢ Resource app for Apple installed on AOC CCI server and users informed of availability. (2024) • Established Achieving Timely Permanency Workgroup and a completed assessment of the TPR process and timelines (2020) • Completed script(s) through each child welfare agency collaboration with the courts and other dependency stakeholders for concurrent planning initiative (2020) • Completed form to enhance diligent search efforts for relatives and extended families (2020) • Developed and approved legal representation pilot project that's designed and supported by the court, LACSN, CC-DFS, and Boyd School of Law (2020) • Completed Resource Database by CIP (2020) • Family Advocacy Center is accepting clients (2023) • A study is completed of the Family Advocacy Center (2024). • The Implementation of hearing quality focused action plan by each child welfare agency through the Annual CIC (2020-2024)

Objectives/Strategies

Measures of Progress:

Objective/Strategy (Measured by CFSR Case Reviews, Federal Data Profile, PIP Activities and other Completed Key Activities)
2020 (Year 1): Conduct a Review of Organizational Needs and Develop Planning

- The State will review the organizational needs for targeted grant funding streams. State DCFS Grant Management Unit (GMU) to explore and/or maintain electronic notifications for funding opportunity announcements annually.
- The State will create implementation and budget plan for extending foster care until the age of 21 years old.
- The State to determine the following:
 - o Programmatic priorities to guide decision making in increasing efforts in exploring additional funding streams, including discretionary grant programs to expand on normalcy for youth/children (NRS 432B.174), service array for families, extend foster care to the age of 21 years old, and relationships by improving community events and functions to improve Well-Being and Permanency outcomes. The best interest of the child will remain at the center of grant planning while working with complex factors in enhancing funding streams.
 - o The resources and support the organization currently has in place.
 - o The additional support needed to apply and support grant writing to access additional funding sources.
 - o Effective planning and preparation on how the funding will be disseminated, the gaps in coverage that the grant will not cover in services and needs, and the expertise and stakeholders needed to strengthen collaborative efforts in obtaining the grant.
 - o Timeline and process for carrying out the extended foster care program and an analysis of the fiscal impact (Fiscal Plan).
- The State to:
 - o Complete an analysis of the implementation and impact of the extended foster care program that allows a child who is over 18 years of age to voluntarily remain under the jurisdiction of a court.
 - o Submit a report to Legislative Committee on Child Welfare and Juvenile Justice that includes a report concerning the status of the plan and recommendations for legislation necessary to improve the implementation of the program to extend foster care.
 - o Submit Child Welfare and Budget BDR Request based off implementation plan for 2021 legislation session.
 - o Amend the state plan, when federal criteria are met for foster care and adoption assistance, to extend foster care until a child reaches the age of 21 years old.

2020 (Year 1): Improve Families' Involvement in the Court Hearing Process and Develop a Trauma Focused Communication Process*(Moved from PIP Goal 3)

- Selected Leadership with each Child Welfare Agencies and DCFS will attend the Annual Community Improvement Council (CIC) Summit with the courts and other dependency stakeholders to learn trauma focused communication and engagement techniques. CIP/NCJFCJ to administer pre and post-test to determine knowledge gained from training of court/dependency stakeholders and child welfare staff who are members of the CIC. This training is supported by Goal 3 of the PIP and the Healthy Workforce of the CFSP (Q1).
- Convene a new statewide Achieving Timely Permanency Workgroup, to include Clark, Washoe and Rural Region representatives from DA/DAG, judges, child welfare designated staff, data team members, and any other needed stakeholders to collaboratively support the Nevada child welfare system through the efforts required to improve timely permanency outcomes for children through reunification, guardianship, and adoption (Q2).
- Each child welfare agency leadership will work in collaboration with the Court Improvement Director (CIP) to assist in expanding the Juvenile Dependency Mediation Program (JDMP) across the life of the case, pre and post-petition (Q2).
- DCFS- FPO Foster Care Specialist and Adoption Specialist convene a Statewide Policy Workgroup to update the statewide 0208 Policy for Social Summary and condense the adoption template to improve efficiency toward achieving adoption.
- *The Workgroup develops a protocol or policy to establish a specific timeline for when a child transfers from a permanency worker to an adoption worker to achieve permanency through adoption.
- DCFS-FPO leadership and each child welfare agency will partner with CIP, Vivek Sankaran (U of MI), 8th JD, CCDFS, LACSN, and Boyd School of Law to assist in designing a multidisciplinary legal assistance project to provide preventive legal and social work advocacy to families who are at risk or have had children placed in foster care. Implementation to be initially staged in Clark County (Possible name: Clark County Family Advocacy Center).
- DCFS-FPO leadership and each child welfare agency will partner with CIP and Children's Commission to assist in developing a database of resources by location throughout the state.
- Child Welfare Agencies and DCFS will continue to participate in the Community Improvement Councils to implement their hearing quality focused action plans.

2020 (Year 1): Improve Consistent Practices and Policies for Concurrent Planning, KinGAP, and Hearing Notification for Foster Caregivers.

- Each child welfare agency will participate in a statewide policy workgroup lead by the DCFS FPO Foster Care Specialist to update the statewide 1001 Diligent Search Policy, 1010 KinGap Policy, the 204 Case Planning Policy, and the statewide 0208 Social Summary Process Policy. The social summary template will be condensed to improve efficiency toward achieving adoption. Participants in the workgroup must include a representative from AOC/CIP to enhance the concurrent planning with adoption and KinGap statewide to reflect the most current best practices. The diligent search procedures will reflect concerted efforts necessary to ensure that immediate and extended family-members, and fictive kin are identified, located, informed, and evaluated in a timely manner (Q3).
- Each child welfare agency to assist AOC/CIP develop a form to be distributed by both the court and the child welfare agencies staff to gather information about potential relatives or fictive kin (Q2).
- The Achieving Timely Permanency Workgroup with technical assistance as needed to conduct a timeline analysis for the TPR and adoption process by collecting and requisite new, as well as, existing data from the past Focus Groups, APSR, Statewide Assessment, and manual judicial tracking information to assess the barriers to TPR and adoption, explore opportunities for improvement, and determine recommendations for practice changes. DCFS leadership to work in collaboration with the workgroup to determine impact of practice changes to their agency and ability to implement practice modifications (Q3).
- Each child welfare agency in collaboration with the courts and other dependency stakeholders will develop concurrent planning "Scripts" to also be used by the judiciary and attorneys to help families better understand the importance of concurrent planning for their child(ren)'s well-being and how the parent can provide beneficial input when concurrent planning occurs for the child(ren) to achieve permanency within required timelines.

2021 (Year 2): Improve Families' Involvement in the Court Hearing Process /Strengthen the Court Case Review *(Moved from PIP Goal 3)

- Child Welfare Agencies and DCFS to participate in AOC/CIP Workgroup to identify an existing brochure or to develop an informational guide/brochure to share with parents, foster parents and children regarding the dependency process and its legal requirements and timelines (Q5).
- Child welfare agencies in collaboration with AOC/CIP, at regularly scheduled statewide judicial round-tables, discuss and train the judiciary concerning making and documenting compelling reasons for why it is in a child's best interests to NOT go forward with either reunification or termination of parental rights when a child has been in out-of-home care for 12 months, or 14 out of the last 20 months.
- Child welfare agencies in collaboration with the existing CIP Subcommittee on Statewide Court Order Templates reviews to ensure that the Permanency Hearing Court Order Template outlines the need for a specific finding for a child remaining in out-of-home placement at month 12 or at month 14 of 20 months. Court findings document what the child's best interest is and the compelling reasons if the primary Case Plan Goal is not changed to adoption.
- DCFS-FPO leadership and Child Welfare Agencies partner with CIP, 8th JD, CCDFS, LACSN, and Boyd School of Law to assist in securing funding, establishing location, and determining staffing for development family advocacy center.
- Child Welfare Agencies and designated staff through designated leadership to partner with CIP and Children's Commission to assist in developing a database of resources by location throughout the state.
- Child Welfare Agencies to support CIP hiring a contractor to develop Resource App first for Android, then for Apple devices.
- Child Welfare Agencies and DCFS leadership will continue to participate in the Community Improvement Councils to implement their hearing quality focused action plans.

2021 (Year 2): Improve Consistent Practices and Policies for Concurrent Planning, KinGAP, and Hearing Notification for Foster Caregivers.

- Child Welfare Agencies to work in collaboration with CICs to assist in analyzing permanency timeliness data to identify barriers and solutions to meet federal and state timelines. Child welfare agency CIC representatives will work with local CICs to create action plans to maintain progress in removing barriers to achieving permanency timeliness (Q2).
- Foster caregivers are regularly and consistently notified of their foster child's court hearings through collaboration with the existing CIP Subcommittee on Court Order Templates and the Child Welfare Agency staff. DCFS FPO Foster Care Specialist will develop and received caregiver surveys regarding the notification to caregivers for review hearings (Q6).

<p>2021 (Year 2): Track and Monitor Progress of Extended Foster Care</p> <ul style="list-style-type: none"> -DCFS designated through executive leadership to collect data based off the extended foster care plan and monitor the program for modifications for the next legislative session in 2023.
<p>2021 (Year 2): Assessing and Improving Trauma Focused Communication*(Moved from PIP Goal 2 & 3)</p>
<ul style="list-style-type: none"> - DCFS FPO QA Specialist will extract and analyze the latest CFSR Review data for Items 6, 13, 14, and 15 to measure the outcomes for Permanency 1 and Well-Being 1 to support improved family engagement overall. - DCFS FPO Foster Care Specialist to determine the impact of trauma focused communications and if judicial stakeholders are using effective techniques to communicate with families through surveys to case participants. -Data collected by DCFS FPO Foster Care Specialist and QA specialist will work in collaboration with Training Manager and training partners to Improve training of trauma focused communication skills and assess if the established curriculum and learning objectives need modifying and/or updated. Modification and updates to be supported through the Healthy Workforce of the CFSP. -Supervisors and caseworkers complete training on the updated social summary policies.
<p>2021 (Year 2): Improve Hearing Notification for Foster Caregivers.</p>
<ul style="list-style-type: none"> - Foster caregivers are regularly and consistently notified of their foster child’s court hearings through collaboration with the existing CIP Subcommittee on Court Order Templates and the Child Welfare Agency staff. DCFS FPO QA Specialist will develop and receive caregiver surveys regarding the notification to caregivers for review hearings.
<p>2022 (Year 3): Analyze the Impact of the Extension of Foster Care</p>
<ul style="list-style-type: none"> - The State to analyze the impact of the extension of foster care to date and explore appropriate BDRs to be drafted and submitted to legislation for the 2023 session or any special session, including budget BDRs.
<p>2022 (Year 3): Improve Families’ Involvement in the Court Hearing Process/ Strengthen the Court Case Review</p>
<ul style="list-style-type: none"> -DCFS leadership and each child welfare agency in collaboration with CIP will develop and conduct necessary training for Judicial/legal Stakeholders regarding how to refer to and utilize the family advocacy center. -DCFS leadership in collaboration with CIP will ensure that the first resource application will be installed on CCI server at AOC where it can be maintained by Children’s Commission staff (update contact information, add new resources, remove old, track access) and ensure the community stakeholders are aware of the availability for free internet Resource App, including notification to child welfare staff through an instructional memorandum. -Child Welfare Agencies and DCFS leadership will continue to participate in the Community Improvement Councils to implement their hearing quality focused action plans.
<p>2022 (Year 3): Develop a Trauma Informed Child Welfare System</p>
<ul style="list-style-type: none"> - DCFS-FPO Foster Care Specialist will convene a workgroup with each child welfare agency and CIP representative to develop a Readiness/Implementation Plan to initiate and complete the development of a trauma informed child welfare system. This process is supported through the Healthy Workforce of the CFSP and PIP Key Activity 2.1.1. - Workgroup to <ul style="list-style-type: none"> o Identify and make decisions for a trauma informed child welfare system as the actions plan are implemented; and o Assist leadership in the development of instructional memoranda to support the Trauma Informed Child Welfare System in connection with the Healthy Workforce of the CFSP.
<p>2023 (Year 4): Improve Families’ Involvement in the Court Hearing Process/ Strengthen the Court Case Review</p>
<ul style="list-style-type: none"> - Child Welfare Agencies and DCFS leadership will continue to participate in the Community Improvement Councils to implement their hearing quality focused action plans. - Family Advocacy Center is opened. - Child Welfare Agencies and DCFS leadership to support CIP in the development of the Apple resource application, upload to the Administrative Office of the Court (AOC) and Centralized Case Index (CCI) server, and maintenance and updates to the resource app. - Child Welfare Agencies designated staff through leadership to provide education regarding the resource app.
<p>2023 (Year 4): Improve Consistent Practices and Policies for Concurrent Planning, KinGAP, and Hearing Notification for Foster Caregivers.</p> <ul style="list-style-type: none"> -

<ul style="list-style-type: none"> - Child Welfare Agencies help courts determine if the case plan is current or requires updating, at each hearing in the 2nd and 8th JDs, the court discusses the permanency plan goal, as well as, if there is a need for a concurrent plan goal, and asks such questions as: <ul style="list-style-type: none"> i. What efforts has the child welfare agency taken to achieve the case plan goal? ii. What are the barriers to achieving the current case plan goals? iii. Is the current case plan successfully moving the parent toward reunification?
<p>2023 (Year 4): Evaluating the Trauma Informed Child Welfare System</p> <ul style="list-style-type: none"> - DCFS FPO QA Specialist will extract and analyze the latest CFSR Review data for Items 6, 13, 14, and 15 to measure the outcomes for Permanency 1 and Well-Being 1 to support improved family engagement overall. - DCFS FPO Foster Care Specialist to determine the impact of trauma focused communications and if stakeholders are using effective techniques to communicate with families through surveys to case participants. - Data collected by DCFS FPO Foster Care Specialist and QA specialist will work in collaboration with training partners to Improve training of trauma focused communication skills and assess if the established curriculum and learning objectives need modifying and/or updated. Modification and updates to be supported through the Healthy Workforce of the CFSP.
<p>2024 (Year 5): Improve Families’ Involvement in the Court Hearing Process/ Strengthen the Court Case Review</p> <ul style="list-style-type: none"> - Child Welfare Agencies and DCFS leadership will continue to participate in the Community Improvement Councils to implement their hearing quality focused action plans. - Process evaluation of the Family Advocacy Center is conducted and recommendations for improvement are implemented. -Child Welfare Agencies and DCFS leadership to support CIP in the development of the Apple resource application, upload to the AOC CCI server, and maintenance and updates to the resource app.
<p>2024 (Year 5): Improving the Trauma Informed Child Welfare System</p> <ul style="list-style-type: none"> - Each child welfare agency leadership will make concerted efforts to meet the recommendations from the workgroup to support a trauma informed child welfare system. Modification and updates to be supported the Healthy Workforce of the CFSP.

HEALTHY WORKFORCE

GOAL 3: The State of Nevada will cultivate a healthy workforce that engages, trains, and supports both agency staff and community stakeholders to achieve better outcomes for children and families.

Rational for this goal: As part of the round 3 PIP development, qualitative feedback determined that the child welfare workforce in Nevada needs to be healthier and better supported. Training, culture, workload, and stress were reoccurring concerns brought up by child welfare workers at multiple levels. It is the belief that having a healthy, highly trained workforce will have a domino effect on all outcomes of safety, permanency and well-being for children and families.

Improved Outcomes: Safety 1 & 2, Permanency 1 & 2, Wellbeing 1,2,3, Systemic Factor- Staff Training

Measures of Progress:

Measure	Progress over next five years 2020-2024
Evaluative Report conducted by the CBCS in collaboration with Nevada Evaluative Team	Implement a Coaching Model in Nevada with a focus on Supervisors and Upper Management initially using a top-down approach. Nevada has been involved in this TA with the Capacity Building Center for States (CBCS) for several years.
Interim benchmark	Formation of the Workforce Innovation Team (WIT) to identify workforce strengths and needs
Interim benchmark	Gather baseline culture/climate data to identify workforce strengths and needs

1% Performance measure HR Turnover Rates Establish baseline	1% annual reduction in baseline statewide turnover rate as determined by Workforce Innovation Team
Interim Benchmark	Generate a WIT Action Plan to address identified challenges
Interim Benchmark	WIT Team to Develop job functions/competencies utilizing job satisfaction and exit surveys
100% Performance measure NPT LMS System as Measurement-report	Across all child welfare jurisdictions staff will satisfactorily complete training on compassion fatigue (includes burnout and vicarious trauma)
Interim Benchmark	Conduct a Workforce Study
Training Requirements *(Moved from PIP)	
Interim Benchmark	Each child welfare agency leadership issued an Instructional Memorandum <ul style="list-style-type: none"> o Designated staff completed Motivational Training or Advance Motivation Training, Working with Traumatized Adults, and Father Engagement Training (2020) o Designated staff completed new training from the CIC Summit for child welfare staff directly involved in the court process and training for mediation by JDMP (2020) o All child welfare staff completed Motivational Training or Advance Motivation Training, Working with Traumatized Adults, and Father Engagement Training (2023) o All child welfare staff completed new training from the CIC Summit for child welfare staff directly involved in the court process and training for mediation by JDMP (2023)
Interim Benchmark	Selective DCFS and each child welfare agency leadership has completed trauma focused communication training at the CIC Summit (2020)
Interim Benchmark	A development of a Standardized Family Engagement Training that is consistent with Key Activity 2.1.1 and Goal 3 of the PIP (2020)
Interim Benchmark	A development of an online curriculum that is consistent with concerted efforts and federal expectations and aligned with Initial Training (2022).

Objectives/Strategies

Objective/Strategy (Measured by CFSR Case Reviews, PIP and other Completed Key Activities)	
2020 (Year 1) and 2021 (Year 2) Utilize Technical Assistance from CBCS to Implement Coaching Model	
<ul style="list-style-type: none"> - Identify Nevada team for Atlantic Coast Child Welfare Implementation Center (ACCWIC) coaching project and coaching curriculum modifications - Define/clarify Nevada team, Center for States team roles and responsibilities for coaching project - Identify Nevada Practice components to integrate in ACCWIC coaching curriculum - Schedule planning calls for review of modified coaching curriculum - Establish coaching training schedule and identify coaching champions participants for pilot coaching training and subsequent coaching training - Identify trainers for pilot coaching training subsequent trainings - Review and finalize integrated ACCWIC coaching curriculum - Identify coaching tools to include evaluation tool/survey for coaching training and coaching documentation tools for use by coaches - Develop fidelity tool (Identify coaching behaviors for data on quality of coaching, adherence to coaching practice and context in which coaching occurs) - Collect and review data from training evaluation tool to improve subsequent coaching training, as needed - Identify who will coach coaching champions - Create community of practice for coaching champions (observations, on-site individual coaching sessions, groups coaching sessions, monthly coaching calls, quarterly learning collaborative, etc. - Implement coaching community of practice for coaching champions to support coaching champions and build sustainability 	

- Create communication that allows for sharing of challenges and barriers related to coaching to continually address/resolve barriers
- Conduct subsequent coaching trainings
- Evaluation of the Coaching Model will continue into years 2022-2024

2020 (Year 1) Improving Trauma Communication Training *(Moved from PIP)

- The State Training Manager and/or designee to develop and lead a workgroup to meet regularly and consistently to aggressively plan, problem solve, create, and devise an implementation plan with representative(s) from the courts to develop a Standardized Family Engagement Training that aligns with the Curriculum Guide detailed in Key Activity 2.1.1 of the PIP.
 - o Workgroup to be led in a timely fashion to address the forward moving plan of what is needed for goals, competencies, and curriculum.
- Assessment to be completed by the training partners as indicated in Key Activity 2.1.1 of the PIP to determine if current trainings, curricula, and resources that currently exist can be modified and used as a foundation. Assessment to also determine if the training can be disseminated either online, in-person, or both.
 - o This training will include information from the CIC Summit training and supported by PIP Goal 3. Goals are designed to ensure child welfare staff learn communication techniques to engage parents, relatives, and children exposed to trauma as well as when engaging with all professionals involved in court processes. This Key Activity will improve the quality and frequency of contact with families, promote achievement of case goals, increase and maintain family engagement, and ensure the well-being of children and youth.
- As indicated in Key Activity 2.1.1 of the PIP, DCFS FPO Training Manager will assist training partners in prioritizing trainings for the purposes of the PIP and CFSP to ensure timelines are met for each quarter.
- Each child welfare agency will use the evaluation provided by the CIP on JDMP created through the permanency and well-being of the CFSP and supported through Goal 3 to make necessary improvements to staff training and/or the expansion of JDMP.
- Selective Leadership will receive family engagement training through the CIC as indicated in the permanency and well-being of the CFSP and Goal 3.

2020 (Year 1) Form Workforce Innovation Team (WIT) to identify (day-to-day and big picture) challenges

- Identify members from each jurisdiction (Chair/Co-Chair (2), management (1), HR –manager/analyst (3), data/statistician (1), caseworkers/supervisors (3-4), training (1) for Workforce Innovation Team (WIT)
- Discuss overall workforce goals to create a healthier workforce
- Identify data that will help prioritize and assess needs
- Identify major workforce challenges in creating a healthier workforce
- Develop communications plan to disseminate information
- Identify key themes for a meaningful satisfaction survey
- Administer first employee satisfaction survey
- Determine need for workforce analysis
- Training curriculum addresses compassion fatigue, burnout, and vicarious trauma

2020 (Year 2) Increase Participation in Family Engagement Training*(Moved from PIP)

- Each Child Welfare Agency leadership, in align with Key Activity 2.1.1, will issue an Instructional Memorandum requiring designated child welfare staff to take existing Motivational Interviewing or Advanced Motivational Interview Training, Working with Traumatized Adults, and Father Engagement Training through Nevada Partnership for Training (NPT). Staff who have already participated in this training during the past 12 months prior to the acceptance of the PIP are excluded. (Remaining staff will be required to have participated in the same training in year 4)
- Each child welfare agency leadership, in align with Key Activity 2.1.1, will issue an Instructional Memorandum requiring designated child welfare staff who are directly involved in the court process to participate in the new Standardized Family Engagement Training developed by the training partners in collaboration with the DCFS FPO Training Manager. This training will include information from the CIC Summit training and supported by Key Activity 3.1.1. (Remaining staff will be required to have participated in the same training in year 4)
- Each child welfare agency leadership to issue an Instructional Memorandum requiring child welfare agency to attend mediation awareness training through JDMP, which support Goal 3 of the PIP. This training will require attendance of selective child welfare supervisors and caseworkers participating in dependency mediation to support full understanding of the mediation processes and expectations.

2021 (Year 2) Partner with HR to streamline processes (WIT TEAM)

- Develop and implement recruitment process

- Develop process for anticipatory hiring
- Develop characteristics/competencies for job functions and execute a plan to communicate to staff about the benefits of the competency model/culture
- Develop competency-based behavioral interviewing questions, develop hiring forms and processes, train hiring managers, implement system
- Develop realistic job preview (address community perception as well?)
- Develop and implement onboarding policies
- Develop and implement recruitment process for new employees
- Develop and implement exit survey
- Administer second employee satisfaction survey
- Conduct a Workforce Study

2020 (Year 3) Improving Curriculums ***(Moved from PIP)**

- The State Training Manager and/or designee, in collaboration with each child welfare agency and the Training Program, to develop and lead a workgroup to meet regularly and consistently to aggressively plan, problem solve, create, and devise an implementation plan to develop an online refresher training to support Goal 2 “Promoting effective communication and Contact with Families” by building awareness to concerted efforts and federal expectations
 - o Workgroup to be led in a timely fashion to address the forward moving plan of what is needed for goals, competencies, and curriculum.
 - o Assessment to be completed to determine if current trainings, curricula, and resources that currently exist can be modified and used as a foundation and if micro trainings would be appropriate.
- Workgroup will include a representative from the courts such as a participant(s) from the Court Improvement Program, attorney, DA, and any other stakeholder identified as appropriate by the workgroup.
- Training will address the following but not be limited to;
 - o The federal requirement that a child’s relationship with their parent(s) will be ongoingly assessed following the TPR process to determine if the relationship remains in the best interest of the child. If the relationship is determined to be in the best interest the agency will demonstrate concerted efforts to maintain the relationship;
 - o TPR timeframes;
 - o Explanation of compelling reasons and reasonable efforts, including which hearings shall include this information;
 - o Timelines for identifying and achieving permanency goals;
 - o Steps to ensure caseworkers are interacting with parents while they are incarcerated. The expectation of caseworkers to identify and remove barriers to communication;
 - o Concerted efforts on assessing the needs and services of children, parents, and foster parents. Specifically;
 - o Working to engage families in needed safety-related services and facilitating a family’s access to those services;
 - o Encouraging a parent’s participation in school-related activities, doctor’s appointments for the child, or engagement in after-school activities; and
 - o Engaging families to be active participants in their family’s case planning such as;
 - o Having age-appropriate discussions with children and explaining case plans in language they understand.
 - o Having age-appropriate discussion with youth about their Independent Living Plan and appropriate goals.
 - o Ensuring children understand permanency goals and changes made to goals.
 - o Discussing family strengths and needs with children and parents.
 - o Evaluating other case plan goals and progress in services with both children and parents.
 - o Identifying and removing barriers to achieve case plan goals and/or providing strategies to achieve goals.
 - o Ensuring that case planning meetings are arranged based on the family’s availability and are utilized to engage the family in case planning discussions.
- The workgroup to further explore learning objectives with the Youth Advisory Board in a manner that is conducive to their schedules
- The training partners are to ensure the LMS easily identifies and provides the online training required for this Key Activity in a way that is easily accessible to staff in all jurisdictions and training is offered on an ongoing basis and not a rotating basis.

- DCFS-FPO Training Manager will work in collaboration with the Training Program to ensure the Initial Training Academy courses/material are updated and include current concerted efforts identified in the CFSR review and federal expectations.

2022 (Year 3) Retention-WIT TEAM

- Develop and implement performance feedback on the competencies essential to achieving the desired results in each job function
- Develop training opportunities for all staff in the competencies essential for successful performance
- Develop and administer competency surveys, analyze findings, develop strategies
 - o Using monthly or quarterly for data driven decisions for individuals and agencies
- Administer third employee satisfaction survey, analyze finding, develop strategies
- Utilize coaching as a mechanism to develop staff around the identified competencies
- Develop succession plan (ex. promotional readiness team)
 - o Partner with current supervisors to show how to interview and tools to promote up
- All child welfare agencies will train workers on compassion fatigue, burnout, and vicarious trauma

2023 (Year 4) Build Awareness to Concerted Efforts and Federal Expectations*(Moved from PIP)

- Each child welfare agency leadership will issue an instructional memorandum requiring child welfare staff to participate in the new Refresher Online Training(s) to build awareness to concerted efforts and federal expectations.”
- Managers will provide 1:1 coaching with supervisors and supervisors to provide 1:1 coaching with caseworkers prior to the training as part of the training process and following the completion of training as part of the transfer of learning process. Managers and supervisors will be expected to role model performance and behaviors while providing technical assistance and coaching feedback to ensure skillful engagement with families is occurring.
- The training partners are to ensure the Learning Management System (LMS) easily identifies and provides the online training(s) required for this Key Activity in a way that is easily accessible to child welfare staff in all jurisdictions and training is offered on an ongoing basis and not a rotating basis.
- Each child welfare agency and DCFS-FPO Training Manager will work in collaboration with the Training Program to monitor the completion of training using the LMS tracking abilities and ensure the initial material for the Training Academy is up to date. (This key activity will also improve the caseworker’s ability to identify concerted efforts and adequately assess families, which will improve Safety, Permanency, and Well-Being outcomes. Courses will target the federal expectations on assessing the needs and services of children, parents, and foster parents related to PIP Goal 3.
- To support Permanency and Well Being objectives/strategies in the CFSP, DCFS FPO Specialists to work in collaboration with training partners to Improve training of trauma focused communication skills and assess if the established curriculum and learning objectives need modifying and/or updated through data collection.

2020 (Year 4) Increase Participation in Family Engagement Training*(Moved from PIP)

- Each Child Welfare Agency leadership, in align with PIP Key Activity 2.1.1, will issue an Instructional Memorandum requiring all child welfare staff to take existing Motivational Interviewing or Advanced Motivational Interview Training, Working with Traumatized Adults, and Father Engagement Training through Nevada Partnership for Training (NPT). Staff who have already participated in this training during the PIP is excluded from the training, unless directed otherwise by leadership.
- Each child welfare agency leadership, in align with PIP Key Activity 2.1.1, will issue an Instructional Memorandum requiring all child welfare staff who are directly involved in the court process to participate in the new standardized Family Engagement Training developed by the training partners in collaboration with the DCFS FPO Training Manager. This training will include information from the CIC Summit training and supported by Key Activity 3.1.1. Staff who have already participated in this training during the PIP is excluded from the training, unless directed otherwise by leadership.

2023 (Year 4) Evaluate Organizational Effectiveness-WIT TEAM

- Develop workforce dashboard and review quarterly
- Assessment and repository for data in collaboration with HR
- Administer second competency survey, analyze findings, develop strategies
- Administer fourth employee satisfaction survey, analyze findings, develop strategies
- Evaluate trends from data
- Provide opportunities for professional development through analyzing data (training opportunities, updates to policy and procedures)

2024 (Year 5) Sustaining new organizational culture-WIT TEAM
<ul style="list-style-type: none"> - Form implementation team to ensure fidelity to competency models - Utilize WIT data to inform coaching and organization decisions

CONTINUOUS QUALITY IMPROVEMENT

Goal 4: Improve Statewide Child Welfare Outcomes by developing and strengthening the Statewide Quality Assurance System to ensure the system can identify and respond to the strengths and needs of the child welfare system in an efficient and effective manner.

Rational for this goal:

As part of the round 3 PIP development a root-cause analysis determined that there is no comprehensive understanding of the State’s CQI needs nor does Nevada have a comprehensive CQI System. In Nevada’s round 3 PIP, one of the strategies is to complete a CQI Assessment that will identify the strengths and challenges of the system. Additionally, this will inform action planning and change implementation activities, over the course of the 2020-2024 CFSP.

Improved Outcomes: Systemic Factor- Statewide Information System and Quality Assurance

Measures of Progress:

Measure	Progress over next five years 2020-2024
Interim Benchmark	Completed CQI Self- Assessment (FY 2021)
Interim Benchmark	CQI self-assessment analysis report that highlights the strengths and weakness of Nevada’s CQI system and processes. (FY 2021)
Interim Benchmark	Generate a CQI Action Plan to address deficiencies identified in the CQI self-assessment analysis report. (FY 2021)
Interim Benchmark	All child welfare CQI teams will establish written processes to ensure that all CQI new hires will complete the CQI training as part of their employee on-boarding. (FY 2021)
Interim Benchmark	A completed feasibility study with recommendations to expand FPO’s oversight of child welfare programs in Nevada as it relates to the statewide case review process.
Interim Benchmark	A submitted budget request to procure additional funding to support the expansion and enhancements as identified in the feasibility study as it relates to statewide case review process.
Interim Benchmark	A uniformly shared data dictionary that sets the standards for when and how users update information in UNITY as it relates to permanency goal documentation standards.
90% performance measure-sample data	Permanency goals in UNITY will be accurate 90% of all cases pulled for spot check/review Baseline is 80% in 2019 (FY 2020 82%) (FY 2021 84%) (FY 2022 86%) (FY 2023 88%) (FY 2024 90%)

Objectives/Strategies

Measures of Progress:

Objective/Strategy (Measured by PIP Key Activities and other Completed Key Activities)
2020 (Year 1): Conduct TA activities related to CQI Self-Assessment using tool as developed by CBCS *PIP Activities Q2 & Q3
- Request membership from executive leadership, for Assessment and Implementation teams (Q2)

<ul style="list-style-type: none"> - Convene Assessment team, to conduct assessment (Q3) - Develop the CQI Assessment/Implementation Team Charter and Communication Plan (Q3)
*PIP Activities Q1
<ul style="list-style-type: none"> - Continue to conduct case reviews as outlined in the measurement plan and with collaboration from all child welfare agencies as described in MOU (Q1)
2020 (Year 1): Identify data entry standards re: permanency goals in UNITY PIP Activities Q1
<ul style="list-style-type: none"> - Develop a uniformly agreed upon data dictionary to includes standards of performance regarding the definitions of permanency goals, how to update them in UNITY and which case events would prompt such an update. - Write or revise existing policy to inform practice - All child welfare agencies will ensure staff receive these expectations - Develop CQI process to ensure permanency goals in UNITY are accurate and timely
2021 (Year 2): Complete the assessment and analyze results *PIP Activities Q6
<ul style="list-style-type: none"> - Complete CQI Self-Assessment (Q6) - Analyze results and develop an action plan (Q6)
2021 (Year 1): Improve and sustain the case review process* PIP Activities Q6
<ul style="list-style-type: none"> - Complete budget feasibility study and budget request regarding expansion of Family Programs Office oversight as it relates to statewide case review process - Provide results of feasibility study to executive leadership - Submit budget request for additional positions, resources etc. for inclusion in SFY22-23 biennium
2021 (Year 3): Implement CQI Improvement Action Plan (AP)
<ul style="list-style-type: none"> - Convene implementation team to complete activities as outlined in CQI improvement plan - Develop and initiate a system to monitor progress of implementation team - Develop systems of feedback to ensure all levels of child welfare staff have a clear understanding of how their work influences performance outcomes - Implement changes to close gaps as identified by CQI-AP in the following domains: <ul style="list-style-type: none"> o Leadership Support and Modeling o Staff and Stakeholder Engagement o Communication o Foundational Administrative Structure
2023 (Year 4): Track and Monitor Progress of CQI Action Plan (CQI-AP)
<ul style="list-style-type: none"> - The progress of the CQI-AP will be reviewed in a statewide committee meeting at least quarterly - Adjustments, redirections, and amendments to this plan will be reviewed and voted on during the same meeting as needed - Implement changes to close gaps as identified by CQI-AP in the following domains: <ul style="list-style-type: none"> o Case Record Review o Quality Data collection o Infrastructure o Data extraction, analysis and dissemination <ul style="list-style-type: none"> ▪ May include but is not limited to developing data reports for CQI purposes of the following program areas: <ul style="list-style-type: none"> • Assessment/Investigation, Out of Home Care, In-home Care, Independent Living, and Adoption
2024 (Year 5): Conclude CQI Action Plan Activities
<ul style="list-style-type: none"> - Implement changes to close gaps as identified by CQI-AP in the following domains: <ul style="list-style-type: none"> o Implementation or revision of CQI processes that contribute to system change, improved performance and enhanced outcomes for children and families.

Implementation Supports:

To promote successful implementation of all the goals and objectives of the 2020-2024 CFSP there are additional supports needed to carry out the plan. For all goals and objectives staff support is needed to continue developing UNITY windows and reporting mechanisms over the next five years. Staff support will be needed to increase a dedicated reviewer pool for case reviews and monitor CQI activities and analyze data. Technical Assistance will be needed to complete the CQI Assessment and this will be requested of the Capacity Building Center for States (CBCS) during the PIP.

In order to implement a comprehensive prevention service array system resources will be needed specially in the DCFS Rural Region where resources are limited. Technical Assistance will be needed to assist Nevada in conducting a service array inventory. A contractor has been hired to provide TA to Nevada in developing this Prevention Plan.

Technical Assistance (TA) will be needed to implement the Training Coaching Model and Nevada is currently working with the Capacity Building Center for States on this project.

Technical Assistance (Contractor) will be needed to implement the extension of foster care to 21 years of age, and a request for funding to assist with this implementation was approved by the Legislature.

Staff Training, Technical Assistance and Evaluation

Staff Training

State child welfare training through the University of Nevada, Reno and Las Vegas, is provided as Pre-Service and On-going training to all counties and this training will support goals of the PIP and 2020-2024 CFSP. Specific Training as it relates to Family Engagement, i.e. Motivational Interviewing and Father Engagement are just a few trainings that are included in the staff development and training plan to support the goals and objectives of the 2020-2024 CFSP. These trainings have been specifically linked to PIP Goals 2 and 3. (See Nevada PIP for analysis of how these trainings will support the goals and objectives of the CFSP.)

Training is critical to the development of a skilled child welfare workforce and to achieving outcomes of safety, permanency, and well-being for children entrusted to the care of the public child welfare system. It is also key to worker retention. Nevada has been receiving TA from the Capacity Building Center for States (CBCS) to bring a coaching model to Nevada which is also aligned with Nevada's goal of having a healthy workforce. Training offered will continue to be evaluated and documented on the Training Plan in terms of its identified goal and related objectives.

Through the collaboration with the Training Management Team (TMT) and use of the Nevada Partnership for Training (NPT) Reports System through its new Learning Management System, the State will strive to enhance reports to ensure that all new staff receive the required Nevada New Academy within the required timeframes, and ensure all staff receive on-going training. Throughout the next five years, plans for the training and development of new workers, continuing workers and supervisors include the assurance that the curriculum materials are current and reflect best practice where possible; that statewide policy will be reviewed annually over the next five years and revised as needed or will ensure that policies are developed and implemented as necessary; that the State will develop and/or review existing quantitative reports to ensure that applicable quantitative data from the UNITY system is available for review and analysis over the next five years on a regular basis; and, that the State will continue to ensure that qualitative reports (if applicable) utilizing stakeholder feedback are developed and reviewed annually to ensure training is meeting the goals and objectives and if technical assistance and/or revisions are indicated.

Technical Assistance

Specifically, over the next five years The DCFS FPO Specialist will continue to provide training and technical assistance as it relates to the 2018 Nevada CFSR Reviews. CFSR training will continue to be provided to new and existing reviewer staff. Quality Assurance Specialist will continue to provide TA related to UNITY reports and monitoring of programs.

Specifically, the UNITY Report related to caseworker visits with children will continue to be monitored and is provided statewide to improve performance in this area. This TA is closely aligned with CFSP measures.

Over the next five years the Independent Living Program Specialist (ILPS) will provide TA to the counties through regular e-mail and phone contact on matters relative to Independent Living policy and practice issues. Additionally, The ILPS conducts monthly TA calls with the DCFS Rural Region Independent Living Providers and conducts a statewide monthly call with the counties and Statewide I.L Providers including the ETV Provider. Specially, the ILPS will be involved in an analysis on extension of foster care, and this TA will be closely aligned with the CFSP goal of ensuring youth transition to adulthood successfully achieving permanence.

Plans for TA related to the Families First Prevention Services Act (FFPSA) is planned around all implementation of services that will be provided to children and families. All Program Office Specialist will continue to provide TA on issues related to permanency and Adoption. This TA is closely aligned with CFSP measures related to permanency, well-being and adoption. The Adoption Specialist will continue to provide TA related to Adoptions through ongoing consultations and annual reviews which will continue into SFY 2019.

Lastly, the ICWA Specialist will continue to provide TA by collaboratively consulting with in-state federally recognized tribes on ICWA, creating MOUs between DCFS and tribal entities and hosting Indian Child Welfare meetings discussing matters relative to safety, permanency and well-being of Native American youth. This TA is aligned with CFSP measures and will continue over the next five years.

Capacity Building Needs

The Capacity Building Center for States will continue providing TA on the following activities which are aligned with the CFSP and or PIP:

1. Support for the Implementation of a Continuous Quality Improvement System.
 - (a) Assist Nevada in completing a Comprehensive CQI Assessment.
2. Support the Development and Implementation of a Comprehensive Training, Coaching, Mentoring System.
 - (a) Work towards implementation of a coaching model for Supervisors in Nevada.

Evaluation

Nevada is currently working towards implementation of a Coaching Model that will be evaluated in collaboration with the Capacity Building Center for States.

Nevada does continue the Advanced Foster Care program that is being evaluated by DCFS. The program is based on the evidence-based foster parent training program, 'Together Facing the Challenge', along with training in other best practices such as trauma informed care and medication management.

Additionally, CCDFS continues with a Title IV-E waiver demonstration project which will end September 30, 2019. The Title IV-E waiver is providing CCDFS an opportunity to use federal funds more flexibly to test innovative approaches to child welfare service delivery and financing and includes a rigorous evaluation process.

Section IV. Safety, Permanency and Well-Being Performance Indicators

ASSESSMENT OF PERFORMANCE

Child Welfare Waiver Demonstration Activities

The Title IV-E waiver has only been specific to Clark County and on July 1, 2015, Clark County Department of Family Services (DFS) was approved to conduct a Title IV-E Waiver Demonstration Project. Prior to receipt of the Title IV-E Waiver, families served by Clark County Department of Family Services (DFS) that were eligible for in-home safety services could not receive them if they lacked informal supports such as friends, family members, or neighbors to assist in the implementation of an in-home safety plan. The children of these families were kept safe through out-of-home care. The Title IV-E Waiver allows families that lack informal supports to receive in-home safety services, if eligible, through a paid and specially trained safety manager. The purpose of the Clark County waiver demonstration project is to enhance and increase the capacity of the practice model components concerning in-home safety management services emphasizing community coordination and involvement, thus reducing the historical model of out-of-home placement for children.

The Nevada Institute for Children's Research and Policy (NICRP) has been contracted to conduct an evaluation of the demonstration project. This evaluation has compared the outcomes of those families that receive in-home safety services through informal supports to those families that receive in-home safety services through a trained, contracted safety manager with certification in safety management. In addition to evaluating the overall outcome goals of the intervention, NICRP has monitored the implementation of the demonstration project through process evaluation and by conducting a cost analysis.

As of December 15, 2018, 932 families have been enrolled in the Clark County DFS Title IV-E Waiver Demonstration Project. Of the 932 families enrolled, 687 have received or are receiving in-home safety services through a trained, contracted safety manager with certification in safety management and therefore have been enrolled in the treatment group. Of the 932 families enrolled, 245 have received or are receiving in-home safety services through informal supports such as friends, family members, or neighbors and therefore have been enrolled in the comparison group.

Lessons learned from the implementation of the Title IV-E Waiver and how this has informed goals of the CFSP

The IV-E Waiver allowed CCDFS to flexibly use funds to implement the Safe@Home program where children assessed to be unsafe through the Nevada Initial Assessment (NIA) were able to remain home or return home to live safely at home as an alternative to out of home care. Safety managers mitigated the identified safety threats and parents worked to improve protective capacities until the children were assessed to be safe. The most significant finding for CCDFS is that 2114 children remained at home or were returned home safely with in-home safety intervention services in the first 45 months of the waiver demonstration project. Of those 2114 children, only 10% were ultimately removed from home and placed in foster or relative care. CCDFS predicted that 70% of the families enrolled in the evaluation would be new cases and 30% would be reunification families. Initially only 13% of the families engaging in Safety Services were new families. Currently 31% are new families whose children had not experienced foster or relative care prior to the program and 69% are reunified families. This may possibly be attributed to increased fidelity to the model, timeliness of NIA completion and increased confidence in the validity of the assessments on the part of the NIA specialist conducting the assessment. As CCDFS become more practiced in the model, they can accurately determine the impending threats and create safety plans to mitigate them and keep the children from initial removal.

CCDFS also looked at the types of safety services provided, and the number of hours provided in each category. There are five safety categories: behavior management, social connection, crisis management, resource support, and separation. The safety categories set forth in an in-home safety plan represent the objectives that must be met through implementation of the in-home safety plan. For instance, when the intervention for an in-home safety plan is behavior management, everything associated with the in-home safety plan is designed to achieve behavior management (i.e., safety services, safety service providers, level of effort, frequency of safety services, oversight.) Each safety category includes safety services that are provided to the family in order to assure that children remain safe in their homes. Safety services are identified within an in-home safety plan and are managed by a safety manager. The variety of safety services and level of effort provided is determined by the specific case situation and can result in safety service activity ranging from once a week to several contacts a day. CCDFS has found that while behavioral management continues to be the most prevalent need for our families, there has been a significant increase in the use of social connection and resource support. This may

be attributed to safety managers and case managers becoming more experienced in accurately assessing and meeting the needs of the families.

The plan to sustain waiver interventions once the waiver authority terminates on September 30, 2019

CCDFS has included funding in the 2020 budget projections to continue funding the safe@home waiver intervention (if needed) by splitting the expenses across the funding streams of Temporary Assistance to Needy Families (TANF) County General Fund, State General Fund, and possibly local marijuana funds although the exact amounts allocated from each fund/program is not yet determined.

The ability to use the waiver in CCDFS has influenced the need to have a service array that supports children living free from maltreatment and in their homes. Additionally, the enactment of the Families First Prevention Services Act (FFSPA) of 2018 contributed to the need to identify Nevada's CFSP Goal 1A "Create an intergrade system of services to strengthen and support families and prevent maltreatment."

PROGRAM AREAS

Section V. SAFETY

Trends in Child Safety

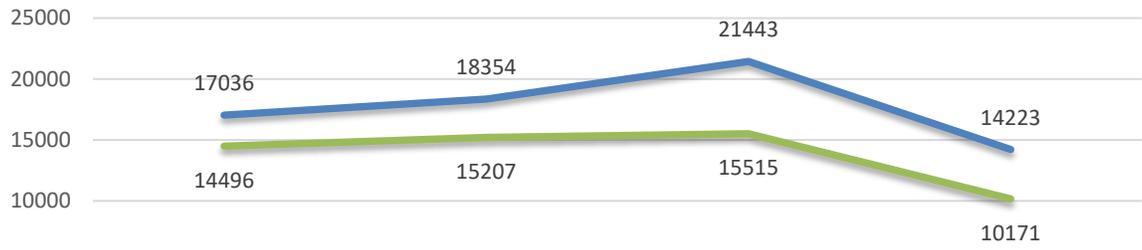
Referrals

Referrals are all intake calls received across the state to each child welfare agency concerning potential abuse or neglect of a child. These include referrals that are screened in and those that are screened out. Screened out referrals are defined as follows: information only (IO), where the referral does not meet the criteria for child abuse and/or neglect, and where the reported information does not indicate that a child is unsafe or has been or is being abused; and/or, information and referral (IR), where the reported information indicates that there is no child abuse or neglect occurring but that there is a request or need for services. Statewide from SFY 2016 to SFY 2018 there has been a 26% *increase* in IO Referrals. Information for SFY 2019 is through February 2019.

Screened-in referrals are those that indicate that there is an immediate or impending safety threat or issue involving child abuse or neglect. This referral is coded as a report and is sent to a supervisor for assessment and assignment for Investigation or Differential Response (DR). Statewide from SFY 2016 to SFY 2018 there has been a 7 % *increase* in Investigations while Differential Response have *decreased* 31% for the same time period.

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Statewide CPS Referrals Received by Disposition



	SFY 2016	SFY 2017	SFY 2018	SFY 2019 YTD
Information Only	17036	18354	21443	14223
Differential Response	1442	1067	992	562
Investigations	14496	15207	15515	10171

Information Only Differential Response Investigations

5.1 Processing of new referrals received for the period of SFY 2016 through Feb 2019.

Differential Response

The Differential Response (DR) program structure changed during SFY 2018-2019 in the three jurisdictions of the state but continues to be part of the CPS screened in response system. Over the next five years it is anticipated that it will continue as a program for screened in reports.

Nevada Differential Response (DR) Program Report through 3/31/18

Table 5.1 Statewide Differential Response (DR) Program Total Number of Families Served	Years 2/28/2007-3/31/2019
Number of Families Referred to DR by CPS	13,074
Number of Cases returned to CPS	728
Number of cases closed	12,148

Report through 3/31/2019

Current Status by Program – SFY19 thru Q3: July 1, 2018 – March 31, 2019

Program	DR Case Managers FTE Positions	Number of cases carried forward from FY18 to FY19	Number of cases referred to DR from CPS	Number of cases returned to CPS	Number of cases closed	Number of open DR cases as of 03/31/19
Las Vegas – South	2	19	25	9	30	5

Hope Link FRC						
Las Vegas – East East Valley Family Services FRC	4	3	33	7	27	2
Las Vegas – Central East Valley Family Services FRC	2	1	35	3	29	4
Las Vegas – North Olive Crest FRC	2	13	30	4	38	1
Las Vegas – West Boys & Girls Club of So. NV FRC	2	0	42	0	32	10
Total Clark	12	36	165	23	156	22
Washoe Human Services	2	25	92	14	55	48
Washoe Children’s Cabinet*	0	24	12	0	31	5
Total Washoe	2	49	104	14	86	53
Lyon, Pershing, Mineral, Churchill Lyon Co. Human Services FRC	4	42	170	7	155	41
Carson City/ Douglas/ Elko - Ron Wood FRC***	4	14	148	11	108	45
Pahrump/S. Nye East Valley Family Services FRC	2	15	61	10	43	23
Total Rural	10	71	379	28	306	106
Total State	24	156	648	65	548	181

*Children’s Cabinet is funded by WCHSA to provide DR services. Starting 9/30/18 Children’s Cabinet is no longer a provider

* While they are not being funded by FRC state funding, they are participating in the training and other DR activities and their data is incorporated into the evaluation information.

**DR Program under FRIENDS FRC in Churchill County closed September 2015. Lyon County assumed responsibility for Churchill County DR services Jan. 2016.

***Elko FRC combined with Ron Wood FCR, effective 7/1/2017.

Note: SFY 2019 started on July 1, 2018, and SFY 2019 Quarter 3 ended on March 31, 2019

When a report is screened in, it is either assigned for Investigation or Differential Response (DR) by a child welfare agency per policy 0506 Intake and Priority Response. The investigation process is outlined in the 0508 and 0509 Nevada Initial Assessment (NIA) policies. The NIA policy includes the process for interaction with a family for assessing factors or

conditions that are known to contribute to the likelihood of child abuse or neglect. The following are the number of statewide investigations.

Investigations

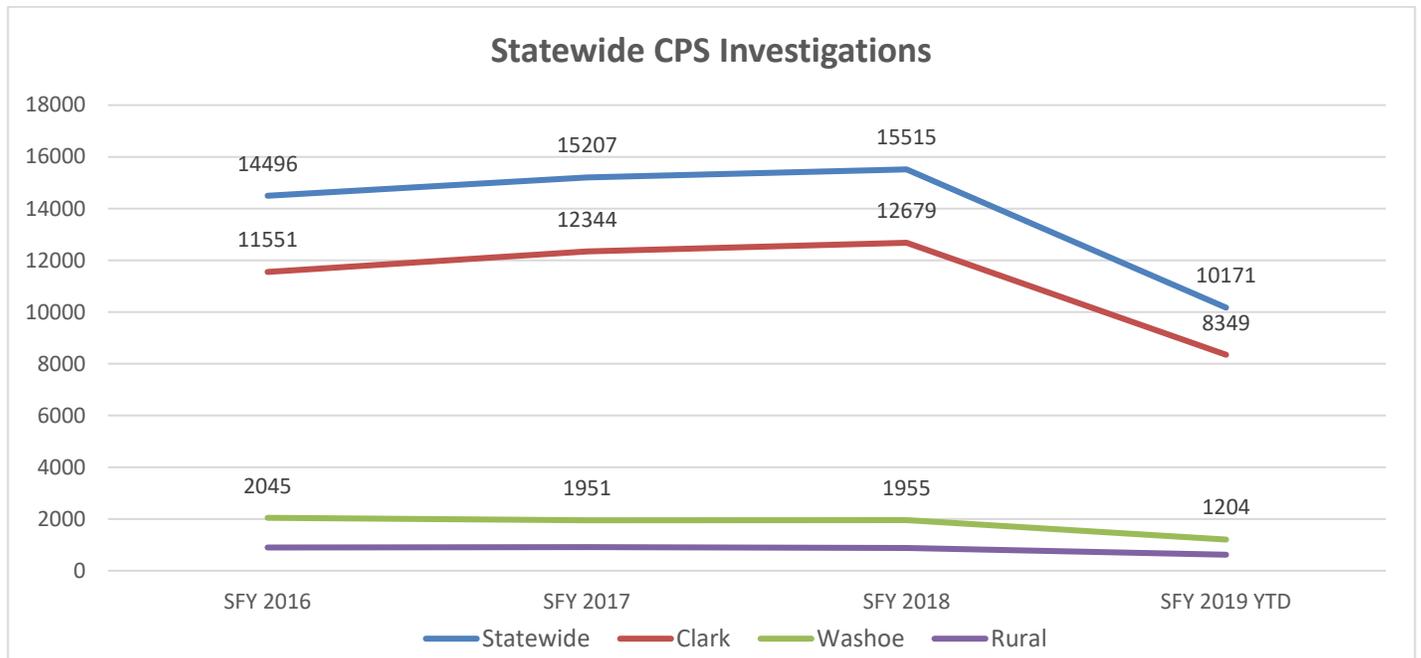


Figure 5.2 Number of investigations SFY 2016 through February 2019 YTD for all three Child Welfare Agencies and Statewide.

Child Fatality

Nevada makes every effort to reduce the number of preventable child fatalities and near fatalities through prevention messaging, training and other initiatives. Nevada’s child fatality review process includes local multi-disciplinary teams reviewing all deaths of children, ages 0-17 years of age, within their own communities and making recommendations to the Executive Team to Review the Death of Children.

The Executive Committee is comprised of members from each Regional Multidisciplinary Child Death Review Teams as well as other stakeholders from vital statistics, public health, mental health and public safety. The Executive Committee meets quarterly, and reviews reports and recommendations from local multidisciplinary teams and determines the action to be taken or if a prevention initiative is already in place. The Executive Committee makes the funding decisions about the recommended actions for prevention and awareness initiatives, oversees training initiatives, oversees training and development of the MDT’s, compiles and distributes a statewide annual child death report, and adopts statewide protocol. Initiatives have included:

- Baby’s Bounty: Safe sleep, includes baby bundles with basic supplies including cribs, car seats, clothes, baby carriers, hygiene items and diapers.
- Crisis Call Center for suicide prevention and crisis intervention-provides free, confidential and caring support to people in crisis.
- Desert Rose: Emergency mental health response for the crisis stabilization of rural youth- They provide emergency mental health services, including crisis intervention for children and adults. In addition, they provide mobile transitional services

- Renown CHI/Safe Kids: Suicide prevention for under-represented populations-They are working to increase partnerships and efforts for teen problems including bullying, suicide, distracted driving, and substance abuse.
- Multiple safe sleep initiatives throughout the state included safe sleep information on billboards, public transportation and grocery stores.
- NICRP received funding from Hearst Foundations to assess current implementation of Signs of Suicide Curriculum in Clark and Nye counties and provide assistance to identified schools that need materials for full implementation.

Public disclosures concerning a fatality or near fatality of a child who is the subject of a report of abuse or neglect are posted on Nevada’s Health and Human Services – DCFS website at the initial 48-hour notice and after appropriate updates in compliance with CAPTA and NRS 432B.175. The public disclosures are submitted from the child welfare agencies and include the following information:

- The cause and circumstance regarding the child fatality or near fatality
- The age and gender of the child
- Previous reports of child abuse or neglect that are pertinent to the abuse or neglect that led to the child fatality or near fatality
- Previous investigations pertinent to the abuse or neglect that led to the child fatality or near fatality and results of investigations
- The services and actions provided by the child welfare agency on behalf of the child that are pertinent to the abuse or neglect that led to the child fatality or near fatality.

Any instance of a child suffering from a fatality or near-fatality, where an investigation is conducted, and there had been prior contact with household members, or the child was in the custody of a child welfare agency, is subjected to an internal case review by the child welfare agency and DCFS. In incidences where a child welfare agency had prior contact with the household members, or the child was in the custody of a child welfare agency a review is also completed by the State of Nevada Legislative Council Bureau. Trends regarding practice methods, policies and systemic issues are tracked by DCFS.

Data Collection

Data from the National Center for the Review and Prevention of Child Death’s database is used by the Executive Committee to Review the Death of Children to complete an annual report which is disseminated statewide to stakeholders and posted on the DCFS website. The Committee had used data from the Nevada State Vital Statistics for the annual report; however, due to delays in obtaining this data and given that data received from the National Center for the Review and Prevention of Child’s Death was accurate when compared to Vital Statistics’ data, the decision was made to rely solely on the National Center for the Review and Prevention of Child’s Death data for purposes of annual reporting. Nevada continues to explore how to obtain information from Vital Statistics timely and how to best use the data in its reporting to NCANDS regarding child fatalities as a result of child abuse or neglect.

Child fatalities as a result of child maltreatment are captured in and reported to NCANDS through the State of Nevada SAWCIS system, UNITY. Child welfare agency staff use a variety of sources to capture and record this data which includes information from child death review teams, law enforcement reports and medical examiners or coroner’s reports. The number of NCANDS reported fatalities remained the same since the last reporting period from 20 in FFY 2016 to 20 in FFY 2017.

Steps to track and prevent child maltreatment deaths

Nevada’s primary goal is to reduce the number of preventable child fatalities by conducting systematic, multi-disciplinary reviews of child deaths.

Nevada maintains detailed step by step procedures describing exactly how to get the data reported.

- Data is gathered using a canned report (CFS742 Child Fatality Report)
- A manual review is then completed by data and field staff.

- The CFS742 is run for a Federal Fiscal Year and displays all child fatalities that occurred in the year, results are filtered to see only fatalities due to maltreatment.
- Then the results are compared to the NCANS Child File for the submission year and all those already included in the Child File are removed from the list.
- The remainder are researched in the child welfare information system (UNITY) by data staff and field staff to check various criteria so that can get the final list of fatalities that will be included in the Agency file for this element.
- The final number reported for this field is the sum of the decreased youth determined to be eligible who are not already included in the child file.
- More data is gathered manually based on research using internal reports and by coordinating with program staff for review.
- Then when that list is compiled, staff research each child's record in the child welfare information system (UNITY) to find out if the circumstance of this element pertains to that youth. The final number reported for this field is the sum of the decreased youth with this condition.

Nevada has a comprehensive statewide manual that describes strategies for developing and managing a regional CDR team, conducting effective reviews and making recommendations that translate the understanding of how a child died into action to prevent future deaths.

ASSESSMENT OF PERFORMANCE in SAFETY

Each of the three performance outcomes listed in this section mirrors the Federal Statewide Assessment Instrument. The overall structure for each performance outcome/indicator includes, if available, the legal requirements for each item, the most recent federal data profile, the most recent statewide case review data, relevant state generated data, and the most recent statewide case review data, relevant state generated data, and the most recent stakeholder survey/focus group data if available.

The CFSR Round 3 Statewide Data Profile was provided by the Administration for Children and Families (ACF) on 02/01/2019.

Table 5.2
CFSR Round 3 Statewide Data Indicators provided by ACF 02/01/2019

Federal Performance Measure	National ¹ Performance	Data Source	Direction of Strength	Observed Performance	Risk Standardized Performance (RSP)		
					Lower CI ²	RSP	Upper CI
Maltreatment in foster care	9.5	NCANDS FY 14-15	↓	6.8%	7.9%	8.8%	9.7%
Maltreatment in foster care	9.5	NCANDS FY 15-16	↓	6.6%	7.6%	8.4%	9.4%
Maltreatment in foster care	9.5	NCANDS FY 16-17	↓	7.6%	8.8%	9.7%	10.7%

Green Shading = State's performance (using RSP interval) is statistically better than National Performance;
Grey Shading = State's performance (using RSP interval) is statistically no different than national performance;
Red Shading = State's performance (using RSP interval) is statistically worse than national performance.

Table 5.2 illustrates the most recent data from FY 16-17. Nevada's data indicates the state's performance at 9.7% which is slightly higher (lower is better) than national performance

CPS Response Time:

¹ National Performance = victimizations per 100,000 days in care

² Confidence Interval

CPS response time in hours is defined as the time between receipt of a referral alleging maltreatment and the state or local agency face-to-face contact with the alleged victim (Child Maltreatment 2017, Chapter 2, page 9).

The most recent *Child Maltreatment Report* data published in 2019 for Nevada CPS Average Response Time is provided in Table 5.3. Nevada’s CPS Response Time in hours for FFY 2017 decreased to an average time of 18 hours from FFY 2016.

Table 5.3
Nevada CPS Average Response Time in hours (2013-2017)

	FFY 2013	FFY 2014	FFY 2015	FFY 2016	FFY 2017
Average time to Investigation in Hours	13	16	17	19	18

Source: 2017 Child Maltreatment Report (published, 2019)

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

Item 1: Timeliness of initializing investigations of reports of child maltreatment

Requirements

The Nevada Revised Statutes (NRS) sets forth parameters for developing regulations establishing reasonable and uniform standards for child welfare services across the state, to include criteria mandating that certain situations be responded to immediately (NRS 432B.260), and that determinations of abuse and/or neglect be made in cases in which an investigation has occurred. NAC requires a process be established when receiving a referral and determining if that referral constitutes a report of abuse or neglect.

When a referral is received by an intake worker alleging possible child maltreatment, a supervisor reviews the information, makes a determination of whether the referral will become a report, and decides what type of response the report merits. If the referral becomes a report, it is assigned to a CPS caseworker for investigation. Statewide Intake and Response Time Policy 0506 outlines the expected response time for the type of child maltreatment allegation. The timeline begins with the receipt of the report to the agency. The following are child welfare agency response times that are outlined in Intake Policy/table 0506.5.1:

- **Priority 1:** within 3 hours when the identified danger is urgent or of emergency status; there is present danger; and, safety factors are identified. This response type requires a face-to-face contact by CPS.
- **Priority 1 Rural:** within 6 hours when the identified danger is urgent or of emergency status; there is present danger; and, safety factors are identified. This response type requires a face-to-face contact by CPS. (Rural time includes a distance factor.)
- **Priority 2:** within 24 hours with any maltreatment of impending danger; and, safety factors identified including child fatality. This response type requires a face-to-face contact by CPS or may involve collateral contact by telephone or case review.
- **Priority 3:** within 72 hours when maltreatment is indicated, but no safety factors are identified. This response type requires a face-to-face contact by CPS or may involve collateral contact by telephone or case review. In situations where the initial contact is by telephone, the agency must make a face to face contact with the alleged child victim within 24 hours following the telephone contact.

Referrals that do not rise to the level of an investigation may be referred to the Differential Response Program. The Differential Response Program has required response timelines in accordance with a Priority Code 3, or 72 hours (three

business days).

The CFSR item #1 is measured utilizing a state’s response time policy and/or regulation, and cases are applicable for an assessment of this item if an accepted child maltreatment report on any child in the family was received during the period under review. This includes reports assigned for an ‘Alternative Response’ assessment. Reports that are screened out are not considered ‘accepted’. Alternative Response in Nevada is referred to as Differential Response and screened in as a Priority 3.

Statewide Data

Nevada completed the Federal Children and Family Services Review (CFSR) in 2018. Table 5.4 provides case review data for 2018.

Table 5.4 Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 1: Timeliness of initiating investigations of reports of child maltreatment.	70%			79%			79%			58%		
Performance Item Rating	S	ANI	NA									
	21	9	36	34	9	32	37	10	36	21	15	44

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for Safety Outcome 1 is 95%. Item 1 ‘the timeliness of investigations’ is the only performance indicator for this item. Nevada’s rating for this item was 58% statewide for the CFSR onsite in 2018; and was rated as an area needing improvement. Overall, the measure decreased from previous years and some reason for this was the inclusion of Differential Response cases in the sample. In previous years these cases were not included in the reviews.

Safety Outcome 2: Children are safely maintained in their homes whenever possible

Item 2: Services to families to protect children in home and prevent removal or re-entry into foster care

Requirements

Pursuant to NRS 432B.340, when an agency which provides child welfare services determines that a child needs protection, but is not in imminent danger from abuse or neglect, the agency may offer the parents a plan for services and inform the parents that the agency has no legal authority to compel the family to accept the plan or file a petition pursuant to NRS 432B.490 and if the child is in need of protection, request that the child be removed from the custody of his or her parents. NRS 432B.393 requires that the agency that provides child welfare services make reasonable efforts to keep the child safely in the home before consideration is made to place the child outside of the home.

Policy 0503 Differential Response procedures outlined in the policy are activated when there are reports alleging child neglect and a determination has been made that the report does not rise above a priority three; however, based on the information provided at Intake, it appears that the family is likely to benefit from early intervention through an assessment of the family for appropriate services.

It is the responsibility of the agency that provides child welfare services per NAC 432B.240 to provide a range of services and commit its resources to preserve the family and prevent placement of the child outside his/her home when possible

and appropriate. All cases open for service must have a written collaborative case plan (NAC 432B.240 and Policy 0204 Case Planning) that defines the overall goals of the case and the step-by-step proposed actions for all parties to take to reach the goals within a specified period.

Statewide Data

Nevada completed the Federal Children and Family Services Review (CFSR) in 2018. Table 5.5 is the most current case review data as it relates to item 2.

Table 5.5
Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 2: Services to Families to protect children in home and Prevent removal or re-entry into foster care.	74%			59%			66%			72%		
Performance Item Rating	S	ANI	NA									
	20	7	39	23	16	36	27	14	42	23	9	48

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 2 ‘Services to Family to Protect Children in the Home and Prevent Removal or Re-Entry into Foster Care’ is 90%. Nevada’s rating for this item was 72% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 3: Risk Assessment and Safety Management

Requirements

Per NAC 432B.150, when an agency which provides child welfare services receives a report made pursuant to NRS 432B.220, or from law enforcement, an initial evaluation must be conducted to determine if the situation or condition of the child makes child welfare services appropriate.

If an agency assigns the report for investigation, a safety assessment is required to be completed upon the initial face-to-face contact with the alleged child victim pursuant to NAC 432B.185. In addition, NAC 432B.185 requires the development of a safety plan to ensure the immediate protection of a child while safety threats are being addressed. A Safety Assessment is required to be completed at case milestones as outlined in NAC 432B.185. Policies 0508 and 0509 address this information.

Statewide Data

Nevada completed the Federal Children and Family Services Review (CFSR) in 2018 Using this data Nevada is not meeting the national standard for “Recurrence of Maltreatment” for FY 16-17 as represented in Table 5.6.

Table 5.6
CFSR Round 3 Statewide Data Indicators provided by ACF on 02/01/2019

Federal Performance (SAFETY)	National Performance	Data Sources	Direction of Strength	Observed Performance	Risk Standardized Performance (RSP)
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					Lower CI	RSP	Upper CI
Recurrence of Maltreatment	9.5%	NCANDS FY 16-17	↓	7.6%	8.8%	9.7%	10.7%

Green Shading = State's performance (using RSP interval) is statistically better than National Performance;
 Grey Shading= State's performance (using RSP interval) is statistically no different than national performance;
 Red Shading = State's performance (using RSP interval) is statistically worse than national performance.

Table 5.7 Percent of Children without Recurrent Abuse or Neglect in Home Settings

Region	SFY 2016	SFY 2017	SFY 2018	SFY 2019 YTD
Clark	98.14%	97.76%	98.74%	97.61%
Washoe	99.07%	99.01%	99.03%	98.09%
Rural	99.03%	99.14%	100.00%	97.97%
Statewide	98.37%	98.07%	98.89%	97.71%

Data Source: UNITY Report CFS7L8 (*Note: SFY 2019 YTD includes eight months of data: July 1, 2018 – March 31, 2019)

Table 5.7 illustrates the effectiveness of child protective services in reducing the risk of harm for children who have been maltreated. For children with a substantiated report of abuse and/or neglect, it reflects the percentage of children who did not have a substantiated report in the six months following a substantiated report during each year for the period of SFY 2016 through 2019 YTD.

Nevada completed the Federal Children and Family Services Review (CFSR) in 2018. In the following table (Table 5.8) is the most current case review data for item 3.

**Table 5.8
 Statewide Quality Improvement Review Data**

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 3: Risk Assessment and Safety Management	50%			45%			35%			46%		
Performance Item Rating	S	ANI	NA									
	33	33	0	34	41	0	29	54	0	37	43	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 3 'Risk and Safety Assessment and Management' is 90%. Nevada's rating for this item was 46% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Strengths/Concerns (Safety Outcomes 1 & 2)

The overall federal performance expectation for Safety Outcome 1 and 2 is 95%. Individual items are considered a strength if rated at 90%. Safety Outcome 1 is rated 58.3% and Safety outcome 2 is rated 46%; therefore, Safety Outcomes 1 and 2 are areas needing improvement. In Safety Outcome 1 the most common issue contributing to the rating is all victims are not seen timely. For Safety Outcome 2 in 2018, 43 Cases out of 80 were rated with not achieved or partially achieved. There are multiple reasons attributing to the rating. This includes but is not limited to adequate safety service provision or safety planning being conducted, and or not conducting adequate ongoing assessment. Additionally, this includes some issues with inappropriate screen-out of reports. **Please see Nevada PIP Goal 1 'Strengthen Safety for Children in Nevada through improved practice regarding response times, persistent efforts, safety planning, and initial and ongoing safety assessment' that addresses safety concerns and provides a brief description of planned activities targeted at improving performance.**

Section VI. PERMANENCY

Trends in Permanency

Table 6.1
CFSR Round 3 Statewide Data Indicators provided by ACF on 02/01/2019

Federal Performance (Permanency)	National Standard	Data Sources	Direction of Strength	Observed Performance	Risk Standardized Performance (RSP)		
					Lower CI	RSP	Upper CI
Permanency in 12 months for children entering foster care	42.7%	AFCARS 16A & 16B	↑	48.5%	45.8%	47.6%	49.4%
Permanency in 12 months for children in care 12-23 months	45.9%	AFCARS 18A & 18B	↑	46.4%	40.4%	43.0%	45.5%
Permanency in 12 months for children in care 24 months or more	31.8%	AFCARS 18A & 18B	↑	47.1%	34.5%	36.6%	38.7%
Placement Stability	4.44 moves ³	AFCARS 18A & 18B	↓	5.32	5.53	5.77	6.02

*Green Shading = State's performance (using RSP interval) is statistically better than National Performance;
Grey Shading= State's performance (using RSP interval) is statistically no different than national performance;
Red Shading = State's performance (using RSP interval) is statistically worse than national performance.*

Table 6.1 illustrates Nevada Performance on all new Permanency Measures. As shown below Nevada is meeting standards on two of the measures and currently not meeting standards on Permanency in 12 months (12-23 months) and Placement Stability.

ASSESSMENT OF PERFORMANCE in PERMANENCY

Each of the eight performance indicators listed in this section mirrors the Federal Statewide Assessment Instrument. The overall structure for each performance outcome/indicator includes the legal requirements for each item and, to the extent applicable, the most recent Federal data profile, previous CF SR data/information, the most recent case review data or relevant state data, and the most recent stakeholder survey/focus group data/information if available.

Permanency Outcome 1: Children have permanency and stability in their living situations

Item 4: Stability of foster care placement

Requirements

Nevada Statute and Administrative Code supports the placement stability of children in foster care by requiring child welfare agencies to assess the individual needs of the child, and to place that child in the least restrictive environment that is consistent with the identified needs. Relatives are the first placement option considered for all children placed in out-of-home care. Child welfare agencies are also required to place siblings together when possible. Policy requires that the agency provide the foster care provider with appropriate information about the child's family, medical, and behavioral history, as well as discuss the child's plan for permanency, and any needs prior to placement. The purpose of sharing such information is to identify and provide for the most appropriate matched foster home (NRS 424.038(1), NAC 424.465).

³ Moves per 1,000 Days

NAC further requires that information about the child’s situation and needs be continually shared by the child welfare agency and the foster care providers in a timely manner, thereby ensuring that the child’s needs are continually addressed with appropriate services. This includes a requirement of the agency to provide a program of respite for the foster providers (NAC 424.810, NAC 424.805). NAC supports placement stability by requiring that a foster care provider provide the child welfare agency with 10 working days’ notice of any request for the removal of the child from that home unless they have a contrary agreement, or if there are immediate and unanticipated safety issues, thus giving the agency time to respond to issues that may have caused the instability (NAC 424.478).

Placement stability is further supported by NRS, NAC and statewide policy by encouraging child welfare agencies to attain permanency in a timely fashion. State laws and regulations require that the agencies adopt a plan for the permanent placement of the child. This plan is to be monitored by the court at the time the youth is placed in foster care and annually thereafter. The plan for permanent placement or case plan is to include a statement addressing goals and objectives; a description of the home or institution wherein the child is placed; and a description of the safety and appropriateness of the placement in order to ensure proper care and accomplishment of case plan goals; and, a description of the manner in which the agency ensures services are provided to the child and foster parents, which address the needs of the child. The agencies are further required to document all progress towards permanency, and, if termination of parental rights is necessary, agencies are required to identify and document the obstacles to permanent placement of the child and specific steps required to find a stable and permanent home (NRS 432B.553, NAC 432B.400, NAC 432B.2625, Policy 0204).

Other statewide policies require caseworkers to visit children in foster care once every month and direct a portion of this monthly visit by the caseworkers to assess the child’s adjustment to the placement and the stability of the placement. The case workers are also to meet with the foster care provider and discuss the service needs of the child or provider in an effort to support the placement (Policy 0205).

CFSR Round 3 Statewide Data Indicators provided by ACF on 02/01/2019

Table 6.2

Federal Performance (Permanency)	National Standard	Data Sources	Direction of Strength	Observed Performance	Risk Standardized Performance (RSP)		
					Lower CI ⁴	RSP	Upper CI
Placement Stability	4.44 moves ⁵	AFCARS 18A & 18B	↓	5.32	5.53	5.77	6.02

Green Shading = State’s performance (using RSP interval) is statistically better than National Performance;
 Grey Shading= State’s performance (using RSP interval) is statistically no different than national performance;
 Red Shading = State’s performance (using RSP interval) is statistically worse than national performance.

Table 6.2 illustrates Nevada Performance on Placement Stability using the new Federal methodology. Nevada is not meeting the national performance on this measure.

Statewide Data

Table 6.3

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 4 Stability of Foster Care Placement	80%			45%			65%			73%		
Performance Item Rating	S	ANI	NA									
	32	8	0	21	26	0	34	18	0	40	15	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

⁴ CI=Confidence Interval

⁵ Moves per 1,000 Days

The overall federal performance expectation for item 4 ‘Stability of Foster Care Placement’ is 90%. Nevada’s rating for this item was 73% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 5: Permanency goal for child

Requirements

NRS 432B.393, .540, .553, .580 and .590 require agencies that provide child welfare services to adopt a plan for permanency in accordance with the requirements and timeframes in the Adoption and Safe Families Act of 1997 (ASFA); including periodic case review by the Courts. NAC 423B.013, .1364, .1366, .160, .180, .185, .190, .200, .210, .240, .261, .2625 and .263 provide the authority and requirements for assessing the child’s safety needs, child and family strengths, needs and risk factors to determine the most appropriate permanency goal(s).

The statewide 0204 Case Planning policy, based upon the existing statutory authority and regulations cited, has been revised several times over the past several years to ensure steps are provided to guide caseworkers in determining the most appropriate permanency goals for children in foster care. Furthermore, the policy provides an additional Concurrent Planning Guide to help caseworkers identify indicators suggesting the likelihood of early reunification or suggesting the need for concurrent planning.

The 0508/0509 Nevada Initial Assessment (NIA) policies guide the collection of information used to determine the appropriate case plan goal(s) and the services needed to support achievement. The ASFA policy specifically directs development of an appropriate and comprehensive case plan to address the safe return of the child to the family when a child cannot remain safely in their home during a crisis period. Diligent Search Process and Relative Placement Decisions direct the identifying, locating and contacting of relatives regarding their interest in providing a temporary or permanent placement for or adopting a child prior to or when the child is placed in substitute care.

Statewide Data

Nevada completed the Federal Children and Family Services Review (CFSR) in 2018. In the following table (Table 6.4) is the most current case review data as it relates to item 5.

Table 6.4
Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 5: Permanency goal for child	43%			45%			50%			42%		
Performance Item Rating	S	ANI	NA									
	17	23	0	21	26	0	21	26	0	23	32	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 5 ‘Permanency goal of Child’ is 90%. Nevada’s rating for this item was 42% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 6: Achieving reunification, guardianship, adoption, or other planned permanent living arrangement.

Requirements

NRS 432B.390 specifically mandates that relatives of the child within the fifth degree of consanguinity be given preference for placement, when removal from the parents' home is necessary for the child's safety. NRS 432B.393 requires agencies to make reasonable efforts to prevent a child's removal from the parents' home, or, if removal is necessary, reasonable efforts to make their safe return possible. NRS 432B.540 requires that if the agency believes it necessary to remove the child from the physical custody of his/her parents, the agency must submit a plan designed to achieve placement of the child in a safe setting as near to the residence of his/her parent as is possible and consistent with the best interests and special needs of the child. NAC 432B.190, 200, 210 and 220 each place emphasis on the ways in which the agency is to engage the family and their natural, informal supports such as extended family, fictive kin, close friends, members of their faith community, teachers, etc. to keep the child safe while committing to the long-term support of the child and family.

Guardianship

Nevada Revised Statute 432B.466 – 468 requires agencies to make reasonable efforts to find a more permanent placement for a child, and explain why the appointment of a guardian, rather than the adoption of the child or the return of the child to a parent, is in the best interests of the child, when this is the permanency goal. NRS also provides the powers, duties and limitations of a guardian. Furthermore, 0204 Case Planning Policy requires that child welfare staff are following the proper steps to determine appropriate permanency goals. The new quality improvement case review process explicitly states that child welfare agencies should be considering the time it takes for a child to achieve permanency and that for the goal of guardianship, achievement should be made within 18 months.

On June 29, 2016 Nevada submitted amendments to its title IV-E plan to implement a Guardianship Assistance Program (GAP). Additionally, the state submitted its formal request to the Children's Bureau Regional Office (RO) on July 13, 2016. Following a review by ACF, including additional revisions, the state submitted an approvable amended plan to operate the title IV-E GAP on February 17, 2017. Nevada's title IV-E plan amendment to operate the GAP was approved, effective January 1, 2017.

Allowable administrative costs for the title IV-E GAP can be claimed pursuant to an amended and approved public assistance cost allocation plan (PACAP) or a pending PACAP in some situations (45 CFR 95.515). Nevada submitted an amended PACAP to the Regional Cost Allocation Services to include the GAP in July 2016. The amended PACAP was subsequently approved on February 3, 2017 with an effective date of July 1, 2016. Therefore, Nevada is able to claim allowable costs associated with the Title IV- GAP that began on January 1, 2017.

Other Planned Permanent Living Arrangement

Requirements

Nevada statute and policy require that a written case plan be developed for children with this permanency goal and that the plan include programs and services designed to assist older youth in transitioning out of care. NRS 432B.553 requires a plan for the permanent placement of children. NAC 432B.410 requires child welfare services to ensure that each child in foster care who is eligible for services related to independent living has a written plan for his transitional independent living based on the assessment of his skills. Statewide policy 0801 Youth Plan for Independent Living was developed to address the needs of youth who were likely to remain in care until their 18th birthday and to prepare them for the transition into adulthood. This policy requires agencies that provide child welfare services to establish self-sufficiency goals for youth beginning at age 14, regardless of their level of functioning or independence. The planning process must be youth focused and driven with emphasis on the youth's expressed interests, needs and priorities.

Table 6.5
CFSR Round 3 Statewide Data Indicators provided by ACF on 02/01/2019

Federal Performance (Permanency)	National Performance	Data Sources	Direction of Strength	Observed Performance	Risk Standardized Performance (RSP)		
					Lower CI ⁶	RSP	Upper CI

⁶ CI=Confidence Interval

Permanency in 12 months for children entering foster care	42.7%	AFCARS 16A & 16B	↑	48.5%	45.8%	47.6%	49.4%
Permanency in 12 months for children in care 12-23 months	45.9%	AFCARS 18A & 18B	↑	46.4%	40.4%	43.0%	45.5%
Permanency in 12 months for children in care 24 months or more	31.8%	AFCARS 18A & 18B	↑	47.1%	34.5%	36.6%	38.7%

Green Shading = State's performance (using RSP interval) is statistically better than National Performance;
 Grey Shading= State's performance (using RSP interval) is statistically no different than national performance;
 Red Shading = State's performance (using RSP interval) is statistically worse than national performance.

Table 6.5 illustrates performance on three federal permanency measures. Based on the most recent data Nevada is meeting the national performance on two of these measures and not meeting the national performance on Permanency in 12 months (12-23 months) these measures.

Statewide Data

Table 6.6

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 6: Achieving Reunification, guardianship, Adoption, or Other Planned Permanent Living Arrangement	48%			49%			44%			18%		
Performance Item Ratings	S	ANI	NA									
	19	21	0	23	24	0	34	18	0	10	45	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 5 'Achieving Reunification, Guardianship, Adoption, and OPPLA' goal of Child' is 90%. Nevada's rating for this item was 18% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Adoption

Requirements

NRS 432B.553 requires agencies which provide child welfare services to adopt a plan for the permanent placement of the child for review by the court. NRS 432B.580 and .590 mandate court review of the progress toward achievement of the permanency goal at a minimum of six-month intervals. Further, NRS 432B.590 and NAC 432B.261-.262 presume that termination of parental rights for adoption is in the best interest of a child who has been in out-of-home placement. Policy requires 14 months of any 20 consecutive months (a more stringent requirement than the federal 15 out of 22 months). NAC 432B.2625 requires the agency to identify and document the obstacles to placement of the child, and to specify the steps that will be taken to find an appropriate home for the child in a report to the court if a child has not been placed into an adoptive home within 90 days after the termination of parental rights.

Although there is nothing in policy that repeats these requirements, 0204 Case Planning and 0103 Adoption of Children 12 Years and Older policies are explicit that adoption is the preferred permanency goal when it is determined that a child cannot be reunited with his or her birth family. Legal adoption is preferred because it offers the highest level of physical, legal and emotional safety and security for each child within a family relationship. The 1001 Diligent Search Process and Placement Decisions policy directs agencies to begin search activities and identification of family members during the initial

contact with the family and requires that they be initiated no later than at the time the Safety Plan is completed. Once a non-custodial parent or relative is found, they must be contacted within five working days to discuss interest as a placement option and/or emotional support for the child. The 0514 Termination of Parental Rights (TPR) policy requires the agency to make and finalize permanency plans by no later than 12 months after the child’s removal. ASFA requires that adoption proceedings be completed within 24 months of the child’s entry into foster care and requires that permanency-planning decisions involving adoption be made timely, be consistent with state and federal time frames, and consider the best interest of the child.

Statewide Data

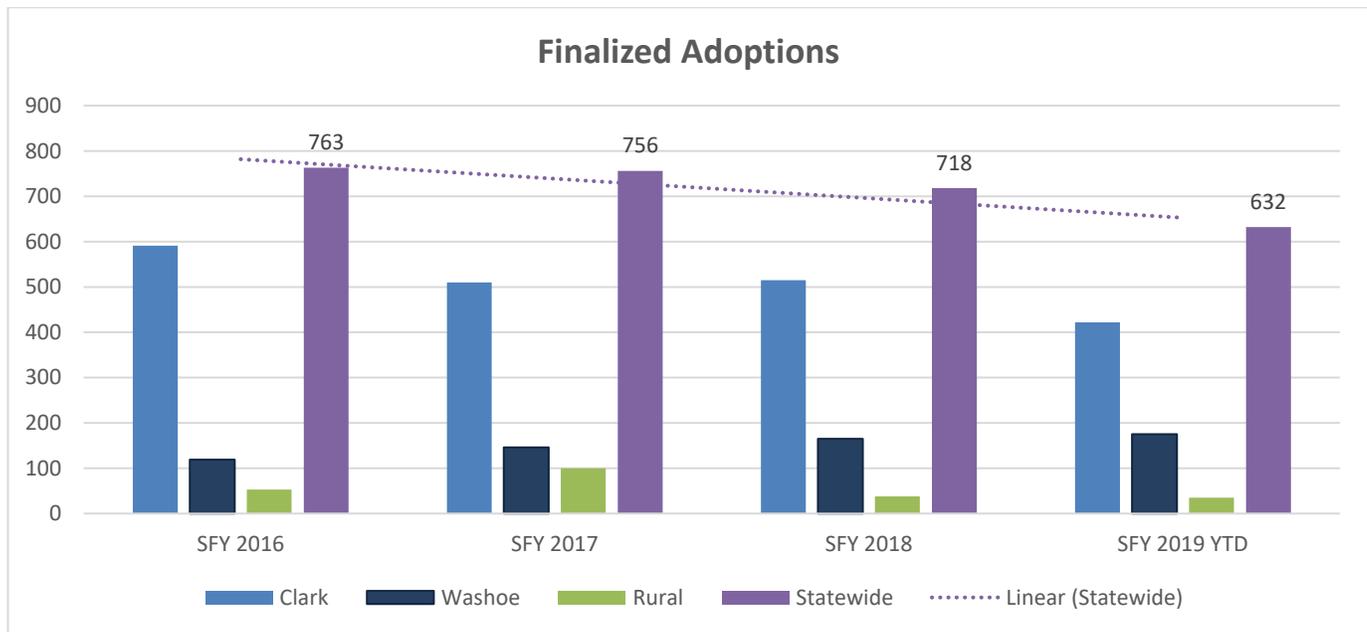


Figure 6.1 Finalized Adoptions by Region: 2016 – 2019 YTD (July 1, 2018 – March 31, 2019). Source: CFS794

Figure 6.1 illustrates a 5.47% decrease statewide in finalized Adoptions from SFY 2016 to SFY 2018. The information for SFY 2019 includes data through 3/31/2018 with 632 Adoptions finalized to date.

Table 6.7
Adoptions in Less than 24 Months

	Adoptions with a Custody Date in Unity	Custody to Adoption Average Months	Number Adopted in less than 24 Months	Percent Adopted in less than 24 Months
Adoption in Less than 24 Months <i>April 1, 2014 - April 30, 2016</i>	1,577	31	537	34%
Adoption in Less than 24 Months <i>April 1, 2015 - April 30, 2017</i>	1,570	31	531	34%

Adoption in Less than 24 Months <i>April 1, 2016 - April 30, 2018</i>	1,517	31	519	34%
Adoption in Less than 24 Months <i>April 1, 2017 - April 30, 2019</i>	1,553	33	492	32%

Source: UNITY CFS 732

Table 6.7 illustrates that the percent adopted in less than 24 months has decreased over previous years for the same time frame. Please note that Nevada measures the **average** months to adoption from the date of removal on UNITY report CFS732.

Adoption in Nevada

The overall goal of Nevada’s adoption program is to continue to provide safe and permanent homes for children whose birth parents cannot care for them. Nevada adoption services continues to provide pre- and post-placement counseling to birth parents; preparation for children being placed in adoptive homes; case management; legal service to free children for adoption; recruitment; training; home study preparation for pre-adoptive families; adoption subsidy; Medicaid and post legal adoption support. The State ensures the safe adoptive placement of children across state lines per ICPC. Also, the State continues to be responsible for the licensing and administrative oversight of private non-profit child placing agencies in the state. DCFS currently licenses seven private adoption agencies, one of which has full Hague accreditation.

Adoption Savings

The current funding practices for CCDFS, WCHSA, and the DCFS RR provide General Funds for adoption activities as a categorical grant pursuant to NRS 432B.219. All remaining General Fund not spent on adoption activities reverts back to the General Fund at the end of each state fiscal year. Therefore, the adoption savings realized is not currently available to reinvest in that state fiscal year or any subsequent year. A statutory change is needed to enable the Agency to access and spend adoption savings funds.

Adoption and Legal Guardianship Incentive Payments

The State of Nevada has awarded Adoption Incentive funds out to various grantees. The grantees include the Adoption Exchange, Nevada Outreach Training Organization, University of South Florida, CCDFS, WCHSA and contractors. Each of these grantees provide a variety of services to adoptive families and adoptees. The Adoption Exchange utilized their grant funds to act as the state’s Recruitment Response Team (RRT) for Adopt Us Kids projects. The state also uses the grant money to pay for a state-wide membership to the Adoption Exchange. The Nevada Outreach Training Organization concentrates on recruiting Spanish speaking foster parents and assists with adoptive parent applications. University of South Florida provides web-based training through the Quality Parenting Initiative and Just in Time training to foster parents, relative caregivers and birth parents. Community Chest assists potential relative adoptive families complete home studies for ICPC. The Nevada Public Health Foundation focuses on providing assistance and resources to those families that live in rural areas by completing diligent search for relatives and fictive kin and completing social summaries/home studies.

States Plan for Expenditure of Adoption and Legal Guardianship Incentive funds

Over the next five years Adoption and Guardianship Incentive funds will also be awarded to Nevada’s three public child welfare agencies to assist with interjurisdictional placements, diligent search for relatives, recruitment of adoptive and foster parents, professional development and post adoption services. Each agency provides privatized therapeutic services that are not covered by Medicaid. The grant funds continue to support specialized recruitment and adoption finalization activities, including National Adoption Day. Additionally, Adoption and Legal Guardianship Incentive funds are expended

as expected. The State Grants Management Unit in collaboration with the Family Programs Office Adoptions Manager and Adoptions Specialist monitors the expenditure of the grant to ensure it is expended within the 36-month expenditure period.

Clark County Department of Family Services-Over the next five years the CCDFS will continue to expend the funding for supporting personnel at Clark County DA’s office to complete the termination of parental rights processes in order to promote timeliness of adoption.

Washoe County Human Services Agency- Over the next five years WCHSA will continue to expend Adoption and Guardianship Incentive funds on foster, adoptive and mentoring recruitment contracts; Wendy’s Wonderful Recruitment; Adoption Exchange; non-Medicaid expenses for children who have a plan of adoption or a finalized adoption; contracts to monitor out-of-state placement when private out-of-state agencies are involved with the families (negotiated on a case by case basis); contract with Youth Law Center to support QPI activities; Educational costs for ICPC placements and staff training and conferences. WCHSA is currently in discussions with DCFS to hire a case worker through the Wendy’s Wonderful Recruiter program that would focus exclusively on moving the longest-waiting children from foster care to adoptive families.

DCFS Rural Region- Over the next five years the DCFS RR expects a portion of these funds to be dedicated for training as DCFS embarks on creating pre-adoption readiness services and post adoption supportive and disruption prevention services, Additionally, funds will continue to be utilized to support creative recruitment plans, travel expenses for recruitment, matching events, placement and enrichment for pre-adoptive and adopted children.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children

Item 7: Placement with siblings

Requirements

NRS 432B.580, as well as the statewide 1001 Diligent Search Process and Placement Decisions policy, requires that children be placed together unless there is justification for not doing so based on the best interest of the child. NRS 432B.3905 (Effective January 1, 2008 and January 1, 2009), specifies that a child under the age of 3 (2008) and 6 (2009) can be placed in a child care institution only if being placed with a sibling unit, due either to medical services being available only in such an institution, or to the fact that appropriate foster care is not available at the time of placement in the county in which the child resides.

Statewide Data

Table 6.8
Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 7: Placement with Siblings	86%			91%			97%			88%		
Performance Item Ratings	S	ANI	NA									
	24	4	12	29	3	15	36	1	15	35	5	15

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 7 ‘Placement with Siblings’ is 90%. Nevada’s rating for this item was 88% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 8: Visiting with parents and siblings in foster care

Requirements

NRS 423B.550 (5) (a) provide that a parent of a child that has been removed from the home retains the right to reasonable visitation with the child unless this right has been restricted by the court. NRS 432B.550 (5) (b) was amended by AB 42 in 2005 to create a presumption that it is in the best interest of the child for siblings to be placed together and to require that, if siblings are not placed together, there must be a report made to the court detailing the agency’s efforts in this area, including a visitation plan for approval by the court. NRS 432B.580 (2) (b) covers compliance with the visitation plan. Failure to comply with the plan is punishable by contempt. The NAC 432B.400 (o) requires that the case plan specifically provide for family visitation, including, without limitation, visiting siblings if the siblings are not residing together. This visitation must be regular and frequent, so as to preserve the family for reunification if possible (NAC 432B.220 (4)).

Statewide policy on case planning requires that a plan for frequent and purposeful visitation with parents and siblings, for the purpose of family preservation, be included in the case planning documentation. Visitation between children and parents, and children and separately placed siblings, must be regular, frequent, and purposeful to facilitate family preservation. The caseworker shall not limit visitation as a sanction for the parent’s lack of compliance with court orders or as a method to encourage a child to improve his/her behaviors. Visitation is determined by the best interest, health, safety and well-being of the child. Visitation shall only be limited or terminated when the child’s best interest, safety, health or well-being is compromised. In addition, recommendations to limit or terminate visitation must be presented to the court.

Statewide Data

Table 6.9

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 8 Visiting with Parents and Siblings in Foster Care	64%			70%			76%			68%		
Performance Item Ratings	S	ANI	NA									
	21	12	7	26	11	10	28	9	15	27	13	15

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 8 “Visiting with Parents and Siblings in Foster Care” is 90%. Nevada’s rating for this item was 68% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 9: Preserving connections

Requirements

NRS 432B.390 requires that priority be given to family members for placement of children who are removed from their birth families unless doing so would not be in the best interest of the child. DCFS policy (1001 Diligent Search, 1003 Kinship Care, and 1004 Structured Analysis Family Analysis) requires workers to complete a diligent search for any possible adult family members. Once located, those identified family members are assessed for appropriateness in much the same manner as regular family foster care providers. Also, state policy 0504 Indian Child Welfare Act (ICWA) prioritizes the recognition of a child being an Indian child and assures that the child’s tribe be contacted immediately when an Indian child is taken into custody. The Tribe then becomes an active participant in any further proceedings regarding the child.

Statewide Data

Table 6.10

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 9 Preserving Connections	83%			83%			73%			75%		
Performance Item Ratings	S	ANI	NA									
	33	7	0	39	8	0	38	14	0	41	14	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 9 ‘Preserving Connections’ is 90%. Nevada’s rating for this item was 75% statewide for the CF SR onsite in 2018; therefore, this is an area needing improvement.

Item 10: Relative placement

Requirements

NRS 432B.390 requires that priority be given to family members for placement of children who are removed from their birth families unless doing so would not be in the best interest of the children. The DCFS Policy (1001 Diligent Search, 1003 Kinship Care, and 1004 Structured Analysis Family Analysis) requires workers to complete a diligent search for any possible adult family relatives. Once located, those identified family members are assessed for appropriateness in much the same manner as regular family foster care providers.

Statewide Data

Figure 6.2: Total Relative Placements of ALL foster children entering and exiting care. SFY2015 – SFY2019 YTD (July 1, 2017 – May 31, 2019) Source: CFS723

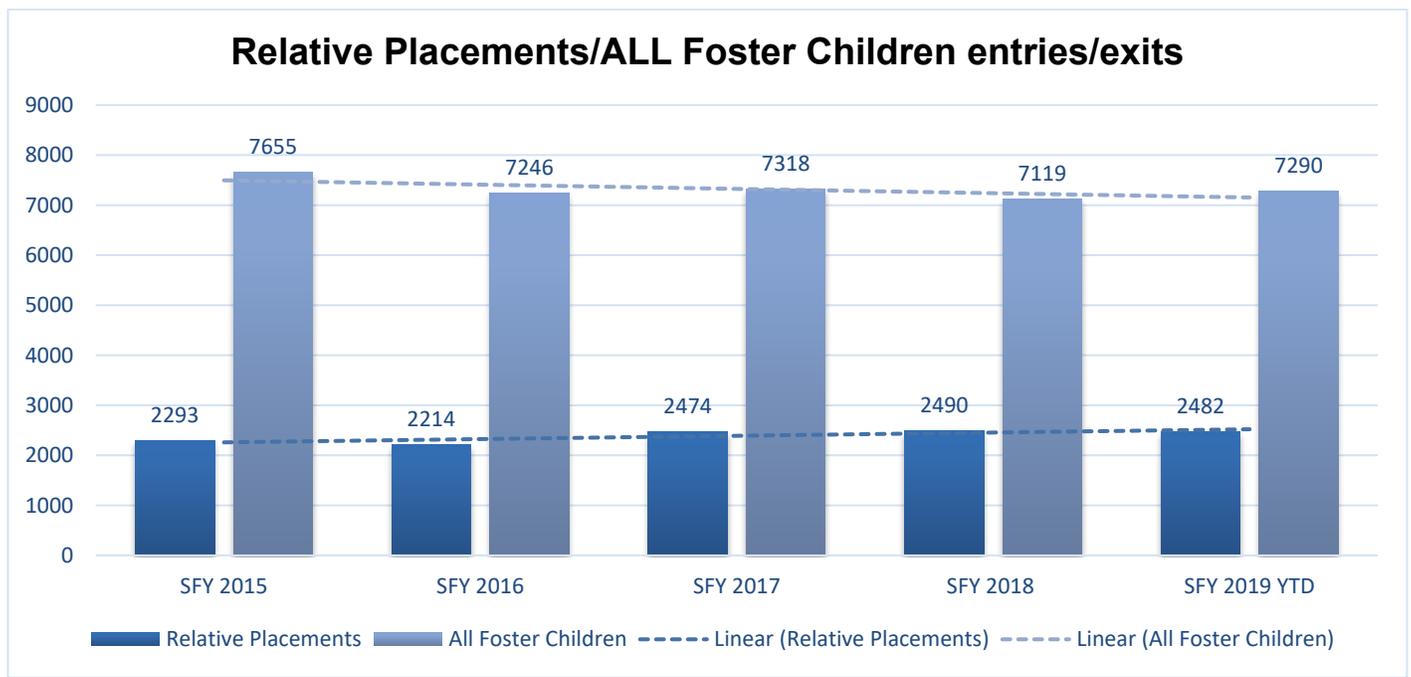


Figure 6.2 shows a decrease in foster child/youth population entering and exiting care for Nevada from SFY 2015 through

SFY 2019. For the same period, the number of foster children placed with relatives increased each year.

Figure 6.3: Total percentage of foster children with relative placements SFY2015 – SFY2019 YTD (July 1, 2017 – May 31, 2019). Source: CFS 723

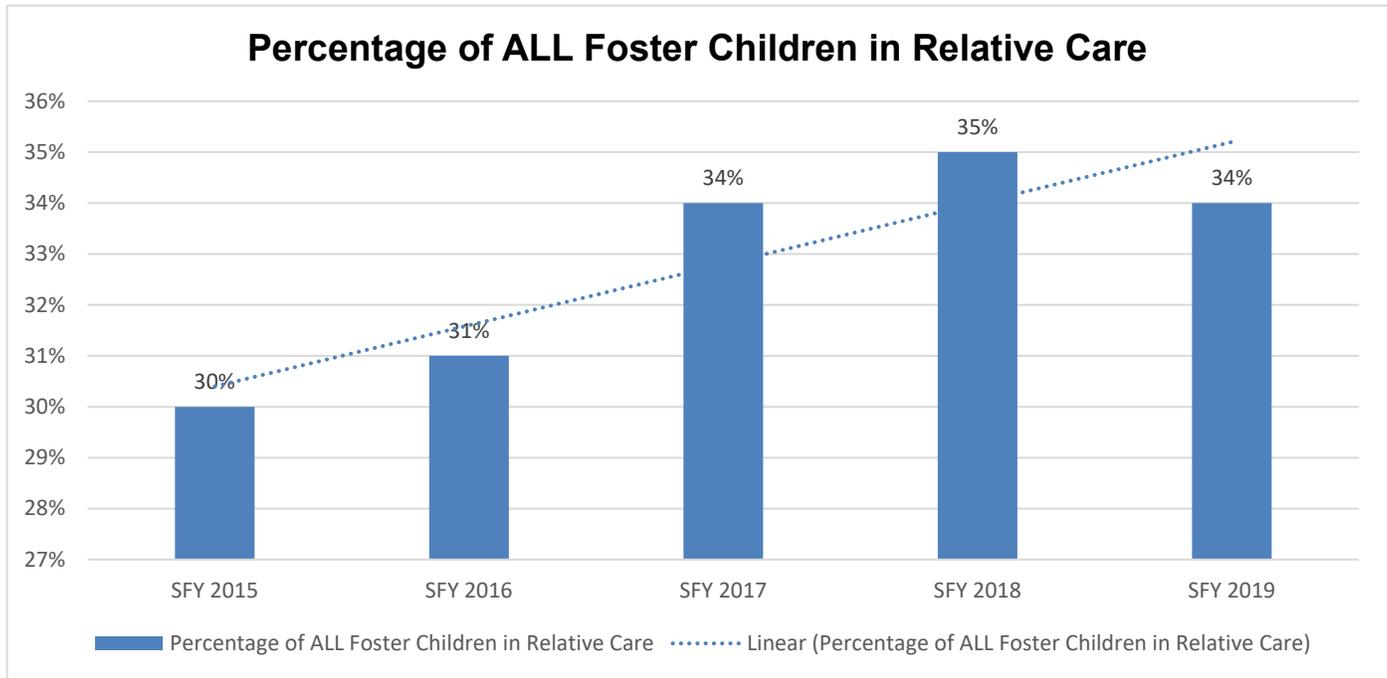


Figure 6.3 provides the percentage of foster children living with relatives for SFY 2015 through SFY 2019 YTD. From SFY 2015 to SFY 2019 there has been a 5% increase in relative placements through SFY 2018 and a 1% decrease over SFY 2018 to SFY 2019.

Table 6.11

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 10 Relative Placement	69%			53%			62%			53%		
Performance Item Ratings	S	ANI	NA									
	25	11	4	25	22	0	31	22	2	29	26	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 10 ‘Relative Placement’ is 90%. Nevada’s rating for this item was 53% statewide for CY 2018; therefore, this is an area needing improvement.

Item 11: Relationship of child in care with parents

Requirements

While the State does not have a specific statute that addresses the parent-child relationship guidelines, there are several

statutes that do imply the importance of maintaining such a relationship. NRS 432.390.7C, .393, .397, and .190(k) require the following: that agencies that provide child welfare services adopt a plan to give preference to relatives of child in care; that efforts be made toward the preservation and reunification of a family of a child to prevent or eliminate the need for removal from the home before placement in foster care be made and to make a safe return to the home possible; a determination of whether reasonable efforts have been made; to conduct an inquiry to determine whether a child is an Indian child; and to plan for the permanent placement of a child. NAC 432B.190 provides requirements for case plans and agreements with parents and provides that when a child welfare case is opened, the caseworker must assume responsibility for planning the child welfare services to be provided whether the child remains in the home or not. Parents must be encouraged to participate in the development of a written agreement for services, which must be for a specified period to engage in the processes for receiving resources.

State Policy 1001 emphasizes the need to preserve the parent-child relationship by requiring a diligent search for non-custodial parents when there is a need for a child to be removed from his or her home. The 0204 Case Planning policy refers to the structured, solution-based process of considering all of the information gathered through the needs assessment process to develop a strength-based case plan while working towards family reunification at the same time, which may include implementing an alternative permanency plan.

Statewide Data

Table 6.12

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR2018		
Item 11 Relationship of Child in Care with Parents	61%			79%			73%			62%		
Performance Item Ratings	S	ANI	NA	S	ANI	NA	S	ANI	NA	S	ANI	NA
	19	12	9	23	6	18	22	8	22	18	11	26

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 11 “Relationship of Child in Care with Parents” is 90%. Nevada’s rating for this item was 62% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Strengths/Concerns (Permanency Outcomes 1 & 2)

Nevada is showing some strength in the new Federal Data Measures as it relates to Permanency except for ‘Placement Stability’ and in the AFCARS 16A and 16B data to ‘Permanency in 12 months for children entering foster care 12-23 months.’ Nevada continues to have strength in the recognition that there needs to be a focus on ensuring placement stability. There continues to be concern that Nevada has not met the national performance for Placement Stability for many years. This can be attributed to many issues but not having sufficient foster homes and the continued need for quality data has contributed to some issues as it relates to placement stability.

For Permanency Outcome 1 there are a variety of issues contributing to a negative performance in this area. Delays by the Agency, and delays by the courts continues to be a contributing factor to this item. Overall, Nevada has improved in the timeliness of adoptions as represented by current state data. However, overall the number of finalized adoptions continues to decrease.

Permanency Outcome 2 continues to show some strength for placing siblings together and preserving connections for children in foster care.

Please see Nevada PIP Goal 3 “Nevada children have legal permanency and stability in their homes lives and their continuity of family relationships and connections are preserved.” that addresses permanency concerns and provides a description of planned activities targeted at improving performance.

Section VII. CHILD and FAMILY WELL-BEING

Trends in Child and Family Well-Being

Table 7.1
Well-Being Measures-Case Reviews CRSR 2018

	Performance item Ratings			Outcome Ratings			
	S	ANI	NA	SA	PA	NACH	NA
Well-Being Outcome 1: Families have enhanced capacity to provide for their children’s needs.				30% N=24	40% N=32	30% N=24	N=0
<i>Item 12 Services to child, parents & foster parents</i>	38% N=30	63% N=50	N=0				
<i>Item 12A Needs Assessment and Services to Children</i>	59% N=47	41% N=33	N=0				
<i>Item 12B Needs Assessment and Services to Parents</i>	41% N=23	59% N=33	N=24				
<i>Item 12C Needs Assessment and Services to Foster Parents</i>	73% N=38	27% N=14	N=28				
<i>Item 13 Child and Family Involvement in Case Planning</i>	48% N=36	52% N=39	N=5				
<i>Item 14 Case worker visits with children</i>	55% N=44	45% N=36	N=0				
<i>Item 15 Case worker visits with parents</i>	46% N=25	54% N=29	N=26				
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.				72% N=47	3% N=2	25% N=16	N=15
<i>Item 16 Education</i>	72% N=47	28% N=18	N=15				
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.				43% N=32	28% N=21	28% N=21	N=6
<i>Item 17 Physical Health of Child</i>	52%	48%					

	N=34	N=32	N=14				
<i>Item 18 Mental/Behavioral Health of Child</i>	61%	40%					
	N=37	N=24	N=19				

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

Child Well-Being measures are embedded in the OSRI. Results from the reviews indicate that Nevada has some work to do towards achieving a better performance for children in home and in foster care. Ensuring children in foster care and in-home receive appropriate services to meet their educational needs remains an area where Nevada does excel over other outcomes.

ASSESSMENT OF PERFORMANCE in CHILD AND FAMILY WELL-BEING

Each of the seven performance indicators listed in this section mirror the Federal Statewide Assessment Instrument. The overall structure for each performance outcome/indicator includes the legal requirements for each item and to the extent applicable the most recent Federal data profile, previous CFSR data/information, most recent case review data or relevant state data, and most recent stakeholder survey/focus group data/information if available.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children’s needs

Item 12: Needs and services of child, parents, and foster parents

Requirements

NRS 432B.190 and .550 requires child welfare agencies to provide services to preserve families, prevent placement of children if possible, and, if not possible, provide a plan describing those services that would facilitate safe return of the child. NAC 432B.190, .200, and .240 requires agencies to provide case planning and agreements with parents using strengths and resources in planning and requires the agency to provide a range of services to preserve the family. NAC 432.B.400, .405 and .410 requires the agency to provide case planning and services to children in foster care and their parents. NAC 432B.1362, .1364 and .1366 provide provisions for provider agreements of child welfare services and assurances of conducting timely assessments to ensure adequate provision of services.

Several state policies are applicable to this item. Policy 0203 Case Management Practice Model was developed as a principle-based framework for frontline practice. Policy 0509 Nevada Initial Assessment was developed to provide better initial assessments, and 0204 Case Planning Policy and 0205 Caseworker Contacts with Children, Parents and Caregivers were developed to clarify case planning and frequency of contacts required with children, parents and caregivers. Policy 0801 Independent Living Policy was developed to ensure that youth age 15 and older in foster care receives adequate case planning and services for transition to adulthood and 0503 Differential Response policy was developed to standardized procedures used for family assessment rather than investigations on certain child abuse cases. Finally, policy 1004 Safety Assessment and Family Evaluation (SAFE) Assessment covers the assessment of the appropriateness of potential foster families, licensed relatives and adoptive families.

Statewide Data

Table 7.2
Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015	QICR 2016	QICR 2017	CFSR 2018
Item 12 Identifying Needs and Services to Child, Parent and Foster Parent	50%	44%	40%	38%

Performance Item Ratings	S	ANI	NA									
	33	33	0	33	42	0	33	50	0	30	50	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 12 A Needs Assessment and Services to Children	75%			76%			67%			59%		
Performance Item Ratings	S	ANI	NA									
	50	16	0	57	18	0	57	27	0	47	33	0

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 12 B Needs Assessment and Services to Parents	55%			47%			42%			41%		
Performance Item Ratings	S	ANI	NA									
	33	27	6	28	32	15	27	37	19	23	33	24

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 12 C Needs Assessment and Services to Foster Parents	74%			73%			74%			73%		
Performance Item Ratings	S	ANI	NA									
	28	10	28	32	12	31	34	12	37	38	14	28

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 12 and subparts A, B, C “Needs Assessment and Services to Children” is 90%. Nevada’s rating for this item was 38% (overall item 12) statewide for the CFSR in 2018; therefore, this is an area needing improvement.

Item 13: Child and family involvement in case planning

Requirements

NAC 432B.190-220 encourages the participation of parents in the case planning process and requires engagement of the child’s family in using its own strengths and resources throughout the process for planning services. This is implemented by fully exploring the needs of the child’s family and alternatives to separation of the family, identifying each family member’s strengths and using those strengths in the process of solving problems, developing individualized goals for services and treatment and time-limited steps to accomplish these goals, and by setting target dates for their evaluation and completion. Emphasis is given to promoting the right of a child to be with his family and fully exploring all alternatives to placement of the child outside his home.

The 0204 Case Planning policy provides the basis for a link that ties the findings of the child and family assessments to identification of the permanency goal(s) and the selection of a set of services including both formal and informal services. It is a collaborative, strength based and solution-focused process that empowers and motivates families to identify solutions that will remove barriers, increase functioning and build protective capacity. Policy requires a working partnership between the case manager and the family, which is critical to successful assessment and case planning. The family is to be assisted in identifying its strengths, needs, culture, supports and current resources that will affect its ability to achieve and maintain child safety, child permanency, and child and family well-being through a “strength”-based, family-centered, individualized case plan. In the event a parent is not available or refuses to participate in case planning, the case plan team (foster parents, extended relatives, other providers and child, if appropriate) must still be formed and a plan developed. In all cases, every effort must be made and continue to be made to involve parents and children (if age

appropriate) in the case planning process.

Statewide Data

Table 7.3
Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 13 Child and Family involvement in Case Planning	42%			47%			47%			48%		
Performance Item Ratings	S	ANI	NA									
	28	38	0	34	38	3	38	43	2	36	39	5

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 13 “Child and Family involvement in Case Planning Relationship of Child in Care with Parents” is 90%. Nevada’s rating for this item was 48% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Item 14: Caseworker visits with child

Requirements

In accordance with 45 CFR 1355.20, and NRS requiring that children in foster care or children under the placement and care responsibility of a Child Welfare Agency who are placed away from their parents must be visited by their caseworker (or other responsible party) at least once every calendar month. When a child is placed in foster care, this visit must occur where the child resides in at least 50% of those months. During caseworker visits with children, the caseworker (or other responsible party) must spend a portion of the visit with the child outside the presence of the care providers and a portion of the time alone with the care providers/foster parents if requested. The NAC 432B.405 and State policy 0205 “Case Worker Contact with Children, Parents, and Caregivers” requires that each child in foster care will be visited by his or her case worker (or other responsible party) at least once every calendar month. A “visit” is defined as a face-to-face in-person contact between the child and the child’s case worker (or other responsible party).

Statewide Data

Nevada has two methods for the evaluation of progress toward this item. The first measurement is a compliance report extracted from UNITY that counts the number of visit months expected during a period under review, and then determines the number of visit months during the period under review in which at least one qualifying visit occurred. This data report provides administration with an evaluation of compliance toward a projected goal, however questions regarding the quality of visits cannot be answered by this report alone, and the data report only captures case worker visits with foster children. To evaluate the quality of visits between caseworkers and children, including those children served in their homes, Nevada conducts case reviews throughout the State.

Nevada has the capability, within the SACWIS/CCWIS to generate a data report that collects caseworker visit data. This data and State performance are calculated using the methodology as outlined in Program Instruction (PI) ACYF-CB-PI-12-01. States are instructed to measure caseworker visit compliance by “taking the number of monthly visits made to children in the reporting population and dividing that number by the number of such visits that would occur during the FFY if each such child were visited once per month while in care.” This value is represented as a percentage.

Table 7.4-Promoting Safe and Stable Families (PSSF) Data

Compliance of Monthly Case Worker Visits with Children FFY 2018 (October 01, 2017 to September 30, 2018)

(PSSF): Case Worker Visit with Children monthly (FFY2018)	Compliance Rate	NV Goal	Goal Met
Statewide	95%	95 %	Yes

CCDFS	95%	95 %	Yes
WCHSA	97%	95.%	Yes
DCFS Rural Region	95%	95 %	Yes

Source: UNITY CFS 7D7

Table 7.4 presents the results for the State's compliance with the monthly case worker visit requirement for Federal Fiscal Year 2018 (October 01, 2017 to September 30, 2018). The federal standard **WAS** met statewide in FFY 2018 at 95%.

Table 7.4A-Promoting Safe and Stable Families (PSSF) Data

(PSSF) Case Worker Visit with Children in the residence (FFY2018)	Compliance Rate	NV Goal	Goal Met
Statewide	91%	50%	Yes

Table 7.4(A) presents the results for the State's compliance with visits with children in the residence. The federal standard **WAS** met statewide in FFY 2018 at 91%.

Table 7.5- Promoting Safe and Stable Families (PSSF) Data

Compliance of Monthly Case Worker Visits with Children FFY 2019 (October 1, 2018 to April 30, 2019 YTD)

(PSSF) Case Worker Visit with Children	Compliance Rate	NV Goal	Goal Met
Statewide	92.18%	95 %	NO
CCDFS	92.82%	95 %	NO
WCHSA	91.30%	95 %	NO
DCFS Rural Region	89.03%	95 %	NO

Source: UNITY CFS 7D7

Table 7.5 illustrates the State's compliance with this expectation during FFY 2019 for YTD. Please note that as of this reporting only 7 months of data for FFY19 is available (October 1, 2018 to April 30,2019)

**Table 7.6
Statewide Quality Improvement Review Data/CFSR**

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 14 Caseworker Visits with Child	58%			64%			55%			55%		
Performance Item Ratings	S	ANI	NA									
	38	28	0	48	27	0	46	37	0	44	36	0

The overall federal performance expectation for item 14 "Caseworker Visits with Child" is 90%. Nevada's rating for this item was 55% statewide for the CFSR in 2018; therefore, this is an area needing improvement.

Statewide Efforts to Improve Caseworker Visits with Children

During the 2018 CFSR, family engagement was identified as a theme statewide that needed improvement and is being addressed in Nevada's PIP. Quality caseworker visits will be addressed in PIP activities. Additionally, each jurisdiction will focus on the following over the next five years:

CCDFS

Over the next five years CCDFS plans to continue monitoring the caseworker visit report as provided by the FPO and enhancements to existing internal tracking reports to better align with CFSR expectations and PIP initiatives. Continued support will be provided via training during new hire academy i.e., motivational interviewing skills etc. as offered through NPT.

In late SFY19 CCDFS began a pilot program using mobile the technology application DIONA which allows caseworkers the ability to read and create UNITY forms and case notes. This application also allows the worker to review prior documentation, take photographs, video and audio recording of visits. The pilot program if successful is intended to launch agency wide in the coming years. The application also is developed with the intent to have 2 way near real time communication with UNITY thereby allowing workers access to UNITY records in the field. DIONA is already showing indications that workers are timelier and more thorough in their case documentation. This has reduced redundant: travel, paperwork and/or documentation efforts. It is anticipated that quality of case worker contacts with parents will improve as DIONA will free up valuable caseworker time, which will translate into workers spending more time with children and families, as well as be more responsive to their needs.

From recent PIP and CFSR activities Staff routinely indicated frequently feeling overwhelmed or stressed due to not having enough time to perform their job duties at high quality. As part of the DIONA pilot, users completed surveys that indicated improvement in morale due to lower stress as a result of using the mobile application. Going forward CCDFS will continue to monitor the pilot and if approved, the subsequent CCDFS roll out of DIONA mobile application impact upon staff morale.

WCHSA

WCHSA expects to continue efforts to monitor and improve upon the frequency and quality of case worker visits through reporting mechanisms, fidelity reviews and the CFSR. Additionally, case worker overtime will continue to be used to ensure visits occur as required. The Agency will continue to maintain a fleet of vehicles and utilize mileage reimbursement to facilitate visits. There has been a focus on providing comprehensive, ongoing training concerning the importance of child contacts to ensure the safety, permanency and well-being of children in foster care. These efforts will continue into the upcoming years. Recently, WCHSA training unit implemented the “I do, we do, you do” training model, which emphasizes ongoing coaching during the training process and beyond to foster independent, well-supported case workers. Training for supervisors on how to coach their staff has also been provided to ensure that once the new worker leaves the supportive environment of the training unit, they continue to receive ongoing coaching and support. Staff will continue to attend Compassion Fatigue training where they will learn how to recognize compassion fatigue in staff and ways to use self-care. Discussion have begun in supervisory groups concerning how these concepts and techniques can be expanded on to ensure staff feel understood and supported as they complete this very difficult work. Ongoing training will be provided to support staff which will positively impact their ability to conduct case worker visits at the frequency and quality that is required and will improve case worker retention rates.

Additionally, WCHSA will continue with recruiting practices that support ensuring candidates understand the work of working with children and families. In collaboration with the Washoe County Human Resources Department, the selection process now includes two parts: 1) candidates watch a video clip of a parent/child interaction and document a case note and review a case scenario and write a letter to the department director. Candidates who successfully pass this process are invited to an interview. Prior to the interview, candidates are encouraged to watch a video clip on a Day in the Life of a Social Worker filmed in Maricopa County, AZ. Candidates are then interviewed with a behavior-based approach, which includes a self-assessment. Finally, reference checks are completed as part of the hiring process. This thorough vetting of candidates and exposure to the reality of child welfare case worker during the interview process helps to ensure the most qualified candidates are chosen.

DCFS Rural Region

Over the next five years the DCFS RR will continue with incentives to caseworkers. The Jeans Day Certificate Incentive Program have proven so successful, the DCFS RR have revised the incentive program to include the ICPC population AND quality caseworker visit case notes. Staff are currently being trained on the specific diligent efforts and documentation

needed to confirm out of state youth are being seen monthly and to ensure that ALL monthly visits are of quality in nature. The standards being reinforced for quality monthly caseworker visit documentation includes ongoing assessment of safety, standards for articulating safety decisions, permanency decisions being accurate and timely, the well-being of children and determining their needs are met sufficiently and timely.

Additionally, over the next year Work Performance Standards are also being reviewed to ensure the proper weight is assigned to consistent and quality caseworker monthly visits that support the safety, well-being, and permanency of children.

Item 15: Caseworker visits with parents

Requirements

DCFS policy 0205.0 Caseworker Contact with Children, Parents and Caregivers requires that caseworker contacts focus clearly on case planning, service delivery, safety, strengths and needs of the child and family, family progress and identification of resources and services the family needs in order to achieve case plan goals.

Statewide Data

**Table 7.7
Statewide Quality Improvement Review Data/CFSR**

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR2018		
Item 15 Caseworker Visits with Parents	44%			38%			42%			46%		
Performance Item Ratings	S	ANI	NA	S	ANI	NA	S	ANI	NA	S	ANI	NA
	27	34	5	23	37	15	27	37	19	25	29	26

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 15 “Caseworker Visits with Child” is 90%. Nevada’s rating for this item was 46% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

Item 16: Educational needs of child

Requirements

NRS 432B requires that in custody cases a report be made in writing by the child welfare agency concerning the child’s record in school. Statute further requires that the agency exercise diligence and care in arranging appropriate and available services for the children (NRS 432B.540). The Program of School Choice for Children in Foster Care authorizes the legal guardians or custodians of certain children who are in foster care to apply to the Department of Education to participate in the program which allows such children to choose the school of their choice or remain at the school they were attending prior to being removed from their caretaker (NRS 392.040).

NAC 432B directs agencies to address the educational needs of children in custody. These codes direct agencies to complete a family assessment which is to include the educational needs of the child (NAC 432B.1364). NAC 432B.400 directs that every case plan for a child receiving foster care will include the following: A statement indicating the proximity of the school in which the child is enrolled at the time that they were placed in foster care and if it was considered as a factor in the selection of the placement for foster care; that the case plan include education records, to the extent available,

containing the names and addresses of those educational providers; the grade level at which the child performs; and such other educational information concerning the child as the agency determines necessary. NAC 432B.230 directs the child welfare agencies to establish interagency agreements with related agencies including schools, to ensure that cooperative and mutually facilitative services are provided to children and families.

Policy 0204 Case Planning requires that in custody cases the child’s plan is to be developed in collaboration with the family and other members of the Child and Family Team (CFT), within required timeframes and that this plan have required elements, including the child’s educational needs. Finally, policy 0205 Caseworker Contact requires that caseworkers visit the child or youth and caregiver a minimum of once per month and, during those visits, discuss the educational progress and needs.

Statewide Data

Table 7.8
Statewide Quality Improvement Review Data/CF SR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CF SR 2018		
Item 16 Educational Needs of Child	76%			84%			72%			72%		
Performance Item Ratings	S	ANI	NA	S	ANI	NA	S	ANI	NA	S	ANI	NA
	34	11	21	46	9	20	44	17	22	47	18	15

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 16 ‘Educational Needs of Child is 90%. Nevada’s rating for this item was 72% statewide for the CF SR in 2018 2018; therefore, this is an area needing improvement.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of child

Requirements

In keeping with the federal statutory framework, Nevada statutes state that one of the key purposes for the DCFS is to plan and coordinate the provision of services for the support of families. NAC 432B.400 further addresses the requirements of the child welfare agency to have a case plan that includes plans for the coordination and provision of services to children and families who need assistance relating to the care, welfare, mental and physical health of children. DCFS Policy 0207 Health Services supports these mandates by outlining processes to ensure that physical, developmental and mental health needs of custodial children are identified and diagnosed using standardized, periodic screenings. The purpose of these screenings is to ensure that all non-custodial children’s caregivers are aware of early preventative, diagnostic screening and treatment services available in their service area. The screenings facilitate the identification of physical, emotional or developmental needs and risks as early as possible and the linking of children to needed diagnostic and treatment services using Nevada’s Healthy Kids Program periodicity schedule as set forth by the American Academy of Pediatrics.

Additionally, policy 0502 requires, as part of the CAPTA Part-C Requirement for Custodial and Non-Custodial Children, that all children under the age of three, who are involved in a substantiated case of abuse/neglect, must be referred to an “Early Intervention Program” for a developmental assessment pursuant to CAPTA-IDEA Part C. Documentation of the referral results of the referral and needs identified by any screening conducted by an Early Intervention Program must be entered into UNITY within five working days of receipt of the information.

Lastly, section 422(b) (15) (a) of the Social Security Act requires states to develop a plan for the ongoing oversight and coordination of health care services for children in foster care. (See **ATTACHMENT B: Nevada Health Care Oversight and Coordination Plan**).

Statewide Data

Table 7.9
Statewide Quality Improvement Review Data/CF SR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CF SR 2018		
Item 17 Physical Health of Child	75%			77%			59%			52%		
Performance Item Ratings	S	ANI	NA	S	ANI	NA	S	ANI	NA	S	ANI	NA
	38	13	15	44	13	18	38	26	19	34	32	14

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 17 “Physical Health of Child” is 90%. Nevada’s rating for this item was 52% statewide for the CF SR in 2018; therefore, this is an area needing improvement.

Item 18: Mental/behavioral health of child

Requirements

In keeping with the federal statutory framework, Nevada statutes state that one of the key purposes for DCFS to plan and coordinate the provision of services for the support of families to maintain the integrity of families and ensure that children are not unnecessarily removed from their home. This includes providing counseling, training, or other services to families, even if a report of abuse or neglect is received, but it is determined that an investigation is not warranted at the time. NRS 432.011 further addresses the coordination and provision of services to children and families who need assistance relating to the care, welfare and mental health of children.

NRS 432B.197 states that each agency that provides child welfare services shall establish appropriate policies to ensure that children in the custody of the agency have timely access to and safe administration of clinically appropriate psychotropic medication. The policies must include, without limitation, policies concerning:

- The use of psychotropic medication in a manner that has not been tested or approved by the United States Food and Drug Administration, including, without limitation, the use of such medication for a child who is of an age that has not been tested or approved or who has a condition for which the use of the medication has not been tested or approved;
- Prescribing any psychotropic medication for use by a child who is less than 4 years of age;
- The concurrent use by a child of three or more classes of psychotropic medication;
- The concurrent use by a child of two psychotropic medications of the same class; and,
- The criteria for nominating persons who are legally responsible for the psychiatric care of children in the custody of agencies which provide child welfare services pursuant to NRS 432B.4681 to 432B.469, inclusive, and the policies adopted pursuant to this section.

Statewide policy 0209.0 - Psychiatric Care & Treatment states that the child welfare agency will nominate a “*person legally responsible for the psychiatric care of a child,*” for appointment by the Court, for any child entering custody or currently in custody with a prescription for psychotropic medication or who the child welfare agency determines may need psychiatric care.

Statewide Data

Table 7.10

Statewide Quality Improvement Review Data/CFSR

Performance Item	QICR 2015			QICR 2016			QICR 2017			CFSR 2018		
Item 18 Mental/Behavioral Health of Child	71%			71%			59%			61%		
Performance Item Ratings	S	ANI	NA									
	35	14	17	36	15	24	38	26	20	37	24	19

*S=Strength, ANI=Area Needing Improvement NA=Not Applicable

The overall federal performance expectation for item 18 “Mental/Behavioral Health of Child” is 90%. Nevada’s rating for this item was 61% statewide for the CFSR onsite in 2018; therefore, this is an area needing improvement.

Strengths/Concerns (Well-being Outcomes 1, 2 & 3)

For Well-Being Outcome 1 Assessment and Provision of Services continues to be an area of needed improvement. Specifically, family engagement continues to be an area of needed improvement and is addressed in Nevada’s PIP. Identifying social and emotional needs of children is difficult for workers to critically think about other than those needs that are educational or medical in nature. Caseworker visits with children (quality) continues to be an area of needed improvement. While frequency of caseworker was met at 95% for FFY 2018 Nevada continues to struggle with maintaining caseworker visits at a 95% frequency. Caseworker visits with parents (mothers and fathers), while slightly improved, continues to be an area of needed improvement and this is attributed to not consistently engaging mothers and fathers.

For Well-being Outcome 2 and 3 there is a lack of adequate Assessment and Provision of Services.

Please see Nevada PIP Goal 2 “Promote effective communication and contact with families” that addresses well-being concerns and provides a description of planned activities targeted at improving performance.

Section VIII. SYSTEMIC FACTORS

ASSESSMENT OF PERFORMANCE

Each of the performance indicators listed in this section mirrors the 18 systemic factor items from the Federal Statewide Assessment Instrument. The overall structure for each performance outcome/indicator includes the legal requirements for each item and to the extent applicable, the most recent Federal data profile, previous CFSR data/information, most recent case review data or relevant state data, and, if available, the most recent stakeholder survey/focus group data/information.

Systemic Factor A: Statewide Information System

Item 19: Statewide information system

Requirements

UNITY follows the SACWIS/CCWIS requirements set forth by Public Law 103-66, which was authorized by Congress in 1993 to help states meet data collection and reporting requirements of the Social Security Act. UNITY, Nevada’s automated system, is the statewide system for child welfare data collection. All information regarding foster care is entered into UNITY including basic demographics, placements, addresses of placements, tracking of goals and legal status, adoptions, ICPC

cases, independent living, and IV-E eligibility. In compliance with federal requirements, UNITY collects the data required to submit AFCARS and NCANDS.

This item was determined to be an area needing improvement during the 2018 CFSR due to case plan goals (permanency goals) not being readily identifiable in UNITY. All other demographic information including placements were determined not to be an area that needed improvement. **Strategy 3 of Goal 4 of the PIP was identified to improve issues related to tracking of goals and to ensure that goals are readily identifiable in UNITY. The root cause was determined to be that current policy does not reflect when case plans should be updated in UNITY i.e. when the Protective Capacity Family Assessment (PCFA), the Protective Capacity Progress Assessment (PCPA) are completed and/or after court hearings and court orders.**

Over the next five years, each child welfare agency will continue to maintain efforts to maintain a system that at minimum identifies the status, demographics, and location of every child in foster care. The agencies will make adequate efforts to address written case plan goals being readily identify in UNITY, remove data input errors, and address mapping concerns to obtain a strength for Item 19. Currently, data elements statewide are not consistently entered accurately or timely by end users, which impacts the validity of the data extracted for Item 19. The process will continue to resolve issues connected to the data entry errors, lack of timely entry of data, resource deficiencies to support the data validation process and further system improvements, and a lack of a robust CQI system for child welfare activities that include documentation in UNITY.

Statewide Data

DCFS Information Systems (IS) reports that case plan windows in UNITY are converted to UNITY 3.0 and meets all the current federal and IV-E mandated requirements. During SFY 2019 a random sample was issued to each child welfare agency QA department. The population for review included all children who had 15 to 17 months of out-of-home placement and had an active out-of-home placement for any amount of time in the federal fiscal year of (FFY) 2018. The timeframes ensured the collection of data would be specific to ensure data fell in appropriate FFY 2018. Each child was subsequently assigned a random number in excel and each list was re-sorted in ascending order. The lowest numbers were chosen for the sample based on the stratification outlined above. The findings for each section are identified below.

Ethnicity/Status:

There were 140 children applicable for verification of ethnicity. Of the 140 children, 37 were from the Rural Region and 2 cases were closed, which the worker was none responsive, 20 from Washoe, and 83 from Clark. Washoe and Clark self-report that 100% of the data elements for ethnicity was correct and Rural Region self-reports being 91% accurate with only 3 cases being inaccurate, excluding the 2 cases that did not receive a response too. The data indicated 3 cases of the 83 in Clark allowed the selection of both an ethnicity and a “decline to answer.” This did not occur at the other two agencies.

If a UNITY person’s ethnicity is unknown at the time of person record creation in UNITY, staff may select ‘declined to answer.’ For AFCARS and NCANDS reporting, “declined to answer” is mapped to the value of “unable to determine.” IS reports that in the past five years the state consistently had between 18 – 23% of person records reported to NCANDS with an “unable to determine” ethnicity. The state has identified ‘unable to determine’ values may not only be connected to those very young, severely disabled, or no person was available to identify the child’s race, but lack of record update when the facts become available. In the last year, data quality alerts were added to NCANDS and AFCARS error reports, which has helped program staff greatly to clean up the data. The NCANDS FFY2018 submission only contained ‘declined to answer’ ethnicity values for 0.40% of the child victims and 1.37% of the child non-victims. Similarly, for the 2019A AFCARS foster care data submission, only 0.081% of the youth have ‘declined to answer’ for their ethnicity.

Demographic Characteristics and Location:

There were 239 children applicable for verification of placement: 162 Clark, 40 Washoe, and 37 Rural Region. The Rural Region self-reports 100% of placements were accurate, Washoe self-reports 99% accuracy (4 incorrect), and Clark self-reports 98% accuracy (2 incorrect).

AFCARS error reports are disseminated to each child welfare agency that flags issues with placement locations. These errors are monitored through the state and among the child welfare agencies. For the 2019A AFCARS foster care data submission, IS reports 18 of 6169 (0.29%) of placement location fields are missing data. It is difficult to estimate the percentage of incorrect fields, unless it is gathered through a qualitative case review process. Supervisors can rely on the

data to show location of children in foster care if data entry continues by staff. The placement location data reflects what is entered into the system by users or auto populated by a service authorization created by the user. Service Authorizations prompt payments to a foster parent, which auto populates the foster parents address in the location directory. To ensure the address is accurate, the [NAC 424.475](#) requires a foster parent to notify a licensing authority representative before moving from one home to another, the state contacts the foster parent yearly, and the state requires a relicensing process every two years. The only way to determine a percentage of incorrect status fields would be by doing a comparison of paper files and the electronic case record in a qualitative case review process. Over the past five years, DCFS IS reports updates to the placement windows in both UNITY 2.0 and UNITY 3.0 as part of the Interface Rewrite/Performance Enhancements. Additionally, a project was developed for (Advanced Foster Care AFC/Specialized Foster Care SFC) to provide functionality to track advanced foster care and discharge of youth from SFC/ACF placements.

Case Plan Goals (Permanency Goals):

There were 239 children applicable for verification of placement, which the sample was verified against the court order at the time of the production run of the report: 162 Clark, 40 Washoe, and 37 Rural Region. In the Rural Region, the state agency verified that the goals in the random sample against the court order. The results indicated that the Rural Region end users entered permanency and concurrent goals with a 60% accuracy with 15 cases being inaccurate. Washoe self-reports 99% accuracy with only 1 case being inaccurate (4), and Clark self-reports 82% accuracy with 29 cases being inaccurate. The most common error was the timeliness of switching to the goal to Adoption in UNITY following the court hearing. Other errors included: No perm language in the court order (Rural Region), data pulled on the day after the court order was changed, the permanency and concurrent goals was switched showing the concurrent as permanency, concurrent goal was missing, and incorrect PVMS codes exist for a selection by end users. For example, child welfare staff are selecting an APPLA goal and logic is mapping the PVMS code EMAN for emancipation on the reports. The PVMS code LTFC (Long term care facility) is a selection in UNITY for a permanency or concurrent goal allowing a child welfare worker to select this for children with an APPLA goal. DCFS FPO has completed a work request order with DCFS IS and have worked with IS to resolve these errors. This work request competed with other priorities for DCFS IS and is currently placed on hold to meet other high priority federal mandated requirements and business needs.

AFCARS error reports are disseminated to each child welfare agency that flags issues with permanency goals. These errors are also monitored through the DCFS FPO and Information Services. For the 2019A AFCARS foster care data submission, IS reports 340 of 6169 (5.51%) of permanency goals are incorrect or blank (missing). One identified problem with missing or blank case plan goal fields is the lack of timely supervisor approval of case plans. For instance, AFCARS only picks up the goals from supervisor-approved case plans. The data is entered into the system but won't be reported to AFCARS without the supervisor approval. An accurate percentage of incorrect goal fields is only practical through qualitative case review process. IS also reports that only 0.032% of the 2019A AFCARS foster care of demographic data fields are incorrect or blank.

Systemic Factor B: Case Review System

Item 20: Written case plan

Requirements:

In accordance with the requirements of the Adoption and Safe Family Act of 1997 (ASFA) Nevada has adopted the following revised statutes: 432B.540, 553 and 580 which obligate child welfare agencies to create a plan for permanency when a child is placed in foster care. This plan must include a description of the type of placement, safety and appropriateness of the home or institution including without limitation that the home or institution will comply with the provisions of NRS 432B.3905, and plan for ensuring the child's proper care, a description of the child's needs and a description of the services to be provided to meet those identified needs. The plan must also provide a description of the services to be provided to the parents to facilitate the child's return to the parents' custody or to ensure the child's permanent placement. NRS 432B.580 provides for a semiannual review of the child and family's status, progress on the written case plan and the recommendations for the future treatment or rehabilitation of the family.

Nevada Administrative Code 432B.190 requires that all children in foster care in Nevada have a written case plan that identifies barriers to the provision of a safe environment for the child, clarifies responsibilities of the case participants involved to help overcome those barriers and defines the goals of the case, including step-by step actions each participant must take in a designated timeframe covered by the plan. All case plans must be reviewed and approved by the supervisor

and caseworker at least once every six months. Each case plan must clearly state the plan's goals, objectives and actions within a period of time, including who is responsible for each action item. Case plans must be case specific and related to the family's situation, resources and capacities, and must safe guard the child. Case plans should help the parents improve their protective and caregiving abilities while being flexible to allow for changes in circumstances or the situation of the family or service availability based upon an on-going evaluation of the best interest of the child. Parents must be encouraged to be active participants in the creation of their case plan and engage in processes for receiving services and assistive resources.

Statewide policy 0204 "Case Planning" requires that all cases open for on-going services must have a written case plan and that the plan must be developed in cooperation with family and children (when appropriate). This is accomplished by convening a child and family team (CFT) to make decisions regarding the desired outcomes, and then selecting goals, actions and timelines aimed to bring about the desired outcomes. Case planning is a family-centered process that identifies family strengths and resources to assist the family or other caregivers in enhancing protective capacity and improving overall family functioning. Protective Capacity Progress Assessments (PCPA) and Protective Capacity Family Assessments (PCFA) has been introduced in WCHSA since 2014. The PCFA provides the framework from which the parent case plan and service agreement is drafted by meetings with the family. The PCPA monitors case plan progress and requires ongoing meetings with the family. The PCFA and PCPA has been fully implemented. is intended to be fully implemented by SFY 2018.

This item was determined to be an area needing improvement during the 2018 CFSR. Over the next five years, the child welfare agencies will continue to make efforts to maintain consistent implementation of the safety model, remove barriers to the development of quality case plans, improve relationships with family through engagement as directed in Goal 2 Strategy 3 of the PIP "improving frequency and quality of caseworker visits with children and families statewide. Also, child welfare agencies will improve case plans being readily identifiable in the information system as identified by Goal 4 Strategy 3 of the PIP "ensure the accuracy of Permanency Case Plan Goal Data in UNITY for children in out-of-home placement." Each child welfare agency will also continue to align their internal policies and procedures with Nevada adopted revised statutes 432B (540, 553, and 580), Adoption and Safe Family Act of 1997 (ASFA), [statewide 0211 Protective Capacity Family Assessment \(PCFA\) Policy](#), and [statewide 0204 Case Planning Policy](#). These practices, statewide policies, and statutes are to ensure timely meetings are held with families, each child has a written case plan jointly made with the child's parents, and the following barriers identified in the latest CFSR 2018 are resolved;

- Lack of timely initial case plans;
- Resolution of conflicting timelines related to the state's safety model;
- Lack of shared agreement with parents on case plans;
- Consistency in efforts to conduct diligent search for parents; and
- UNITY functionality and quality of training.

The PCFA policy provides a shared agreement on consistent application of the Safety model across the child welfare agencies and guiding staff on engaging families in meetings to develop case plan goals. The state FPO specialists and Team 4 of the PIP have both identified the need to update the [Statewide Policy 0204 "Case Planning"](#), which direct all cases open for on-going services to have a written case plan and that the plan must be developed in cooperation with family, children (when appropriate), and any natural supports named by the family. NRS statues obligate child welfare agencies to create a plan for permanency when a child is placed in foster care. This plan must include a description of the type of placement, safety and appropriateness of the home or institution including, without limitation, that the home or institution will comply with the provisions of NRS 432B.3905. Included is the plan for ensuring the child's proper care, a description of the child's needs, and a description of the services to be provided to meet those identified needs. The plan must also provide a description of the services to be provided to the parents to facilitate the child's return to the parents' custody or to ensure the child's permanent placement. NRS 432B.580 provides for a semiannual review of the child and family's status, progress on the written case plan and the recommendations for the future treatment or rehabilitation of the family.

Nevada Administrative Code 432B.190 requires that all children in foster care within Nevada have a written case plan that identifies barriers to the provision of a safe environment for the child, clarifies responsibilities of the case participants involved to help overcome those barriers, and defines the goals of the case. This includes step-by step actions each participant must take in a designated timeframe covered by the plan. All case plans must be reviewed and approved by the supervisor and caseworker at least once every six months. Each case plan must clearly state the plan's goals, objectives and, including who is responsible for each action item. Case plans must be case specific and related to each family's individual situation, resources and capacities, as well as safeguard the child. Case plans should assist the parents

in improving their protective and caregiving abilities while being flexible to allow for changes in circumstances or the family situation. Service availability is considered based upon an on-going evaluation of the best interest of the child. Parents must be encouraged to be active participants in the creation of their case plan and engage in processes for receiving services and assistive resources. Case planning is a family-centered process that identifies family strengths and resources to assist the family or other caregivers in enhancing protective capacity and improving overall family functioning. The Child Welfare Agencies hold Child and Family Team (CFT), Protective Capacity Progress Assessment (PCPA), and Protective Capacity Family Assessments (PCFA) meetings to make decisions regarding the desired outcomes, goals, actions, and timelines. The PCFA provides the framework from which the parent case plan and service agreement is drafted. The PCPA monitors case plan progress and requires ongoing meetings with the family.

Statewide Data

Item 13 determines the frequency and quality of child(ren) and family engagement in case planning. For Item 20, only the frequency and quality of the parent's engagement is assessed. For the CFSR 2018, the mothers were engaged 51% and the fathers were engaged 47% of the time. In the last 2 years random samples were pulled from UNITY and written case plans were completed statewide 100% of the time that accurately reflected case plan goals 81.18% for FFY 2018, which is an 8.82% decrease from the previous year. The sample size did vary by 10 cases for FFY 2018. The state continues to provide AFCARS error reports to each child welfare agency to ensure written case plans are being entered in the UNITY system. Also, DCFS FPO Specialists and DCFS IS provide ongoing technical assistance to each child welfare agency.

Item 21: Periodic reviews

Requirement

Nevada Revised Statute 432B.580 mandates the court to conduct a hearing at least semiannually and within 90 days after a request by a party to any of the prior hearings. The court may also enter an order directing that the placement be reviewed by a panel of at least three persons appointed by the judge (NRS 432B.585). The contents of the hearing must include evaluations and assessments of progress in carrying out the case plan goals for the child in care (NAC 432B.420) and address ASFA requirements on reasonable efforts. DCFS Policy 0206, Court Hearing Notification, further ensures that foster parents and other care providers are afforded the right to be heard in review hearings with respect to children in their care and to offer information about the services received by the child and family.

This item was rated as a strength during the 2018 CFSR. Over the next five years, Nevada will continue to maintain a strength by ensuring periodic hearings occur no later than every 6 months from a child's initial removal and maintaining coordination with the courts. Each child welfare agency will maintain effective tracking and strong scheduling protocols to adhere to 6-months deadlines by maintaining collaboration with the courts and the Court Improvement Program. The child welfare agencies will continue to comply with [NRS 432B.580](#), [NAC 432B.420](#), and [statewide 0206 Court Hearing Notification](#). NRS 432B.580 mandates the court to conduct a hearing at least semiannually and within 90 days after a request by a party to any of the prior hearings. The court may also enter an order directing that the placement be reviewed by a panel of at least three persons appointed by the judge (NRS 432B.585). The contents of the hearing must include evaluations and assessments of progress in carrying out the case plan goals for the child in care (NAC 432B.420) and address ASFA requirements on reasonable efforts. Statewide 0206 Court Hearing Notification Policy, further ensures hearings are occurring every 6 months and proper notification is provided to interested parties.

Statewide Data

For SFY 2019, there were 5,154 youth statewide in foster care 180 days or more as of 5-20-2019. Of that total population, a random sample of 52 children were examined for Item 21. Of those 52 youth, 94% of all hearings for the youth for their entire foster care episodes (179 out of 191 hearings) occurred within 183 days from removal or a previous review hearing or in the same month the hearing was "due." For periodic review hearings for the youth which occurred in SFY2019, 90% of all hearings for the youth during the timeframe (65 out of 72) occurred within 183 days from removal or from a

previous hearing or in the same month the hearing was “due.” Hearings held in the previous month were excluded as aforementioned.

Sampling Methodology

Currently data extraction is based on a random sample from current SFY extracted from AFCARS Foster Care data and filtered to see youth in care for at least 180 days or in the same month the hearing was “due.” (using element 21 – Latest Removal Date and element 56 – Foster Care Discharge Date, element 21 was subtracted from element 56 to get the length of foster care episode in days; if youth had no discharge date as of 5-20-2019, then we used 5-20-2019 in our calculations to see how long the episode was as of 5-20-2019.) Of those youth how many had a periodic hearing for their entire foster care episode within 183 days (365 days divided by 2 and rounded up from 182.5) from removal or a previous review hearing or in the same month the hearing was “due.” Youth could have been removed in SFY2019 or previously but must be served in foster care during SFY2019 and in care at least 365 days. Of all the periodic/review hearings for those youth throughout the length of their entire foster care episodes as of 5-20-2019, what percentage of hearings occurred within 183 days from removal or the previous hearing or in the same month the periodic hearing was “due.” It is noteworthy the date which falls within a few days before 183 in the previous month is excluded from compliance. For example, if the periodic hearing was held on Feb 28 (182 day) and the hearing was required on March 1 (183) the hearing would be excluded for compliance.

Stakeholder Interview Information

Focus groups were most recently conducted during the 2018 CFSR. Participants included Judges, District Attorneys, CASA, Court Improvement Program (CIP), State Staff and County Staff.

- As indicated in the 2018 Statewide Assessment the participants in these focus groups continued to be confident that their scheduling system ensured periodic reviews more than the standard. There was a consensus the courts often schedule periodic reviews more frequently than every six months, and, as often as every three months to help ensure movement of cases statewide.

Item 22: Permanency hearings

Requirements

Nevada Revised Statute 432B.590 mandates a permanency hearing be held no later than 12 months from a child’s initial removal. When reasonable efforts are not required, pursuant to NRS 432.393, a permanency hearing must occur within 30 days of the judicial finding. In compliance with ASFA, DCFS Policies 0206 Court Hearing Notification and 0514 Termination of Parental Rights (TPR) require agencies to make and finalize permanency plans by no later than 12 months after the child’s removal and provide notice by certified mail to all the parties to any of the prior proceedings and parents and “any persons planning to adopt the child, relatives of the child or providers of foster care who are currently providing care to the child.”

This item was rated as a strength during the 2018 CFSR. Over the next 5 years, Nevada will continue to maintain a strength by ensuring permanency hearings occur every 12 months from a child’s initial removal and maintaining coordination with the courts. The child welfare agencies will continue to comply with NRS 432.590 and NRS 432.393. [NRS 432B.590](#) mandates a permanency hearing be held no later than 12 months from a child’s initial removal. When reasonable efforts are not required, pursuant to [NRS 432.393](#), a permanency hearing must occur within 30 days of the judicial finding. Each child welfare agency will continue to ensure internal policies and procedures are aligned with ASFA, [statewide policy 0206 Court Hearing Notification](#) and [statewide policy 0514 Termination of Parental Rights \(TPR\)](#) requiring agencies to make and finalize permanency plans by no later than 12 months after the child’s removal and provide notice by certified mail to all the parties to any of the prior proceedings and parents and “any persons planning to adopt the child, relatives of the child or providers of foster care who are currently providing care to the child.”

Statewide Data

For the current SFY2019, there were 3,716 youth statewide in foster care 365 days or more as of 5-20-2019. Of that total population, a random sample of 37 kids were examined for Item 22. Of those 37 youth, 29 youth (78%) had a hearing within 12 months of removal. When the report was recalculated using the methodology to include hearings held within the same month as of the 365 date; the percentage increased to 89%. Of all the permanency hearings for those 37 youth throughout the length of their entire foster care episodes as of 5-20-2019, 96% of all hearings (156 of 163 permanency hearings) occurred within 365 days from removal or the previous permanency hearing or in the same month the hearing was “due.” Hearings held in the previous months were excluded as aforementioned.

Sampling Methodology

Currently data extraction is based on a random sample from current SFY extracted from AFCARS Foster Care data and filtered to see youth in care for at least 365 days or in the same month the hearing was “due.” (using element 21 – Latest Removal Date and element 56 – Foster Care Discharge Date, element 56 was subtracted from element 21 to get the length of foster care episode in days; if youth had no discharge date as of 5-20-2019, 5-20-2019 was calculated to see how long the episode was as of 5-20-2019.) Of those youth how many had a hearing within 12 months of removal (youth could have been removed in SFY2019 or previously, but they were served in foster care during SFY2019 and were in care at least 365 days. Of all the permanency hearings for those youth throughout the length of their entire foster care episodes as of 5-20-2019, what percentage of hearings occurred within 365 days from removal or the previous permanency hearing or in the same month the hearing was “due.” It is noteworthy the date which falls within a few days before 365 in the previous month is excluded from compliance. For example, if the permanency hearing was held on Feb 28 (364 day) and the hearing was required on March 1 (365) the hearing would be excluded for compliance.

Stakeholder Interview Information

Focus groups were most recently conducted during the 2018 CFSSR. Participants included Judges, District Attorneys, CASA, Court Improvement Program (CIP), State Staff and County Staff.

- As indicated in the 2018 Statewide Assessment the participants in these focus groups continued to be confident that their scheduling system ensured permanency hearings were being held timely every 12 months.

Item 23: Termination of parental rights

Requirements

NRS 432B.590 mandates that no later than 12 months after the initial removal of the child from his/her home and annually thereafter, a hearing shall be held concerning the permanent placement of the child. At the hearing the court reviews the plan for permanent placement of the child and determines whether the reasonable efforts required have been made. If the child has been placed outside of his home for 14 months of any 20 consecutive months, the best interests of the child must be presumed to be served by the termination of parental rights and documentation of the plan to TPR is included in the permanency plan. The court is required to use its best efforts to ensure that the procedures required in TPR are completed within six months from that date. NRS 432B.630 requires action be taken to terminate parental rights on a newborn child who is delivered to a provider of emergency services, absent parent contact with the child welfare agency. The NRS also identifies those circumstances in which the agency is not required to make reasonable efforts for reunification and addresses the issue of compelling reasons when it would not be in the child’s best interest to file for TPR. Compelling reasons must be detailed in the case file and reports to the court. Examples of compelling reasons are outlined in the DCFS 0514 Termination of Parental Rights policy.

NRS Chapter 128 details the process of TPR, specifically who files the petitions, procedures for TPR on ICWA cases, notice of hearings (publication), testimony, appointment of attorneys, specific considerations to various circumstances and restoration of parental rights in certain situations. Pursuant to NRS 128.170, a child (or the legal guardian of the child) who

has not been adopted, and whose parental rights have been terminated or relinquished, may petition the Court for restoration of parental rights. The natural parent or parents for whom restoration of parental rights is sought must be fully informed of the legal rights, obligations and consequences of restoration and must consent, in writing, to the petition.

Policy 0514 requires timely permanency planning for children in the care and custody of the child welfare agency, and that planning must therefore begin the day the child enters care. The child welfare agency is required to make and finalize alternate permanency plans no later than 12 months after the child's removal. Policy states that absent compelling reasons not to file a TPR, the petition must be filed within 60 days of the courts determination that reasonable efforts are not required. Acceptable compelling reasons are outlined in the TPR policy. Referral to terminate parental rights is initiated when adoption is identified as the permanency goal for the child and legal grounds for termination exist. Upon referral for TPR, the worker will concurrently seek a court order to initiate efforts to recruit for, and/or identify, an adoptive family for any children not already placed in a pre-adoptive home.

This item was rated as an area needing improvement during the 2018 CFSR. Over the next five years, each child welfare agency will continue to strive towards filing TPR in compliance with [NRS 432B.590](#), [NRS 432B.630](#), [NRS Chapter 128](#), the [Statewide 0514 Termination of Parental Rights \(TPR\) Policy](#) and the provisions of the Adoption and Safe Families Act (ASFA). The Court Improvement Program Director will continue to receive a statewide report quarterly to review TPR data with the judiciary and Community Improvement Council stakeholders. The Community Improvement Councils (CICs) will continue to review TPR data, develop solutions, and implement or modify processes to improve TPR filings. Additionally, the fully implemented Juvenile Dependency Mediation Program (JDMP) will continue to expand. If trends continue, CIP projects to have 2792 relinquishments within a given calendar year based off the past five years of data identified in the 2019 APSR.

Lastly, as described in Goal 3 of the current PIP, each agency will focus on timely and appropriate achievement of reunification, adoption, and guardianship. Strategy 4 of Goal 3 indicates that over the next two years each child welfare agency will initiate practices that streamline and expedite the termination of parental rights (TPR) process by targeting practice guidelines, condensing the adoption social summary, and ensuring that the statewide permanency hearing court order templates outline represent findings. By completing these tasks, the backlog of cases will be addressed, statewide percentages in timely TPR filing will improve, and the time to permanency in adoption cases will improve.

Statewide Data

Clark and the DCFS Rural Region has experienced a significant increase in filing TPR's. For FFY 2018, Clark filed TPR's timely 90% of the time, which is a 16% increase from the previous FFY 2017. Clark's District Attorney's office and Clark's Child Welfare Agency reports the process for filing TPR was changed in 2018 and improved timeframes in processing termination actions. The DA's office converted to an electronic system allowing caseworkers to sign motions electronically rather than in-person. This has reduced timeframes for obtaining signatures from an average of 21 days to 3 days. Additionally, diligent searches were conducted after the motion was filed rather than before it is was filed eliminating back log of TPR cases to be filed. Deadlines were established for TPR activities along with tracking deadlines. The DA's office also streamlined the internal communications and re-distributed caseload assignments to ensure cases are not unnecessarily delayed. "Prior to the implementation of these changes, it took an average of 144 days from time of referral to the first hearing on the termination motion. Following the implementation of the changes outlined above, in 2018 the average was reduced to 99 days from time of referral to first hearing; thus, reducing the time to permanency on termination cases by approximately 6 weeks." Clark will continue these efforts and monitor the impact of these changes over the next 5 years. Rural Region is currently at 69% for FFY 2018 from 48% FFY 2017 and Washoe is currently at 48% for FFY 2018 from 80% FFY 2017, which is a 32% decrease. Washoe and the Rural Region will continue to track and monitor TPR filing dates to address the following delays;

- Lack of resources and backlog at the Attorney General's Office/ District Attorney's office depending on the jurisdiction;
- Court decisions to provide parents with additional time to comply with service plans;
- Agency difficulties in locating parents;
- Changes in permanency goals, ICWA cases being continued, and compassion and leniency by the judges for parents working their case plans;
- Multiple episodes of foster care;
- Indecisiveness by the child welfare agency;

- Birth of another child during an ongoing case;
- Dual plans;
- Difficulty locating parents;
- Lack of prospective adoptive parents; and
- Lack of services available to parents.

Item 24: Notice of hearings and reviews to caregivers

Requirements

NRS 432B, NAC 432B, and statewide policy 0206 Court Notification mandate that proper notification of court hearings and court reviews regarding the status of a child in the custody of a child welfare agency must be provided and is necessary to ensure active involvement and participation of caregivers (pre-adoptive, foster parents, relative, fictive-kin, etc.) in the child's safety, permanency and well-being. While internal policies and procedures regarding court notification requirements and protocols may differ between child welfare agencies, formal written notification, for Annual and Semi Annual Court Hearings to the aforementioned caregivers, must be supplied pursuant to NRS 432B.580(6)(a)(b): Notice of the hearing must be given by registered or certified mail to all parties to any of the prior proceedings, and parents and any persons planning to adopt the child, relatives of the child or providers of foster care who are currently providing care to the child. For some hearings, court notifications may be sent pursuant to Nevada Rules of Civil Procedure: Rule 5 (a, b.). If a child in protective custody is determined to be of Indian descent, the child welfare agency must notify the tribe in writing at the beginning of the proceedings. If the Indian child is eligible for membership in more than one tribe, each tribe must be notified. Child welfare agencies are provided the option of documenting notice to caregivers in Nevada's SACWIS (UNITY). Court Notice is the responsibility of caseworkers, designated agency staff, or a judicial automotive system depending on the jurisdiction.

This item was determined to be an area needing improvement during the 2018 CFSR. Over the next 5 years, each child welfare agency will continue to make concerted efforts to consistently provide adequate notifications to caregivers informing them of their right to be heard and their right to attend a review hearing for a child in their care. Each child welfare agency will continue to align internal policies and practices to align with the [Statewide 0206 Court Notification Policy](#) effective January 04, 2019, [NRS 432B.580\(6\)\(a\)\(b\)](#), and [Nevada Rules of Civil Procedure: Rule 5 \(a\)\(b\)](#). This policy was just approved so over the next year the effectiveness of the policy will be monitored. Additionally, this will ensure, over the next five years, caregivers (pre-adoptive, foster parents, relative, fictive kin, etc.) are actively involved in the child's safety, permanency and well-being. Each agency will comply with Goal 3 Strategy 2 of the PIP to improve programmatic changes and address barriers identified in the 2018 CFSR findings of;

- The failure of notices arriving timely;
- Limited time for court hearings;
- High caseloads for caseworkers; and
- Caseworkers discouraging caregiver attendance

Child welfare agencies will maintain efforts in providing caregivers a clear process to update the court when they are unable or unwilling to attend the court hearing. As identified in Goal 3 Strategy 2, the Court Order Templates will include a notice of hearings for caregivers and supportive relatives identified by the parents. DCFS will use the baseline information established by various foster caregiver focus groups, including the focus group recently conducted for the development of the current PIP (March 2019), to assess effectiveness of the PIP activities. Caregiver surveys will continue to solicit the following information annually.

1. Did foster caregiver receive notification of the review and permanency hearings?
2. Were they provided an opportunity to attend and/or provide information about the child to the court?
3. Did the percentage of foster caregivers' participation at court hearings increase?

Systemic Factor C: Quality Assurance System

Item 25: Quality Assurance System

Requirements

Nevada Revised Statutes 432B.180(3) requires DCFS to monitor the performance of child welfare agencies through data collection, evaluation of services and the review and approval of agency improvement plans pursuant to NRS 432B.2155. Nevada Administrative Code details the activities required concerning evaluation of services provided by the child welfare agencies and actions upon determination of noncompliance with certain provisions.

During the 2018 CFSP this item was determined to be an area needing improvement for Nevada. A goal of the 2020-2024 CFSP is specific to Continuous Quality Improvement (CQI) and is identified as Goal 4: 'Improve Statewide Child Welfare Outcomes by developing and strengthening the Statewide Quality Assurance System to ensure they system can identify and respond to the strengths and needs of the child welfare system in an efficient and effective manner.' Additionally, the rationale for this goal is as follows:

- As part of the round 3 PIP development a root-cause analysis determined that there is no comprehensive understanding of the State's CQI needs nor does Nevada have a comprehensive CQI System. In Nevada's round 3 PIP, one of the strategies is to complete a CQI Assessment that will identify the strengths and challenges of the system. Additionally, this will inform action planning and change implementation activities, over the course of the 2020-2024 CFSP.

Nevada continues to work towards a CQI process and has built upon and improved the functional component related to conducting on-going case reviews but has not eliminated all gaps in the functional components of CQI. Nevada has not yet created a statewide CQI system that is uniform, driven by quality data, that assesses, evaluates and informs policy and practice improvements.

Nevada has improved the Case Review Process which mimics the federal Child and Family Services Review (CFSR) case review process and has collaborated with Clark County Department of Family Services (CCDFS) and Washoe County Human Service Agency (WCHSA) to increase a qualified Reviewer/QA pool.

Feedback Loops

Feedback Loops permit an ongoing, bi-directional information exchange across all levels of the agency, which in turn facilitates the change process. Nevada's PIP and 2020-2024 CFSP was developed with input and recommendations provided by key statewide stakeholder groups during PIP development, during focus groups and during regularly scheduled meetings. Additionally, an Advisory Group was formed that included foster parents, biological parents, former foster youth and service providers. Concerns and input from these on-going discussions were integrated into the goals, objectives, and development of the CFSP.

Nevada Case Reviews are inclusive of qualitative and quantitative data that result in local exit reporting and annual statewide reporting. For the 2018 CFSP Nevada reviewed 80 cases Statewide.

Table 8.1 illustrates Nevada's case review performance data from CFSP 2018.

QICR 2018 Performance –Outcome Target =95% and Performance Item Target =90%

Outcomes/Items	Performance Item Ratings			Outcome Ratings			
	S	ANI	NA	SA	PA	NACH	NA
Safety Outcome 1: Children are first and foremost				58.33%	0%	41.67%	

protected from abuse and neglect.				N=21	N=0	N=15	N=44
<i>Item 1 Timeliness of investigation</i>	58.33% N=21	41.67% N=15	N=44				
Safety Outcome 2: Children are safety maintained in their home whenever possible and appropriate.				46.25% N=37	16.25% N=13	37.5% N=30	N=0
<i>Item 2 Services to prevent removal/re-entry</i>	71.88% N=23	28.13% N=9	N=48				
<i>Item 3 Risk and safety assessment</i>	46.25% N=37	53.75% N=43	N=0				
Permanency Outcome 1: Children have permanency and stability in their living situations				5.45% N=3	81.82% N=45	12.73% N=7	N=0
<i>Item 4 Stability of Placement</i>	72.73% N=40	27.27% N=15	N=0				
<i>Item 5 Permanency Goal</i>	41.82% N=23	58.18% N=32	N=0				
<i>Item 6 Achieving Reunification, Guardianship, Adoption or OPPLA</i>	18.18% N=10	81.82% N=45	N=0				
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.				60% N=33	29% N=16	10.910% N=6	N=0
<i>Item 7 Placement with Siblings</i>	87.5% N=35	12.5% N=5	N=15				
<i>Item 8 Visit with Parents and Sibling in Foster Care</i>	67.5% N=27	32.5% N=13	N=15				
<i>Item 9 Preserving Connections</i>	74.55% N=41	25.45% N=14	N=0				

Item 10 Relative Placement	52.73% N=29	47.27% N=26	N=2				
Item 11 Relationship of Child in Care with Parents	62% N=18	37.93% N=11	=26				
Well-Being Outcome 1: Families have enhanced capacity to provide for their children’s needs.				30% N=24	40% N=32	30% N=24	N=0
Item 12 Services to child, parents & foster parents	37.5% N=30	62.5% N=50	N=0				
Item 12A Needs Assessment and Services to Children	58.75% N=47	41.25% N=33	N=0				
Item 12B Needs Assessment and Services to Parents	41.07% N=23	58.93% N=33	N=24				
Item 12C Needs Assessment and Services to Foster Parents	73.08% N=38	26.92% N=14	N=28				
Item 13 Child and Family Involvement in Case Planning	48% N=36	52% N=39	N=5				
Item 14 Case worker visits with children	55% N=44	45% N=36	N=0				
Item 15 Case worker visits with parents	46.3% N=25	53.7% N=29	N=26				
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.				72% N=47	3.08% N=2	24.62% N=16	N=15
Item 16 Child and family involvement in case planning	72.31% N=47	27.69% N=18	N=15				
Well-Being Outcome 3: Children receive adequate services to meet their				43.24% N=32	28.38% N=21	28.38% N=21	N=6

physical and mental health needs.							
Item 17 Physical Health of Child	51.52% N=34	48.48% N=32	N=14				
Item 18 Mental/Behavioral Health of Child	60.66% N=37	39.34% N=24	N=19				

NOTE: for Performance Rating: S=*Strength*; ANI=*Area Needing Improvement*; NA=*Not Applicable*.

NOTE: for Outcome Rating: SA=*Substantially Achieved*; PA=*Partially Achieved*; NACH=*Not Achieved*; NA=*Not Applicable*.

The state’s quality assurance system evaluates implemented program improvement measures.

State law requires DCFS to ensure that child welfare agencies carry out corrective actions when the agencies are not in compliance with the law or with statewide plans or policies. Each agency that provides child welfare services is required to submit an agency improvement plan to DCFS that must cover a period of two years that includes specific performance targets for improving the services provided to children in the care of the agency. Each year the agencies are required to submit data to DCFS demonstrating the progress made toward meeting the specific performance targets. Also, DCFS is administering a program that awards incentive payments to an agency that provides child welfare services based on improved performance targets. DCFS prepares and submits a report concerning the improvement plans, and the program for incentive payments to the Governor and Legislature on or before January 31 of each year.

The current Agency Improvement Plans (AIPs) for each Child Welfare Agency are listed as follows:

Clark County Department of Family Services

Performance on 2017-2018 AIP

The Clark County Department of Family Services (CCDFS) identified the following 2017-2018 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY

- Increase in the number of children served in home with intact families and improve information collection and assessment of child functioning, parent disciplinary practices and general parenting: this will be assessed through review of data reports, Nevada Institute for Children’s Research and Policy (NICRP) Safe@Home evaluation reports, and fidelity review assessments.

PERMANENCY

- Increase the number of children placed with compatible caregivers whose strengths match the children’s needs.
- Partner with faith-based and business leaders to work toward eliminating service array gaps within the community.

WELL-BEING

- Implement an AFC program that incorporates the Together Facing the Challenge service model and innovative strategies and approaches to parenting children with increased behavioral and mental health needs.
- Work with Clark County School District (CCSD) to establish Memorandum of Understandings (MOU’s) and policies to ensure that CCSD and CCDFS are properly sharing data pursuant to federal law and establish a school of origin transportation program for children in care.

In summary, CCDFS continued to implement the Safe@Home Title IV-E Waiver Program to address safety concerns for families who receive in-home services. As of October 15, 2018, the Safe@Home program had served 668 families and

1890 children in their homes via safety management services. The initial stated goal for enrollment in the program was 480 families in the treatment group and 226 families in the comparison group by project completion. Evaluation of the model's success has included working in cooperation with ACTION 4 Child Protection in 2017 and 2018. In 2018 the agency cooperated with ACTION 4 Child Protection to complete a second agency wide evaluation of fidelity to the intervention model. All sites have completed the 2018 assessment. The most current data available indicates that in 2018, approximately 90% of children served in the program were successfully maintained in their homes. CCDFS received public input through multiple meetings with stakeholders and there continues to be a concern for the recruitment of quality foster homes. This concern is exacerbated by the goal of not utilizing congregate care as a placement by October of 2019 with the impending expectations of the Families First Act Legislation. CCDFS received assistance from the Annie E Casey Foundation who conducted an assessment of CCDFS's recruitment, training and licensing processes. Recommendations from Annie E Casey centered around ways to streamline the licensing process and restructure the organizational units to provide additional supports to foster homes. Additionally, CCDFS has engaged in several additional initiatives to support this goal. As it relates to retention of foster parents CCDFS has engaged in several activities to retain foster parents of which include a collaboration with the faith-based community to initiate Every Church Every Child, set to launch in January 2019. In 2017 CCDFS had an attrition rate of 89%, which was a 27% increase from 2016. CCDFS has partnered with child welfare administrators and faith leaders around the nation to design, launch and maintain nationally recognized public/private faith-based program and partnerships to Nevada.

CCDFS continued with the development and refinement of the Advanced Foster Care (AFC) Program which is a fully certified Together Facing the Challenge site through Duke University. As it relates to implementation stages and services to improve educational outcomes for children in care, CCDFS has successfully implemented an MOU in 2017 with CCSD. As a result of this MOU CCDFS and CCSD have worked together in 2018 to create opportunities in which CCDFS staff interact with CCSD on a regular basis thus sharing and providing information as it relates to the educational success for children in foster care.

Performance Targets for 2019-2020 AIP

CCDFS identified the following 2019-2020 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY

- Implementation of a Targeted Case Review and Practice Improvement Approach

PERMANENCY

- Enhancement of Targeted Recruitment and Retention Strategies designed to recruit and retain Quality Caregivers
- Strengthening Kinship supports

WELL-BEING

- Development of a sustainable Specialized Foster Care Program designed to Improve the quality of services provided to Children and higher-level needs
- Improvement of Education Outcomes for children in care

Washoe County Human Services Agency Performance on 2017-2018 AIP

Washoe County Human Services Agency (WCHSA) identified the following 2017-2018 AIP performance targets in the outcome domains of safety, permanency and well-being:

SAFETY: Assess safety decision making.

- Reduce the number of child removals through utilization of a Crisis Stabilization Response Safety and Services Intervention Team.

PERMANENCY: Increase permanency for children.

- Implement a Placement Services and Support Team to perform immediate diligent searches for potential relatives and fictive kin during an active removal of a child from their home due to present danger to avoid placement in congregate care and/or a traditional family foster home.

WELL-BEING: Improve the educational outcomes of foster youth.

- Analyze the effectiveness of application for the Interstate Compact on the Placement of Children (ICPC) to maintain family connections.
- Pilot the Crossroads Program to care providers with an open child welfare investigation or case.

In 2017 WCHSA fully implemented the use of a Crisis Stabilization Response Safety and Services Intervention Team. The goal of the team has been to provide immediate, short-term, family-focused services designed to assist child victims and their families in crisis. The team provides services and resources at the time of the initial response to help decrease the risk of additional trauma and to help decrease the number of child removals. Data results have shown an ongoing decrease in removals of 17% comparing FY16-FY18 data, totaling a removal decrease of 109 children, including a decrease in 8 out of 12 months out of a two-year comparison. WCHSA also implemented a Placement Services and Support Team to perform immediate diligent search on potential relatives and fictive kin during an active removal of a child from his or her home. The primary goal of this team is to avoid placement in congregate care or in traditional foster care. An analysis has shown a decrease in the use of congregate care following the implementation of this team from FY16 to FY 18. Daily census has demonstrated a trend downward throughout FY17 and FY 18, maintaining a daily census of less than 30 children between January 1st-June 30th, 2018.

WCHSA is conducting an ongoing analysis of data related to outcomes related to the Interstate Compact on the Placement of Children to improve efficiency and identify service delivery gaps. Preliminary information indicated a substantial discrepancy between the number of ICPC's submitted and approved. Additionally, of those approved there are significantly less children ultimately placed, only 33% of the home studies make it through the process that result in children being placed. WCHSA will continue to work with system partners to identify service delivery gaps, as well as establish efficiencies.

Performance Targets for 2019-2020 AIP

WCHSA identified the following 2019-2020 AIP performance goals in the outcome domains of safety, permanency and well-being:

SAFETY, PERMANENCY and WELL-BEING

- Relocate families, pregnant women, and individual women from the Record Street Homeless shelter to the Northern Nevada Adult Mental health (NNAHMS) campus
- Expansion of the Woman's/Family Crossroads Program

**Division of Child and Family Services
Performance on 2017-2018 AIP**

The Division of Child and Family Services (DCFS) Rural Region identified the following performance targets in the outcome domains of safety, permanency and well-being:

SAFETY/PERMANENCY/WELL-BEING

- Ensure that Permanency goals are current and updated in UNITY.
- Increase the timely filing of Termination of Parental Rights (TPR).
- Decrease the time to Adoption.
- Increase the frequency and quality of parental engagement in case planning.

In summary, DCFS Rural Region reported an improved performance with an increase in the timeliness to Adoptions from the 2016 baseline of 85% to an increased performance of 87.56% for 2018. While there was improvement in the Timeliness of Adoption the performance related to the timely filing of TPR petitions is undetermined due to the unavailability of that data at this time. Additionally, as it relates to Engagement in Quality Case Planning, the first performance goal of “Parents are involved in development of their case plan goals” was not met for 2018 (target: 90%; and, actual performance: 60%). This represented a decrease from 2017 at 93%. The second performance goal of “Case plan goals are directly related to reasons for removal and/or safety threats” was also not met (target: 95%; and, actual performance: 70%). This also represented a decrease from 2017 at 90%.

Performance Targets for 2019-2020 AIP

DCFS Rural Region identified the following 2019-2020 AIP performance goals in the outcome domains of safety, permanency and well-being:

SAFETY/PERMANENCY/WELL-BEING

- Timeliness to Adoption
- Monthly Caseworker Visits with Child and Caregivers

Systemic Factor D: Staff and Provider Training

Item 26: Initial Staff Training

Requirements

NRS 432B.195, 432B.397, and NAC 432B.090 require the state to provide a full staff development and training program which includes a minimum of 40 hours of training related to the principles and practices of child welfare services, including specific training related to the Indian Child Welfare Act (ICWA). In the 2017 Legislative Session Assembly Bill (AB) 99 was passed, which will require that all child welfare staff who come into direct contact with children receive training within 90 days of employment and annually thereafter concerning working with lesbian, gay, bisexual, transgender and questioning children (LGBTQ). In SFY 2018 policy will be written to address the increasing mandatory training requirements of child welfare staff.

Nevada determined this item to be an area needing improvement during the 2018 CFSR due to an inability to track initial training over time for newly hired and ongoing child welfare staff. In the past, the State has not had an effective mechanism to track and monitor new hires and the completion of pre-service and or on-going training; however, with expansion of the contracts with the University of Nevada, Reno and the University of Nevada, Las Vegas (Nevada Training Partnership) in March 2018 a new Child Welfare Learning Management System (LMS) was implemented and launched.

In future years of the CFSP DCFS will be able to track training in a more efficient way. DCFS and the Nevada Training Partnership implemented a system identified as Saba. Saba is a dynamic LMS which incorporates features such as

blended learning and is a cloud-based platform that will enable Nevada to develop reports in real-time. Reports will help Nevada determine the accuracy of both initial pre-service and ongoing training needs for the child welfare workforce.

The Nevada Revised Statutes (NRS), NRS 432B.195, 432B.397, and NAC 432B.090 requires the state to provide a full staff development and training program which includes a minimum of 40 hours of training related to the principles and practices of child welfare services. This includes specific training related to the Indian Child Welfare Act (ICWA). In the 2017 Legislative Session Assembly Bill (AB) 99 was passed, which requires that all child welfare staff who come into direct contact with children receive training within 90 days of employment and annually thereafter concerning working with lesbian, gay, bisexual, transgender and questioning children (LGBTQ).

Initial Pre-Service Training for Nevada Child Welfare Workers and Differential Response (DR) Child Welfare Staff are provided under a Title IV-E Partnership with the University of Nevada, Las Vegas (UNLV) in the South and with the University of Nevada, Reno (UNR) in the North. The DR staff currently receive the same initial pre-service training as other statewide child welfare staff.

Statewide Data

As of July 1, 2018, statewide, 115 new child welfare staff were hired, and 100% received Pre-Service Academy Training per local agency report. For Clark County Department of Family Services new staff received training prior to receiving a caseload. In Washoe County Human Services Agency and in the DCFS Rural Region new workers are assigned a limited case load while in training, with supervisory oversight.

Prior to late 2018, Nevada did not have a training system capable of accurately tracking child welfare training received by the workforce. The new learning management system, NPTLearn, completed its statewide launch in August 2018. Since that time, the Universities have been standardizing their systems with the child welfare agencies to maintain timely workforce data and host in-house training registration and maintain records. Currently, the Universities are working with the child welfare agencies to host agency training registration and maintain records. Once this phase is complete, the NPTLearn system will accurately track and enable the Universities to report comprehensive workforce training data.

Lastly, in April 2019, Nevada's first statewide child welfare training policy was completed and approved. This policy will provide support and guidance to the workforce around necessary first and second year required training as well as new worker, supervisor and other on-going training requirements.



Nevada Child Welfare Training Academy (Pre-Service Training)

There was one full delivery of Nevada's Child Welfare Training Academy for this reporting period (September 10 – December 21, 2018); another Academy was started May 21st and was completed August 24, 2018, and thus, is also reported here. UNLV-NPT continues to develop and refine this training, in partnership with Clark County Department of Family Service (CCDFS), which is sequenced with the life of a child welfare case infused with the Nevada Child Welfare Safety Intervention Model from Action for Child Protection.

Attendance

Spring 2018 cohort: The total number of attendance hours for this cohort is 4,260 (4,304 total hours possible less the 44 hours missed). Of the 17 people that started the Academy, 16 completed it. One participant stopped attending in week 10. No other CCDFS staff participated in the training beyond these 17.

Academy Attendance – Spring 2018 cohort

Fall 2018 cohort: The total number of attendance hours for this cohort is 6,440 (6,476 total hours possible less the 36 hours missed). Of the 28 people that started the Academy, 25 completed it. Three participants stopped attending in week fifteen. No other CCDFS staff participated at the training beyond these 28.

Academy Attendance – Fall 2018 cohort

On-The-Job (OJT) Activities

A crucial component in the pedagogy of the Academy experience, on-the-job training activities allow participants the opportunity to take the values, knowledge, and skills taught in the classroom and observe and practice job tasks out in the field under the supervision of a seasoned caseworker. Currently, CCDFS’s internal training team serves as coaches for participants’ field experiences. The coaches coordinate the activities that trainees participate in and then debrief with them their experiences at the end of the day with an emphasis on the transfer of learning, strengths, and future skill development. UNLV-NPT collects OJT satisfaction data and shares this with the CCDFS internal training team for Quality Assurance (QA)/Quality Improvement (QI) purposes.

Spring 2018 cohort	Fall 2018 cohort
An average number of OJT activity hours completed per participant was 27.	An average number of OJT activities completed per participant was 30.
The most common OJT activity was “observing interviews” (M=7.6).	The most common OJT activity was “practice and/or review documentation” (M=8.4).

Evaluation of Child Welfare Training Academy

For both cohorts, pretests and posttests were given to participants

Spring 2018 cohort	Fall 2018 cohort
Mean pretest scores ranged from 20% (Grief and Loss) to 83% (LGBTQ). The mean pretest score across all modules was 57%.	Mean pretest scores ranged from 27% (Compassion Fatigue) to 84% (CSEC & LGBTQ). The mean pretest score across all modules was 55%.
The percentage of participants who passed the posttests with at least 75% correct ranged from 13% (PCPA) to 100% (CSEC and LGBTQ).	Mean posttest scores ranged from 51% (Compassion Fatigue) to 96% (CSE). The mean posttest score across all modules was 75%.

The percentage of participants who passed the posttests with at least 75% correct ranged from 14% (PCPA) to 96% (CSEC and LGBTQ).

Satisfaction Surveys

Satisfaction surveys are distributed to participants at the end of each module so that they can self-report their abilities across the training learning objectives, increase in understanding, instructor effectiveness, curriculum effectiveness, and overall perception of the training

Overall:

Satisfaction Survey Results: Overall – Academy

Topic	What is your overall evaluation of the workshop?	
	Spring 2018 (N=17)	Fall 2018 (N=28)
Basic Skills & Documentation	4.31	4.75
Trauma & Neurodevelopment	4.13	4.74
Human Development	4.18	4.82
SIPS Overview	4.07	4.09
Intake Assessment	3.62	3.84
CSEC	4.67	4.82
LGBTQ	4.36	4.86
NIA Part 1 - Introduction and PDA/PDP	4.13	4.24
Ethics in CW	4.46	4.37
NIA Part 2 - Information Collection and Interviewing Families	4.25	4.12
NIA Part 3 - Judging Sufficiency	4.19	4.30
Addressing Children's Mental Health		4.30
NIA Part 4 - SPD and CFR	3.18	4.36
Family Systems and Interviewing Families	4.25	4.15
Placement and Visitation	4.41	4.44
Grief and Loss	4.12	4.38
CSE	4.63	4.50
Motivation Interviewing	4.41	4.54
PCFA	3.92	3.92
PCPA	3.80	3.65
Permanency Values	4.50	4.39
Compassion Fatigue	4.62	4.17
Case & Time Management	4.47	4.11
Adoption and Case Closure	4.56	4.56

1 = Poor 3 = Good 5 = Excellent

Benchmark = 4.00 +

Overall, training satisfaction was fairly high except for a few modules that did not meet the benchmark of "4". Highest score in the Spring Academy was for CSEC (M=4.67). The lowest score was for NIA Part 4- SPD & CFR (M=3.18). Highest score in the Fall Academy was LGBTQ (4.86). The lowest score was for PCPA (M=3.65).



PRE-SERVICE TRAINING

Nevada Child Welfare Training Academy - Scholars

The latest delivery of Nevada’s Child Welfare Training Academy started with Module 1 on September 13, 2018 at the beginning of the fall semester and ended with Module 2 on November 29, 2018. Weeks 3, 4 and 5 will be reported in the January – December 2019 report.

Attendance

The total number of attendance hours for this cohort is 720 hours. Of the 8 students that started the Academy, 8 completed through Week 2.

Academy Scholars Attendance – September 2018 through December 2018

OJT Activities Discussion:

Scholars’ participants complete the OJT activities associated with Academy as well as additional activities to ensure that they meet the CSWE Competencies as part of their Field experience.

Evaluation of Child Welfare Training Academy - Scholars

Satisfaction Surveys

Satisfaction surveys are distributed to participants at the beginning of each module so that they can self-report increase in understanding, instructor effectiveness, curriculum effectiveness, and overall perception of the training. Trainer specific data is not reported here but was used for Training of the Trainers supervision.

Level of Understanding							
Training Module		Current Delivery - Sept 2018 - May 2019			Prior Delivery - Sept 2017 - May 2018		
		Level of understanding of topic prior to the training?	Level of understanding now?	Net Gain	Level of understanding of topic prior to the training?	Level of understanding now?	Net Gain
Week 1	Intake	2.88	4.38	1.50	3.25	4.50	1.25
	Intro to Child Welfare	2.63	4.25	1.63	2.58	4.42	1.83
	Human Development	3.25	4.38	1.13	3.75	4.67	0.92
	Documentation	2.63	4.38	1.75	3.42	4.58	1.17
	Worker Safety	3.00	4.57	1.57	3.42	4.75	1.33

	Identification of Maltreatment & Substantiation	3.00	4.75	1.75		3.36	4.64	1.27
Week 2	Present Danger	3.14	4.43	1.29		2.75	4.38	1.63
	Removal	2.86	4.43	1.57				
	NIA	3.13	4.63	1.50		2.75	4.38	1.63
	Safety Plan Determination	2.25	4.25	2.00		2.50	4.00	1.50

Nevada Child Welfare Training Academy – Summer and Fall 2018 Cohorts

There were two full deliveries of Nevada’s Child Welfare Training Academy for this reporting period, including the summer (May 29, 2018 - July 27, 2018) and fall (September 17, 2018-November 16, 2018) cohorts. UNR-NPT continues to develop and refine this training in partnership with DCFS-Rural and WCHSA, which is sequenced with the life of a child welfare case infused with the Nevada child welfare safety intervention model from ACTION for Child Protection.

Summer 2018 Academy Attendance Discussion:

The total number of attendance hours for this cohort is 1723.5 (1,800 total hours possible less the 76.5 hours missed). Seven (7) participants completed all five (5) modules. The remaining participants started the cohort late, ended their employ before completion, or were not required to attend all modules.

Evaluation of Child Welfare Training Academy

Satisfaction surveys are distributed to participants at the end of each module so that they can self-report their abilities across the trainings learning objectives, increase in understanding, instructor effectiveness, curriculum effectiveness, and overall perception of the training. The means for level of understanding, curriculum effectiveness, and overall evaluation are provided in the table below. Trainer specific data is not reported here but was used for Training of the Trainers supervision.

Attendance Discussion:

The total number of attendance hours for this cohort was 2,453.5 (2,610 total hours possible less the 156.5 hours missed). Three (3) participants completed all five (5) modules. Twelve (12) participants were observers from WCHSA and DCFS-Rural who intermittently participated in parts of all five (5) modules. The remaining participants started the cohort late, ended their employ before completion, or were not required to attend all modules (WIN, DR, etc.). Further detail is provided in Table 6 below.

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Training Module	How well did the learning activities address different participant learning styles?			How responsive was the curriculum to the diverse make-up of the training group?			How effective was the balance between presentation and group involvement?			How effective were the in-room learning aids (i.e., videos, posters, etc.)?			How effective were the take-away materials (i.e. handouts, etc.)			Overall Mean			Difference between Fall 2018 and Summer 2018	Difference between Summer 2018 and Spring 2018		
	Fall 2018	Summer 2018	Spring 2018	Fall 2018	Summer 2018	Spring 2018	Fall 2018	Summer 2018	Spring 2018	Fall 2018	Summer 2018	Spring 2018	Fall 2018	Summer 2018	Spring 2018	Fall 2018	Summer 2018	Spring 2018				
Week 1	Overview of Child Welfare Practice	4.81	4.80	4.40	4.69	4.40	4.10	4.88	4.90	4.60	4.67	4.90	4.60	4.86	4.60	4.50	4.63	4.60	4.20	0.03	0.40	4.76
	Court Overview	4.56	4.60	4.45	4.50	4.56	4.36	4.69	4.50	4.64	4.67	4.60	4.64	4.75	4.70	4.73	4.27	4.50	4.45	-0.23	0.05	4.57
	Human Development	4.69	4.70	4.25	4.69	4.67	4.50	4.81	4.70	4.58	4.63	4.70	4.75	4.63	4.40	4.82	4.63	4.56	4.50	0.07	0.06	4.68
	Trauma & Neurodevelopment	4.50	4.30	4.55	4.73	4.33	4.64	4.44	4.60	4.73	4.36	4.50	4.64	4.00	4.40	4.73	4.43	4.60	4.70	-0.17	-0.10	4.41
	Secondary Trauma & Compassion Fatigue	4.79	4.50	4.58	4.86	4.30	4.67	4.53	4.60	4.67	4.47	4.50	4.75	4.62	4.50	4.67	4.60	4.56	4.58	0.04	-0.02	4.65
	Adult and Child Mental Illness	5.00	4.44	4.80	5.00	4.33	4.82	4.88	4.33	4.73	5.00	4.22	5.00	4.71	4.33	4.94	4.75	4.44	4.82	0.31	-0.38	4.89
	Domestic Violence	4.71	4.50	4.60	4.71	4.50	4.67	4.71	4.50	4.75	4.83	4.30	4.83	4.86	4.40	4.92	4.86	4.60	4.80	0.26	-0.20	4.78
	Worker Safety	4.87	4.70	4.82	4.87	4.80	4.75	4.93	4.80	4.83	4.93	4.70	4.75	5.00	4.60	4.83	4.87	4.80	4.92	0.07	-0.12	4.91
	Documentation	4.57	4.56	4.75	4.73	4.44	4.83	4.73	4.60	4.75	4.71	4.70	4.75	4.67	4.50	4.83	4.58	4.56	4.83	0.02	-0.27	4.67
Week 2	Role of Culture in Child Welfare	4.60	4.80	4.50	4.60	4.64	4.55	4.14	4.60	4.45	4.29	4.73	4.64	4.73	4.73	4.64	4.47	4.50	4.55	-0.03	-0.05	4.47
	ICWA	4.23	4.27	4.50	4.40	4.55	4.73	3.94	4.64	4.60	4.33	4.64	4.64	4.63	4.45	4.64	4.21	4.36	4.36	-0.15	0.00	4.29
	Motivational Interviewing	4.80	4.82	4.89	4.80	4.82	4.82	4.73	4.91	4.94	4.57	4.82	4.91	4.87	4.80	4.94	4.93	4.91	4.82	0.02	0.09	4.78
	Identification of Abuse and Neglect	4.33	4.60	4.78	4.60	4.60	4.60	4.27	4.70	4.60	4.43	4.80	4.70	4.53	4.70	4.70	4.33	4.80	4.60	-0.47	0.20	4.42
	Interviewing Children	4.64	4.64	4.70	4.67	4.64	4.82	4.53	4.82	4.73	4.57	4.82	4.82	4.73	4.73	4.82	4.33	4.80	4.82	-0.47	-0.02	4.58
	Substantiation	4.57			4.64			4.64			4.46			4.46			4.57			4.57	0.00	4.56
Week 3	Intake & Intro to the SAFE Model	4.41	4.80	4.73	4.55	4.89	4.58	4.57	4.90	4.58	4.43	5.00	4.50	4.74	4.89	4.75	4.48	4.89	4.58	-0.41	0.31	4.53
	Present Danger	4.00	4.70	4.00	4.29	4.80	5.00	4.29	4.80	4.94	4.15	4.70	4.81	4.57	4.80	4.88	4.21	4.70	5.00	-0.49	-0.30	4.25
	Removal	4.50	4.60	4.45	4.57	4.70	4.64	4.57	4.70	4.42	4.57	4.80	4.50	4.57	4.80	4.58	4.57	4.80	4.25	-0.23	0.55	4.56
	Completing the NIA	4.47	4.60	4.55	4.53	4.60	4.64	4.60	4.70	4.58	4.53	4.70	4.58	4.67	4.50	4.67	4.53	4.56	4.42	-0.03	0.14	4.56
Week 4	Safety Plan Determination	4.55	4.33	4.83	4.64	4.36	4.75	4.73	4.45	4.75	4.55	4.17	4.75	4.94	4.42	4.75	4.64	4.18	4.50	0.46	-0.32	4.68
	PCPA	3.58	4.73	4.88	3.83	4.80	4.88	4.00	4.64	4.88	3.42	4.55	5.00	4.00	4.55	5.00	3.92	4.45	4.88	-0.53	-0.43	3.79
	Case Planning	4.23	4.78	4.75	4.38	4.88	4.75	4.23	4.78	4.63	4.08	4.75	4.75	4.69	4.78	4.75	4.23	4.89	4.71	-0.66	0.18	4.31
Week 5	PCPA	3.53	4.55	4.63	3.53	4.60	4.75	3.53	4.45	4.75	3.64	4.45	4.75	4.13	4.60	4.75	3.53	4.30	4.57	-0.77	-0.27	3.65
	Placement	4.64	4.60	5.00	4.40	4.55	4.80	4.33	4.45	4.88	4.50	4.55	4.88	4.62	4.73	4.88	4.33	4.80	4.86	-0.47	-0.06	4.47
	Confirming Safe Environments	3.47	4.33	4.67	3.87	4.64	4.73	3.60	4.58	4.67	3.92	4.58	4.58	4.07	4.67	4.67	3.93	4.64	4.55	-0.71	0.09	3.81
	Family Finding	4.36	4.00	4.58	4.27	4.00	4.64	4.33	4.30	4.50	4.40	4.20	4.58	4.47	4.20	4.58	4.53	4.88	4.50	-0.35	0.38	4.39
	Father Engagement	4.64	4.09	5.00	4.71	4.09	5.00	4.71	4.36	5.00	4.69	4.27	5.00	4.79	4.27	5.00	4.64	4.89	5.00	-0.25	-0.11	4.70
	Adoption	4.33	4.50	4.38	4.27	4.50	4.38	4.27	4.70	4.50	4.40	4.70	4.38	4.57	4.70	4.50	4.60	4.89	4.29	-0.29	0.60	4.41
	Working with Foster Parents	4.50	4.60	5.00	4.43	4.60	5.00	4.64	4.50	5.00	4.71	4.75	5.00	4.77	4.67	5.00	4.60	5.00	5.00	-0.40	0.00	4.61
	Case Closure and CFSR	3.27	4.33	5.00	3.25	4.38	5.00	3.08	4.75	5.00	3.45	4.67	5.00	4.00	4.67	5.00	3.46	4.88	5.00	-1.42	-0.12	3.42

1 = Not Effective 3 = Somewhat Effective 5 = Very Effective

Benchmark Target = 4.00 +

Using a benchmark of “4” for trainees’ impressions of each module’s curriculum effectiveness, most modules met this benchmark.

Item 27: On-going Staff Training

Requirements:

State statute requires employees to be responsible for their basic professional training needs and must complete a minimum of 30 hours continuing education every two years, which is consistent with the licensure requirements for Social Workers (NRS 432B.195, 432B.397, 432B.175, NAC 284.482, 284.498, 424.270, 432A.680 and 432B.090). The state and local child welfare agencies are required to ensure that child welfare staff receive the Advanced training required to be proficient in child welfare practice. In the 2017 Legislative Session Assembly Bill (AB) 99 was passed that will require training for all child welfare staff who come into direct contact with children to receive training within 90 days of employment and annually thereafter concerning working with lesbian, gay, bisexual, transgender and questioning children (LGBTQ).

The State of Nevada Administrative Code 432B.090 provides general requirements for all staff engaged in child welfare services to obtain 30 hours biennially of training related to those child welfare services. The DCFS Rural Region has required in the past for all their child welfare workers to be licensed by the Board of Examiners for Social Workers which requires Licensed Social Workers and Licensed Associate Social Workers to have 30 hours of approved Continuing Education credit every two years, of which, two hours must relate to ethics in the practice of social work and 10 hours must be in the field of practice of the licensee. As of April 2018, the DCFS Rural Region can now hire an individual with a related degree and this does not require licensure. Licensed Clinical Social Workers and Licensed Independent Social Workers must complete at least 36 continuing education hours every two years, of which three hours must relate to ethics in the practice of social work and 12 must be in the field of practice of the licensee. Therefore, the agency requires that a copy of the current Social Work license be in an employee’s personnel file, thus verifying that this requirement is being met. If the training is not completed and the Agency is notified by the Social Work Board that the license has lapsed the Social Worker is not allowed to continue case management work. They are not allowed to conduct direct practice with children and families.

In the Spring of 2018 Nevada implemented a new and innovative Learning Management System (LMS) called Saba. Saba allows Nevada to track statewide trainings in a more efficient way. Additionally, Nevada continues to work with the Capacity Center for States (CBCS) on a supervisory coaching model that will address supervisory training needs across the state.

Per the Nevada Revised Statutes (NRS) State statute requires employees to be responsible for their basic professional training needs and must complete a minimum of 30 hours continuing education every two years, which is consistent with the licensure requirements for Social Workers (NRS 432B.195, 432B.397, 432B.175, NAC 284.482, 284.498, 424.270, 432A.680 and 432B.090).

Statewide Data

As of July 1, 2018, statewide, 214 current staff have received 30 hours biennially of on-going training related to child welfare services. The NPT at UNLV has identified 560 Staff through the LMS system who have not received the required 30 hours of biennial training. Discussions are underway concerning this information with CCDFS. CCDFS has an additional training LMS for their Human Resources Department and this information needs to be cross referenced with training records to verify the accuracy of this information.

Currently, the DCFS FPO Training Manager can only receive this information from agency self-reporting; however, with the launch of the new LMS over the next few years Nevada will be able to determine the look-back of two years at all child welfare staff who need to receive on-going training per the NAC 432B.090.

Prior to late 2018, Nevada did not have a training system capable of accurately tracking child welfare training received by the workforce. The new learning management system, NPTLearn, completed its statewide launch in August 2018. Since that time, the Universities have been standardizing their systems with the child welfare agencies to maintain timely workforce data and host in-house training registration and maintain records. Currently, the Universities are working with the child welfare agencies to host agency training registration and maintain records. Once this phase is complete, the NPTLearn system will accurately track and enable the Universities to report comprehensive workforce training data.

Lastly, in April 2019, Nevada’s first statewide child welfare training policy was completed and approved. This policy will provide support and guidance to the workforce around necessary first and second year required training as well as new worker, supervisor and other on-going training requirements.

Online On-going Training

Currently, the Nevada Partnership for Training (NPT) is working towards offering more on-line trainings with the implementation of the new Learning Management System (LMS). The following provides a list of online training with projected completion dates.



Online Course	Estimated Completion
SIPS Overview	Completed
Time & Case Management	Completed
Dismantling LGBTQ Bias	Completed
Professional Helping Relationship	May 2019
Core Helping Conditions	May 2019
Understanding Behavior	May 2019

ICWA Basics I	May 2019
ICWA Basics III	May 2019
ICWA Basics III	May 2019
Culture	June 2019
Strengths	June 2019
Basic Documentation	June 2019
Family Systems	July 2019
Placement & Visitation	July 2019
Adoptions	July 2019
Case Closure	July 2019
Interpersonal Helping Skills	August 2019
Overview of CW in NV	August 2019
Child Development	Sept 2019
Youth Development	Sept 2019
Adolescent Development	Sept 2019
Adult Development	Sept 2019
MI	Oct 2019
Court Overview	Oct 2019

UNLV IN-SERVICE Trainings

Motivational Interviewing Specialty Core (July- November 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours
Intermediate Motivational Interviewing	7/11/2018	9	CCDFS - 9	72 hours
	7/12/2018	17	CCDFS – 17	136 hours
Motivational Interviewing for Supervision	8/8-9/2018	5	CCDFS – 5	40 hours
	10/9/2018	4	CCDFS – 4	32 hours
	12/11/2018	5	CCDFS – 5	40 hours
The Spirit and Skills of Motivational Interviewing – NIA Focus	11/13-14/2018	2	CCDFS – 2	16 hours

LGBTQ Training (July – December 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours
	07/06/2018	23	CCDFS - 23	138 hours

LGBTQ Youth & Child Welfare	07/11/2018	18	CCDFS – 18	108 hours
	08/06/2018	24	CCDFS – 24	144 hours
	08/21/2018	22	CCDFS – 22	132 hours
	09/07/2018	13	CCDFS – 13	78 hours
	09/15/2018	13	CCDFS – 13	78 hours
	10/01/2018	22	CCDFS – 22	132 hours
	10/08/2018	7	CCDFS – 7	42 hours
	10/09/2018	10	CCDFS – 10	60 hours
	10/13/2018	5	CCDFS – 5	30 hours
	10/17/2018	6	CCDFS – 6	36 hours
	11/05/2018	11	CCDFS – 11	66 hours
	11/08/2018	17	CCDFS – 17	102 hours
	11/19/2018	16	CCDFS – 16	96 hours
	11/29/2018	21	CCDFS – 21	126 hours
12/12/2018	31	CCDFS – 31	186 hours	

Addictions 101 Training Deliveries (July – December 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours
Addictions 101: An Overview of the Impact of Substance Abuse on Child Welfare Practice and Families	08/01/2018	13	CCDFS – 13	78 hours
	11/07/2018	23	CCDFS – 23	138 hours
	12/03/2018	2	CCDFS – 2	12 hours

Domestic Violence Training Deliveries (August – December 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours
Domestic Violence 101 - An Introduction for Child Welfare Professionals	08/07/2018	19	CCDFS – 19	114 hours
	08/22/2018	4	CCDFS – 4	24 hours
	11/02/2018	11	CCDFS – 11	66 hours
	12/04/2018	4	CCDFS – 4	24 hours

Commercial Sexual Exploitation of Children Training Deliveries (July – December 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours

CSEC	07/10/2018	27	CCDFS – 27	162 hours
	07/20/2018	22	CCDFS – 22	132 hours
	08/15/2018	13	CCDFS – 13	78 hours
	08/23/2018	28	CCDFS – 28	168 hours
	09/06/2018	21	CCDFS – 21	126 hours
	09/22/2018	10	CCDFS – 10	60 hours
	09/24/2018	7	CCDFS – 7	42 hours
	10/11/2018	17	CCDFS – 17	102 hours
	10/16/2018	20	CCDFS – 20	120 hours
	10/22/2018	16	CCDFS – 16	96 hours
	10/31/2018	10	CCDFS – 10	60 hours
	11/06/2018	23	CCDFS – 23	138 hours
	11/20/2018	20	CCDFS – 20	120 hours
	11/27/2018	28	CCDFS – 28	168 hours
	12/05/2018	17	CCDFS – 17	102 hours
12/17/2018	28	CCDFS – 28	168 hours	

Ethics in Child Welfare Training Delivery (July 2018)

UNLV				
Training	Delivery Dates	Number of Participants in Attendance	Agency	Total Attendance Hours
Ethics in Child Welfare	07/13/2018	19	CCDFS – 19	76 hours

TRAINER, SUPERVISOR & LEADERSHIP TRAINING

New Supervisor Training: UNLV-NPT delivered four of the six Supervisor Training modules this reporting period. Each module is two days of instruction and modules are delivered each month sequentially.

Supervisor Leadership Training Deliveries (July – December 2018)

UNLV					
Module	Date	Number of Participants in Attendance	Office	Total Amount of Missed Time	Total Number of Hours of Training
Three/11 hours	07/10,12/2018	4	CCDFS	5.5 hours	38.5 hours
Four/11 hours	08/29-30/2018	6	CCDFS	5.5 hours	60.5 hours
Five/11 hours	10/04-05/2018	3	CCDFS	0 hours	33 hours
Six/11 hours	11/07-08/2018	3	CCDFS	0 hours	33 hours
One/11 hours	12/05-06/2018	3	CCDFS	0 hours	33 hours



UNR IN-SERVICE Trainings

On-Line Training: Currently, no on-line training is being offered directly through NPTLearn as curricula is in the development phase. UNR has completed 90% of a new on-line ethics course in this reporting period. UNR has offered Ethics live, on-line and via distance to meet the need of the workforce. UNR has made an agreement with the Center for Advanced Substance Abuse Training (CASAT) for a discounted rate for our agency worker to take their on-line Suicide prevention class (37 participants have taken this on-line course in this reporting period) as well as an agreement with UNR SSW to take their live Suicide Prevention class (9 participants participated in this reporting period). NPT is now offering the suicide prevention class to the workforce. UNR has not been providing any Mandated Reporter training but will be developing this course early in 2019.

Other Training: The UNR NPT negotiated an agreement with the UNR SSW to reduce the cost of their CEU series classes and offered specific classes to the workforce. In this reporting period, 8 participants complete the Social Workers and the Legal System class, and 6 participants complete the Protecting Undocumented Residents class.

Commercial Sexual Exploitation of Children

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Commercial Sexual Exploitation of Children	7/16/2018	6	5	WCHSA – 4 DCFS - 1 Other - 0	30 hours
	10/19/2018	6	14	WCHSA – 8 DCFS - 6 Other - 0	84 hours
	12/4/2018	6	15	WCHSA – 10 DCFS - 4 Other - 1	90 hours

Commercial Sexual Exploitation of Children (CSEC) – Attendance Discussion

34 participants completed 204 hours of training on CSECs in this reporting period as reflected above.

Emotional Intelligence

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Coaching and Leading with	8/30/2018	6	17	WCHSA – 8 DCFS - 8 Other - 0	108 hours

Emotional Intelligence					
Going from Surviving to Thriving: Resolving Child Welfare Challenges with Emotional Intelligence	12/14/18	6	6	WCHSA – 1 DCFS - 5 Other - 0	36 hours

Emotional Intelligence – Attendance Discussion

23 participants completed 144 hours of training on Emotional Intelligence in this reporting period as reflected in the table above.

Ethics Series

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Social Work Ethics in the Digital Age	7/19/2018 Webinar	4	15	WCHSA – 5 DCFS - 10 Other - 0	60 hours
	10/10/2018	4	8	WCHSA – 7 DCFS - 1 Other - 0	32 hours
	10/22/2018 Elko	4	9	WCHSA – 0 DCFS - 9 Other - 0	36 hours
	12/5/2018	4	14	WCHSA – 12 DCFS - 2 Other - 0	56 hours

Ethics – Attendance Discussion

46 participants completed 184 hours of training on Ethics in this reporting period as reflected in the table above.

LGBTQ Series

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
LGBTQ and Cultural Competency – Working Effectively with LGBTQ+ Identified Youth	7/25/2018	6	14	WCHSA – 10 DCFS Rural - 4 Other - 0	84 hours
	10/5/2018	6	20	WCHSA – 14 DCFS - 5 Other – 1	120 hours
	10/31/2018	6	6	WCHSA – 0 DCFS - 5 Other - 1	36 hours
	12/6/2018	6	17	WCHSA – 2 DCFS - 15 Other - 0	102 hours
	12/12/18	6	21	WCHSA – 12 DCFS - 8	126 hours

				Other - 1	
	12/17/18	6	18	WCHSA – 18 DCFS - 0 Other - 0	108 hours
	12/19/18	6	25	WCHSA – 0 DCFS - 25 Other - 0	150 hours

LGBTQ – Attendance Discussion

121 participants completed 726 hours of training for the LGBTQ Training Series in this reporting period as reflected in the table above.

SAFE Model Overview

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
SAFE Model Overview	8/21/2018	6	8	WCHSA – 8 DCFS - 0 Other - 0	48 hours
SAFE Model Overview	8/28/18	6	7	WCHSA – 7 DCFS - 0 Other - 0	42 hours
SAFE Model Overview	8/31/2018	6	6	WCHSA – 6 DCFS - 0 Other - 0	36 hours
SAFE Model Overview	9/4/18	6	6	WCHSA – 6 DCFS - 0 Other - 0	36 hours

SAFE Model Overview Discussion

On July 24th, 2018, WCHSA requested an overview of the SAFE Model be trained to their new Intake workers between August 20th and August 31st. They are asking that the same curriculum be used that was developed for their clinical unit – a 4-day overview. UNR accommodated this request with 4 days of training between August 21st and September 4th as reported here.

SAFE Model Overview Series – Attendance Discussion

8 participants completed 162 hours of training on the SAFE Model Overview in this reporting period as reflected in the table above.

Supervisor Training

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Supervisor Training Module 1: Mastering the Art of Child Welfare Supervision - Making the Transition	11/13/2018 11/14/2018	12	9	WCHSA – 8 DCFS - 1 Other - 0	108 hours
Supervisor Training Module 2: Building the Foundation for Staff Performance	12/10/2018 - 12/11/2018	12	14	WCHSA – 9 DCFS - 5 Other - 0	168 hours

Supervisor Training Series – Attendance Discussion

23 participants completed 276 hours of Supervisor Training in this reporting period as reflected in the table above.

Trauma Series

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Trauma Training Toolkit	8/21/2018-8/22/2018	13	17	WCHSA – 5 DCFS - 11 Other - 1	221 hours
Working with Traumatized Adults	9/10/2018	6	13	WCHSA – 9 DCFS - 4 Other - 0	78 hours
Trauma Training Toolkit	10/23/2018 – 10/24/2018 Elko	13	6	WCHSA – 0 DCFS - 4 Other - 2	78 hours

Trauma Series – Attendance Discussion

36 participants completed 377 hours of training on Trauma in this reporting period as reflected in the table above.

Compassion Fatigue Series

UNR					
Training	Delivery Dates	CEU's	Number of Participants in Attendance	Agency	Total Attendance Hours
Preventing, Addressing, and Surviving Compassion Fatigue	9/13/2018	6	18	WCHSA-0 DCFS-14 Other-4	108 hours

Attendance Discussion

18 participants completed 108 hours of training on Compassion Fatigue in this reporting period as reflected in the table above.

Item 28: Foster and adoptive parent training

Requirements:

State statutes, regulations and state policy provide for DCFS, in consultation with the other Nevada child welfare agencies, to regulate the standards for family foster homes, advanced foster homes, independent living foster homes and group foster homes to ensure the training of persons who provide the direct care of children. Besides the foster parents initial training requirements, Nevada Revised Statutes (NRS) 424.0365 also requires that anyone who “operates a family foster home, an Advanced foster home, an independent living foster home or a group foster home shall ensure that each employee who comes into direct contact with children in the home receive training within 30 days after employment and annual thereafter. Such training must include, without limitation, instruction concerning: (a) controlling the behavior of children; (b) policies and procedures concerning the use of force and restraint on children; (c) the rights of children in the home; (d) suicide awareness and prevention; (e) the administration of medication to children; (f) applicable state and federal constitution and statutory rights of children in the home; (g) policies and procedures concerning other matters affecting the health, welfare, safety and civil and other rights of children in the home; and (h) such other matters as are required by the licensing authority or pursuant to regulations of the Division.

Additionally, NRS 432A.177 requires a licensee of a child care facility to ensure training of employees who have direct contact with children and to ensure the facility staff receive training within 30 days after employment and annually thereafter. Such training must include instruction concerning: (a) controlling the behavior of children; (b) policies and procedures concerning the use of force and restraint on children; (c) the rights of children in the facility; (d) suicide awareness and prevention; (e) the administration of medication to children; (f) applicable state and federal constitution and statutory rights

of children in the home; (g) policies and procedures concerning other matters affecting the health, welfare, safety and civil and other rights of children in the home; and (h) such other matters as are required by the licensing authority or pursuant to regulations of the Division.

Nevada Administrative Code (NAC) 424.270 states an applicant for a license for a foster home must have at least eight hours of training in foster parenting provided or approved by the agency that provides child welfare services. If the home has a pool, hot tub or Jacuzzi or other free-standing body of water or sauna, the applicants must also complete training in CPR and pool safety before licensure. Training programs for adoptive parents of a child with special needs require the adoptive parent to complete a training program regarding the care of children with special needs or a training program designed to address the individual need of a specific child. Annually each foster parent must complete a minimum of four hours of advanced training in foster parenting provided or approved by the agency that provides child welfare services. Advanced Foster homes are required to have a minimum of 40 hours pre-service training and 20 hours advanced training annually. This item was rated an area needing improvement during the 2018 CFSR.

Statewide Data (FFY 2019)

The three child welfare agencies ensure all licensed foster, adoptive, and relative homes receive pre-service and ongoing training. Pre-service training is tracked through the Nevada SACWIS/CCWIS reports.

- The Clark County Department of Family Services (CCDFS) has provided initial training for **295** out of 295 foster home licensures for FFY 2019. 100%
- The Division of Child and Family Services (DCFS) Rural Region has provided initial training to **58** out of 58 foster home licensures for FFY 2019. 100%
- The Washoe County Human Services Agency (WCHSA) has provided initial training to **126** out of 126 foster home licensures for FFY 2019. 100%

As reported by each child welfare agency for the 2019 APSR

Staff of state licensed or approved child care institutions providing residential care for children in the custody of a child welfare agency receive licensure and training certification through the Nevada Division of Public and Behavioral Health (DPBH) Child Care Licensing. Currently, there are three child care institutions in the Nevada.

Nevada's foster care training system ensures that foster/adoptive caregivers receive pre-service training that addresses the skills and knowledge based needed for them to carry out the duties with regard to caring for foster and adopted children.

Nevada Training Practices:

Nevada Revised Statutes (NRS) Chapter 424-**Foster Homes for Children**, Nevada Administrative Code (NAC) Chapter 424-**Foster Homes for Children** also known as the Nevada Foster Care Licensing Regulations and statewide child welfare policies, provide the basis for Nevada's child welfare agencies training requirements for foster parent licensure of family foster homes, foster/adoptive homes, advanced foster homes, specialized foster homes, independent living foster homes and group foster homes. Besides the foster parents basic training requirements, Nevada Revised Statutes (NRS) 424.0365 also requires that anyone who "operates a family foster home, a specialized foster home, an independent living foster home or a group foster home shall ensure that each employee who comes into direct contact with children in the home receive training within 90 days after employment and annual thereafter. Such training must include, without limitation, instruction concerning: (a) controlling the behavior of children; (b) policies and procedures concerning the use of force and restraint on children; (c) the rights of children

in the home; (d) suicide awareness and prevention; (e) the administration of medication to children; (f) applicable state and federal constitution and statutory rights of children in the home; (g) policies and procedures concerning other matters affecting the health, welfare, safety and civil and other rights of children in the home; (h) working with lesbian, gay, bisexual, transgender and questioning children, and (i) such other matters as are required by the licensing authority or pursuant to regulations of the Division. In addition, foster parents are required to receive training in the Reasonable and Prudent Parent Standard to ensure that children in the foster care system are able to experience normalcy within their daily lives in regard to extracurricular, cultural, social and enrichment activities.

Required Minimum Training: Nevada Administrative Code (NAC) 424.270 states an applicant for a license for a foster home must have at least eight (8) hours of training in foster parenting provided or approved by the agency that provides child welfare services. If the home has a pool, hot tub or Jacuzzi or other free-standing body of water or sauna, the applicants must also complete training in CPR and pool safety before licensure. Training programs for adoptive parents of a child with special needs require the adoptive parent to complete a training program regarding the care of children with special needs or a training program designed to address the individual need of a specific child. **Annually each foster parent must complete a minimum of four (4) hours of advanced training in foster parenting** provided or approved by the agency that provides child welfare services. Specialized foster homes are required to have a minimum of 40 hours pre-service training and 20 hours advanced training annually.

FOSTER/ADOPTIVE PARENT TRAINING

Nevada child welfare agencies utilize a single process for licensing both foster and adoptive homes. This process includes meeting the same requirements for pre-service and ongoing training, background checks, home study process and home inspection requirements. A potential adoptive home is considered a foster home until the actual adoption of the child finalizes through the court legal process. Many pre-adoptive foster homes have the specific child names identified on their foster home license, therefore eliminating solicitation by the child welfare agency to take additional child placements, as would be a common foster care practice.

Family Foster Home Training – Currently, each jurisdiction utilizes a different foster/adoptive parent pre-service training. CCDFS currently uses the Professional Caregivers Preservice Training developed through the use of a stakeholder focus group. WCHSA currently uses the Trauma Informed Pre-Service (TIPS) and the DCFS Rural Region currently uses PRIDE with enhancements that address the impact of trauma in a developing child. The current jurisdictions' pre-service trainings cover similar topic areas. These three pre-service trainings vary in number of training hours required for completion; they range from 24 to 30-hour total

When kinship/relative foster caregivers seek licensure, and depending on their individual circumstances and needs, they may opt to receive a condensed pre-service training, which meets the basic training requirements within NAC 424.

Specialized Foster Care Program – Nevada's Specialized Foster Care Program (SFCP), legislatively approved and funded, is implemented within all three Nevada child welfare agencies. One of the components within this new SFCP, is an advance foster care home capacity, where the child welfare agency identifies certain family foster homes that are capable and willing to manage children with higher behavioral needs. This new program requires these family foster parents to participate in advanced training in Together Facing the Challenge, which is an evidenced-based foster care treatment model, Trauma Informed Care and Medication Management and Administration. These three advanced trainings provide the foundation for this new program. Along with providing the advanced trainings, each child welfare agency has a designated unit that provides specialized staff that deliver ongoing, direct support services to these foster parents. The services include in-home weekly coaching, direct support and coaching in utilizing the tools learned in the advanced trainings, ongoing phone support and crisis response when needed. These staff also collect outcome measures to determine the success and

wellbeing of the higher-need children placed in these homes.

Foster Care Agencies: Contracted Foster Home Training – Foster care agency’s contracted foster homes have significantly higher training requirements per NAC 424, these requirements go beyond the training requirements for family foster homes. The foster care agencies, per their contract with the child welfare agency, must provide all required training to their contracted foster caregivers. Not only must these foster caregivers receive the same training as family foster homes, but they must also receive the additional training requirements identified in NAC 424.712 through 424.718. Foster care agencies must provide to the licensing authority, within their jurisdiction’s child welfare agency, all required proof documentation for initial licensure of the foster caregivers they intend to contract with as foster homes. Although foster care agencies can provide all the initial services required for licensure, only the licensing authority is able to provide the foster care license for their contracted foster homes. All three child welfare agencies utilize their own staff on an ongoing basis to do the required evaluation and follow-up to ensure that each of their contracted foster care agencies is in fact complying with all Nevada laws regarding foster care licensing standards and the care of foster children.

Ongoing Foster Parent Training – Both the WCHSA and the CCDFS, being in urban areas of Nevada, can provide numerous community advanced foster care training through various experts and/or their own staff in topics of interest and need for foster caregivers. There have been ongoing opportunities, during the past year, for foster parents to attend and participate in advanced trainings. In addition, both the WCHSA and the CCDFS frequently video tape these trainings and post these to the QPI Nevada Just in Time website, so foster caregivers can access these video training during hours that are more opportune for their busy schedules and/or to refresh their knowledge. The DCFS Rural Region does provide opportunities for advanced training in rural Nevada, usually by DCFS staff or contractors. However, it is hard to find expert presenters that are willing to travel the distances required across Nevada. There have been various advanced trainings that have occurred in Elko, Fallon, Carson, Pahrump, etc., but even with these, there remains the barrier of significant travel to and from the various rural towns in Nevada for DCFS foster caregivers and trainers. Since the inception of the QPI Nevada Just in Time website, rural foster caregivers now have an additional opportunity to watch high-quality, advanced foster parent trainings from their computer. The Nevada QPI provides a post-test to ensure that caregivers have truly watched and understood the training, upon passing the post-test the foster caregiver is emailed a certificate of training completion.

Statewide CY 2018/2019 – QPI Live Webinars / Just in Time Video Training Certificates

Qtr. 2 Apr thru June 2018	3816
Qtr. 3 July thru Sept 2018	2320
Qtr. 4 Oct thru Dec 2018	2175
Qtr. 1 Jan thru Mar 2019	3490
Total	11,811

Other than the required annual trainings, foster parents have been able to self-determine what trainings they have an interest in attending. There has not been a systematic method to track and determine if individual foster parents are taking training that addresses the specific skill and knowledge needed to provide the best care for the particular population of children currently placed in their foster home.

Within all three jurisdictions, the child welfare agency licensing workers annually collect all proof documentation from the foster/adoptive licensees for the ongoing/advanced trainings they have attended

during the past year. This information is maintained in the licensee’s hard case file and is not currently tracked within a systematic approach.

Child Care Institutions – **NRS 432A.0245** - Definition: “Child care institution” means a facility which provides care and shelter during the day and night and provides developmental guidance to 16 or more children who do not routinely return to the homes of their parents or guardians.

Currently there are three (3) institutions in Nevada that meet this definition. Requirements for training are identified within NRS 432A / NAC 432A. Completion of training requirements are monitored through the *State of Nevada Division of Public and Behavioral Health (DPBH) / Child Care Licensing (CCL)*. Training requirements include:

<p align="center"><u>Child Care Initial Required Trainings (for all facility types) per NAC432A.323:</u></p> <p align="center">Initial Trainings Hours: These Required Trainings Are Due 90 Days Within Hire for Persons Working Within A Licensed Facility</p>	<p align="center"><u>Additional INSTITUTIONAL REQUIRED TRAININGS per NRS432A.177:</u></p> <p align="center">Persons Working Within A Licensed Facility Must Have Within 90 Days of Hire And, Annually, Thereafter:</p>	<p align="center"><u>ANNUAL TRAINING</u></p> <p align="center">Requires 24 HOURS per NAC432A.326</p>
<ul style="list-style-type: none"> • CPR/First aid • 3 hour of child development • Obesity and wellness training • Signs and symptoms of illness • Blood borne pathogens • Recognizing child abuse • Reporting child abuse • SIDS (for employees working with children 12 or younger) 	<ul style="list-style-type: none"> • Controlling the behavior of children; • Policies and procedures concerning the use of force and restraint on children; • The rights of children in the facility; • Suicide awareness and prevention; • The administration of medication to children; • Applicable state and federal constitutional and statutory rights of children in the facility; • Policies and procedures concerning other matters affecting the health, welfare, safety and civil and other rights of children in the facility • Working with lesbian, gay, bisexual, transgender and questioning children 	<ul style="list-style-type: none"> • 24 hours of training within early child hood education • Of the annual 24 hours, obesity and wellness training must be included • All trainings must be NV Registry approved

All employee hired by a child care institution must sign up as members on the Nevada Registry. This registry tracks the initial training hours required within 90 days of employment, identifies approved advanced trainings and provides a schedule of upcoming, available trainings. www.nevadaregistry.org

The DPBH CCL inspects these facilities in-person, twice a year (semiannual / annual), at which time CCL monitors trainings for all direct caregivers employed by the childcare institution who provide care to children. According to the CCL Chief, 100% receive initial training within 90 days of employment; during

the most recent bi-annual inspection of Nevada childcare institutions, 100% of staff were up to date in their ongoing training requirements.

2020-2024 CFSP Foster Caregiver Training

Goal: Over the next five years, the Division of Child and Family Services Family Program's Office (FPO) will work in collaboration with CCDFS, WCHSA and DCFS Rural Region to address the areas identified during the 2018 CFSR and Statewide Assessment, along with identifying additional needs as required with implementation of the Family First Prevention Services Act:

- To ensure foster caregivers understand how and where to access advanced trainings
- To provide topics for advanced trainings that are chosen by foster caregivers and/or request specific types of training
- Establish a consistent, statewide process for child welfare agencies to track foster caregiver completion of advanced trainings by date and topic area; and note when trainings directly address the needs of the children placed in their homes.
- Ensure all current and new foster caregivers understand and implement any necessary changes in NAC 424, Nevada foster care regulations, revised to support the FFPSA National Foster Parent Model Standards.
- Provide orientation and training on the 2018 FFPSA and the underlying philosophy regarding provision of prevention services to maintain families and keep families together whenever possible.
- Training and support services to update foster caregivers on the focus of: Foster Care as a Support to Families, Not a Substitute for Parents.
- Continue to expand on the implementation of QPI principles and new trainings to support ongoing, learning opportunities for foster caregivers statewide.

Systemic Factor E: Service Array and Resource Development

Item 29: Array of services

Requirements:

NRS 432.011(a) states that the purposes of the Division of Child and Family Services include ensuring that a sufficient range of services is available to provide care and treatment to children and families in the least restrictive setting appropriate to their needs.

This item was determined to be an ANI during the 2018 CFSR due to service gaps identified, especially in substance abuse, behavioral and mental health service delivery. In addition, it was identified that there was an inability to create sufficient safety management services in the DCFS Rural Region due to insufficient safety plans when clients do not have enough natural supports.

NRS 432.011(a) states that the purposes of the Division of Child and Family Services include ensuring that a sufficient range of services is available to provide care and treatment to children and families in the least restrictive setting appropriate to their needs.

The Nevada Department of Health and Human Services (DHHS) promotes the health and well-being of its residents through the delivery or facilitation of a multitude of essential services to ensure families are strengthened, public health is protected, and individuals achieve their highest level of self-sufficiency. The Department is the largest in state government, comprised of five Divisions along with additional programs and offices overseen by the DHHS' Director's Office. The five Divisions include Aging and Disability Services (ADSD), Child and Family Services (DCFS), Health Care Financing and Policy- (DHCFP-Medicaid), Public and Behavioral Health (DPBH) and Welfare and Supportive Services (DWSS). DHHS

is the lead agency for the community-based child abuse prevention programs in Nevada and leads the child maltreatment prevention activities in Nevada.

The Division of Child and Family Services (DCFS) is responsible for the CFSR/PIP, the CFSP/APSR, and Title IV-B. The Office of Community Partnerships and Grant (OCPG) in the Director's Office is responsible for the Children's Trust Fund (CTF) and the Community-Based Child Abuse Prevention (CBCAP) funds, also known as CAPTA Title II. Both are under the Department of Health and Human Services (DHHS). Staff from the Division and the OCPG have met over the past five years and will continue to meet to plan coordination and collaboration activities among the CTF grantees, Family Resource Centers (FRCs) and Title IV-B grantees. These programs provide families with access, information and resources, classes designed to strengthen and support families, and offers opportunities for assistance available within the communities where they live. The CBCAP Lead has attended the DCFS Statewide Quality Improvement Committee meetings whenever possible. This ongoing partnership has as its focus the integration of resources and services in the spectrum of child welfare.

A Request for Applications (RFA) was released in December 2018. The review process was undertaken by the OCPG and its oversight committee, GMAC. The Director of the Department of Health and Human Services has approved all recommended agencies to receive funding. There is a total of twelve (12) agencies that were approved to receive CTF/CBCAP funds for FY20 and FY21. Of these, eleven (11) are parent education in focus and one (1) is to fund Prevent Child Abuse NV (PCA NV) Chapter Support. PCA NV is the coordinating entity behind the national Pinwheels for Prevention awareness events that take place during April, Child Abuse Prevention Month. The agencies that are now funded for the next biennium will be required to meet the following conditions that will improve the delivery of community-based child abuse and neglect prevention programs and activities.

DCFS Grants Management Unit

The DCFS is responsible for administration of the CFSP, and as such has a Grants Management Unit (GMU) responsible for management of most of the grants that fund the statewide service array system i.e. CAPTA Title I, Title IV-B Sub Part 1 and 2, CFCIP and ETV.

A critical part of service array includes the goals of Promoting Safe and Stable Families (PSSF), which are services to prevent the unnecessary separation of children from their families; to improve the quality of care and services to children and their families; and to ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement. The program components of PSSF include Family Preservation; Family Support; Time-Limited Family Reunification; and, Adoption Promotion and Support. These four areas are intended to provide coordinated services for children and families across the continuum of care from prevention to treatment through aftercare. Ninety percent of Nevada's PSSF funds are allocated to agencies providing these services and while ten percent of these funds are allowed for administrative costs.

The passage of Public Law 115-123, the Family First Prevention Services Act (FFPSA) revised the definition of "Family Support Services" and this became effective 2/9/2018. Additionally, FFPSA revised and renamed the definition of "Family Reunification Services" formally "time-limited family reunification services" became effective 10/1/2018. Nevada is currently in a three-year funding cycle which ends June 30, 2019. Currently, The DCFS Grants Management Unit is providing technical assistance to grant subrecipients as it relates to these changes. DCFS has fully incorporated the changes in PSSF series definitions during the PSSF Request for Applications (RFAs) process this year (2019).

DCFS has provided training to potential subrecipients regarding the enactment of FFPSA and prior to the release of the RFAs. The RFA were revised to support the definition of family support services which included community-based services to support and retain foster families so they can provide quality family-based settings for children in foster care. Additionally, the RFAs revised the definition of family reunification services to include removing the previous time limit for reunification services to the family of a child in foster care. It now allows reunification services to be provided for a period of up to 15 months once the child is returned home. The RFAs were released in May and are being reviewed in June 2019. DCFS anticipates an enhancement of the services being provided with the use of funds and service array due to the revised statutory definitions in relation to the services that may be provided under the PSSF categories: Family Preservation, Family Support Services, Family Reunifications Services and Adoption Promotion and Support. The DCFS Grants Management is currently reviewing agencies and organizations to be selected for funding. The Grants Management Unit is collaborating with the Family Programs Office and Specialist from the FPO are assisting in rating the RFA of funding.

The following chart provides a list of Agencies Statewide being funded to support Family Preservation (FP), Family Support (FS), Reunification (R) Services and Adoption Promotion/ Support (APS) for SFY 2020.

Applications Agency	FP	FS	R	APS
CLARK COUNTY REGION (70%)				
Adoption Exchange, The				<input checked="" type="checkbox"/>
Boys Town Nevada		<input checked="" type="checkbox"/>		
Bridge Counseling Associates			<input checked="" type="checkbox"/>	
Cappalappa Family Resource Center		<input checked="" type="checkbox"/>		
Chicanos Por La Causa, Nevada		<input checked="" type="checkbox"/>		
Clark County Department of Family Services	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Eagle Quest		<input checked="" type="checkbox"/>		
East Valley Family Services	<input checked="" type="checkbox"/>			
Olive Crest				<input checked="" type="checkbox"/>
S.A.F.E. House		<input checked="" type="checkbox"/>		
Safe Nest: Temp. Asst. to End Domestic Violence.		<input checked="" type="checkbox"/>		
Southern Nevada Children First		<input checked="" type="checkbox"/>		
St. Jude's Ranch for Children		<input checked="" type="checkbox"/>		
WASHOE COUNTY REGION (20%)				
Children's Cabinet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Committee to Aid Abused Women	<input checked="" type="checkbox"/>			
Family Counseling Services of Northern Nevada			<input checked="" type="checkbox"/>	
Nevada Urban Indians		<input checked="" type="checkbox"/>		
Ridge House		<input checked="" type="checkbox"/>		
Step 2		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Tahoe Family Solutions		<input checked="" type="checkbox"/>		
Washoe County Dept. of Soc. Serv.				<input checked="" type="checkbox"/>
Washoe County School District		<input checked="" type="checkbox"/>		
RURAL REGION (10%)				
Adoption Exchange, The				<input checked="" type="checkbox"/>
Consolidated Agencies of Human Services (CAHS)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Family Support Council of Douglas County	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Lyon County Human Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Nevada Outreach Training Organization	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ron Wood Family Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Wells Family Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

Other Service-Related Activities:

Child Family Mental Health		<input checked="" type="checkbox"/>		
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Title IV-B PSSF Categories and FFY 2020 Planned Percentages	
Family Preservation (FP)	20%
Family Support (FS)	20%
Time-Limited family reunification	20%
Adoption Promotion and Support	20%

The decision to expend 20% is based on the federal requirement.

Statewide Data- Gaps in Services

Nevada does not have any quantitative data to assess this item and must rely on qualitative data. In July 2018 as a part of the CFSR, focus groups were conducted and several Stakeholders were interviewed. These Stakeholders included Service Providers, Caseworkers, Judges, Foster/Adoptive Parents, Relative Caregivers, Child Welfare Program Managers, Attorneys for children and parents, youth and parents. Many Stakeholders identified that there are gaps for highly specialized services i.e. neurological and child psychiatrist. Additionally, Stakeholders identified services lacking in safety service providers, mental health services for children/ parents and substance abuse services with waiting list and delays in service provision. This has been a consistent theme in past focus groups conducted by the Family Programs Office. Please see below the Gaps in Services identified by Stakeholders.

Service Array: Continuum of Services and Gaps Clark County

Services	Service Providers	Gaps in Service
Assessment Services	1. ABC Therapy	1. Mental Health Treatment Services for Parents (waiting lists or do not treat without ability to pay)
	2. Bilingual Behavioral Services	2. Sex Offender Treatment for Parents (waiting lists or do not treat without ability to pay)
	3. Bridge Counseling	3. Waiting lists for Substance Abuse Treatment Programs
	4. Choices Group	4. Not enough Substance Abuse Treatment for Adolescents (Healthy Minds now has substance abuse program)
	5. Community Counseling Center	5. Few providers for individual Non-Offending Parent Treatment
	6. Hope Counseling	6. Lack of services for Developmentally Delayed adults and children and long waiting lists for services that do exist
	7. LRS Systems LTD	7. Very limited FAS testing
	8. SafeNest	
	9. Westcare	
	10. Northwest Therapy Psych Services, Bethany Schlinger, PsyD	
	11. Red Rock Psychological Health	
	12. Evergreen Counseling	

13. Las Vegas Indian Center
14. New Beginnings
15. Safe Nest
16. Thomas Kinsora
Neuropsychologist
17. Vitality Unlimited
18. Healthy Minds Mental Health
Services
19. Odyssey Wellness, Sarah
Ahmad, PsyD
20. Psychological Solutions of
Nevada, Bee Mullin, PsyD
21. Innovation Behavioral Health
Solutions, Sandra Gray, PhD
(bilingual;
Neuropsychologist)
22. Sunshine Collins, PsyD
Neuropsychologist

**Safety
Services**

1. Eagle Quest
2. Southwest Integrated
Children’s Services
3. Youth Advocate Programs
4. SAFY
5. Shining Star
6. CPLC

**In-Home
Services**

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Corona Furniture assistance 2. Positively Kids Medical
wraparound 3. SNHD Public Health Nursing 4. Boys and Girls Clubs 5. East Valley Family Services 6. Hopelink 7. Seigel Suites Housing
assistance 8. Olive Crest | <ol style="list-style-type: none"> 1. Waiting lists for in home preservation services 2. Long Term Housing Programs are not often available to
serve our clients 3. Job seeking and job training programs for our parents
are very limited 4. Limited transportation services for families 5. Post case closure support services not available 6. Mentoring for transition (IL) aged youth to learn job
readiness skills, college readiness support, and
community connections |
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Out-of-Home Services

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Positively Kids medical and dental services 2. SNHD – HIV/AIDS and STI Prev. Training 3. Africa Sanchez – Guardianship assistance 4. ELM Educational Consulting 5. Positively Kids Nursing services 6. Hutchinson & Steffen - Guardianship asst. 7. Shining Star Community Services 8. CCSD Educational Services 9. Nevada Partnership for Homeless Youth 10. Harbor House | <ol style="list-style-type: none"> 1. Waiting lists for EPSDTS for out of home children 2. Lack of transportation for foster children for appointments, transportation, and events |
|--|--|

**Service Array: Continuum of Services and Gaps
Washoe County**

Services	Service Providers	Gaps in Service
Assessment Services	<ol style="list-style-type: none"> 1. Differential Response Unit -2 WCHSA case workers 2. Core Dynamics- Carter-Hargrove Inc. @ Kid’s Kottage 3. Voucher services via 38 contracted providers of behavioral/mental health outpatient services 4. Washoe County Human Service Agency (WCHSA) Educational Liaison 	<ol style="list-style-type: none"> 1. DR referral criteria and staff training not fully aligned with current safety model. Limited referral capacity. 2. Process to assess MH needs of all children coming into care which the clinical re-org will be addressing (partially) 3. Qualified FAS evaluation providers; 2 providers for neuropsychological evaluations, 1 provider for psychosexual assessment, SAFE model trained providers 4. Access to child psychiatry and timeliness of reports.

Safety Services	<ol style="list-style-type: none"> 1. WCHSA Human Service Support Specialist (HSSS) 2. 2 WCHSA Case Managers 3. WCHSA's Crisis Response Team 4. WCHSA's Medical Unit 5. Referrals to Washoe County Health Department 6. WCHSA Clinicians 7. WCHSA case managers 	<ol style="list-style-type: none"> 1. After-hours and on the weekends, there is a real gap in service 2. Limited availability of providers for safety services that are not relatives or family members 3. Private, community providers trained in Family Preservation Services 4. WCHSA Clinicians that can assist with safety services 5. Assessment caseworkers and permanency caseworkers having time to provide safety services 6. Emergency housing 7. Affordable childcare (evening/24 hour)
In-Home Services	<ol style="list-style-type: none"> 1. WCHSA Clinicians Voucher services 2 contracted providers 2. WCHSA' Clinicians assigned for the provision of short-term clinical services 	<ol style="list-style-type: none"> 1. 2 contracted clinicians available to support in-home services through WCHSA
Out-of-Home Services	<ol style="list-style-type: none"> 1. WCHSA's Mental Health Counselors 2. Crisis Response Team with WCHSA 3. Voucher services via 29 contracted providers of behavioral/mental health outpatient services 4. WCHSA's Transformational Foster Care Support staff 5. Dedicated community-based visitation center 	<ol style="list-style-type: none"> 1. 3 contracted providers for EMDR 2. Temporary housing; specifically, for women and children 3. Affordable housing

**Service Array: Continuum of Services and Gaps
DCFS Rural Region**

Services	Service Providers	Gaps in Service
Assessment Services	<ol style="list-style-type: none"> 1. Family Support Center-Winnemucca 2. Nevada Outreach Training Org.-Pahrump 	<ol style="list-style-type: none"> 1. Mental and behavioral assessments are lacking in remote regions in rural Nevada 2. Substance abuse assessments are lacking in remote regions rural Nevada

	<ol style="list-style-type: none"> 3. Consolidated Agencies of Human Services-Hawthorne 4. Lyon County Family Services 5. Ron Wood Family Resource Center 6. New Frontier-Fallon & Elko 7. Professional contracted service providers: Complex Parental Capacity Assessment, Psychological Testing and Assessment, Substance Abuse Evaluation, Neuropsychological Evaluation, Psychosexual Assessment, Mental Health Assessment, Mental Health Counseling, Fetal Alcohol Syndrome (FAS) (Clinic (children only) 8. In-house Clinical Services Screenings 	<ol style="list-style-type: none"> 3. Psychiatric Assessments and psychiatric medication management 4. Evidence-Based Services
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Safety Services	<ol style="list-style-type: none"> 1. Nevada Outreach Training Org.-Pahrump 2. Lyon County Family Services 3. Ron Wood Family Resource Center 4. Contract with Children’s Cabinet for safety services- Elko & Carson 	<ol style="list-style-type: none"> 1. Safety Services are lacking in remote regions of rural Nevada
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In-Home Services	<ol style="list-style-type: none"> 1. Family Support Center- Winnemucca 2. Wells FRC 3. Nevada Outreach Training Org.-Pahrump 4. Ron Wood Family Resource Center-Carson 5. Family Support Council of Douglas County 6. Lyon County Family Services 7. Consolidated Agencies of Human Services-Hawthorne 	<ol style="list-style-type: none"> 1. Substance abuse monitoring and drug testing in remote regions of rural Nevada
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Out-of-Home Services

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|--|---|
| <ol style="list-style-type: none">1. Family Support Center-Winnemucca2. Nevada Outreach Training Org.-Pahrump3. Ron Wood Family Resource Center-Carson4. Family Support Council of Douglas County5. Lyon County Family Services6. Consolidated Agencies of Human Services-Hawthorne7. R.E.D.Y.-Winnemucca-contract for mentoring and truancy for teens | <ol style="list-style-type: none">1. Substance abuse treatment is lacking in most of rural Nevada |
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Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B, subpart 1)

Over the next five years Title IV-B 1 will continue to be administered to each jurisdiction to provide assistance to children and families. These services are directed to accomplish prevention and protection of children by supporting at-risk families. Specifically, each jurisdiction has the following plans over the next five years to expend Title IV-B, subpart 1 funding for the following:

CCDFS will continue to use Title IV-B 1 funding to maintain a comprehensive mental health contract. This contract is with Healthy Minds and ensures that initial child mental health screening and assessment are completed for all children entering care, and those already in care which protects and promotes the welfare of children. These screening are used to determine treatment needs. WCHSA plans to use title IV-B 1 funding on social summaries, home studies, visitation support services, crisis services to avoid placement in acute mental health facilities and foster/adoptive parent recruitment and retention i.e. respite care, awards, and recognition events. The DCFS RR will contract for child family mental health to continue to provide evidence-based training to mental health providers in their communities across rural Nevada, expand Families First Safety Management Services, expand placement prevention services to remove temporary financial barriers and ensure children are not removed from their homes, support Differential Response (DR) and provide Professional Training and Development for Staff and Foster parents through the QPI Initiative.

Additionally, with the Families First Prevention Services Act (FFPSA) implementation a service array assessment will be completed that will include reviewing services provided under Title IV-B 1 and 2. An analysis of cross-agency funding for FFPSA will be conducted to ensure funding maximization. *(See CFSP Goal 1A: Create an integrated system of services to strengthen and support families and prevent maltreatment).*

Services of Children Adopted from Other Countries

Over the next five years Adoption Promotion/ Support funds and Adoption Incentive funds will continue to be used to assist children adopted from other countries. This funding is allocated to sub-grantees across the state that provides post-adoption services. They are available for all Adoptive families across the state.

Post-adoption services available to children adopted from other counties include but are not limited to:

1. Information and referral.
2. Educational programs (parent training)
3. Support groups
4. Family Preservation
5. Case management
6. Therapeutic intervention/counseling
7. Respite
8. Search registries

Populations at Greatest Risk of Maltreatment:

Prior to each funding cycle, representatives from each child welfare agency work with management and the Grants Management Unit Specialists to identify funding priorities. These priorities, by region, are incorporated into the Request for Applications (RFA)/ funding announcement and are used to evaluate proposals so that funded projects are closely aligned to agency identified service needs and priorities. Scopes of Work and needs assessments will continue to be reviewed each year or more often if requested to ensure the activities continue to support the identified needs.

Services to Populations at greatest risk of maltreatment

CCDFS

Over the next five years CCDFS will continue to use the Nevada Initial Assessment (NIA) and Family Clinical Services (FCS) who provide screening at Child Haven with all children who enter the campus and makes the appropriate referrals for each child. Additionally, FCS consults with field workers whenever a referral is made to review as case or assess a child who is not doing well in their current placement. In this way, the most vulnerable populations of children who are at risk of maltreatment can be identified as early as possible. Target groups include children with Intellectual or Developmental Disabilities, Neurodevelopmental Disabilities (i.e. FAS, ADHD), children with mental health challenges and children who have been Commercially Sexually Exploited (CSEC). Many of these youth meet criteria as Seriously Emotionally Disturbed (SED) and qualify for Higher Level of Care (HLOC) supports, which are provided through Specialized Foster Care (SFC; agency HOLOC services), including Advanced Foster Care (AFC; in-house HLOC program).

- Regarding CSEC CCDFS uses the “Nevada Rapid Indicator Tool” to screen youth at risk of commercial sexual exploitation. Because treating and preventing sexual exploitation is a multidisciplinary process, referrals from community partners and stakeholders are also encouraged. In addition to the screening tool, DFS workers are now being trained to be more aware of certain behaviors youth may exhibit including habitual running away, substance use, having an older or controlling significant other etc.
 - CCDFS recently partnered with CCSS to submit a grant proposal for a demonstration project aimed at identifying and providing housing options for Youth at Risk of Homelessness (YHDP), which helps to support the CSEC population.
- CCDFS will now over the next five years identify the HLOC children more quickly and therefore ensuring that they are getting placed AFC/SFC, rather than being placed in regular foster care only to have a failed placement.
 - This is being accomplished in several ways: 1) CCDFS Family Clinical Services (FCS) receives referrals directly from Placement or case workers for kids who need extra support and services; these reviews are completed within 24 – 72 hours, depending on what records are readily available. 2) CCDFS FCS has worked directly with our main mental health providers to refine and expedite the way records are exchanged and stored so that anyone on the team, including a new foster caregiver, have quick access to the records and information needed to best support and care for the child’s needs. 3) CCDFS FCS has updated forms to expedite Releases of Information to share records more quickly and reduce some of the burden on case workers to send numerous parties on a child’s team to get new services in place. 4) DFS FCS does further assessment and referral if a youth has been identified or is at high risk for

trafficking, based on their screening, their behaviors, or based on their verbalizations with staff or other youth.

- Specifically related to AFC, CCDFS will not place a child in an AFC home without the prior assessment and eligibility confirmed, thus ensuring that we are utilizing the AFC beds we have for those children who have the highest support-needs and to ensure the best match of caregiver and child.
- FCS provides oversight of the Comprehensive Mental Health providers to ensure that the quality of service provided meets the needs of our children and families.
- FCS provides team support at treatment team or IEPs when additional clinical clarification or advocacy is needed to ensure the needs of the child are met.

Additionally, in order to provide relevant and needed services to youth who have been commercially sexually trafficked (CSEC), CCDFS in cooperation with Southern Nevada Child Assessment Center (SNCAC), will continue to ensure over the next five years that forensic interviews are complete. From this forensic interview the department is able to assess the trauma the child has experienced and is better able to refer for the most appropriate services.

In addition to referring for trauma focused treatment, CCDFS and SNCAC collaborate to create individualized safety planning for each CSEC, depending upon the circumstances and safety threats posed in each case scenario. These safety plans often include various departmental teams including permanency, investigations and placement teams.

When youth arrive in our community from other jurisdictions, typically from other States, SNCAC also completes the investigation and screening for CSEC and coordinates with the jurisdiction of origin to ensure safety, and planning for the youth.

CCDFS was directly involved with the development of a Statewide Protocol, participating on every CSEC coalition subcommittee. Additionally, CCDFS, developed a specialized team to address the needs of CSEC youth being served through Child Welfare. This team provides secondary support to the assigned NIA or Permanency Specialist to assist with providing clinical services and getting additional wrap services and in place through the community such as educational support, therapy, mentors, medical care, etc.

WCHSA

Over the next five years WCHSA will continue to use the Nevada Initial Assessment (NIA) part of the SAFE Model to identify populations at greatest risk of maltreatment. The NIA identifies how maltreatment is manifesting and considers the child's vulnerability to the identified threats. WCHSA believes all families referred to WCHSA are considered equal and it is the assessment of vulnerability against present or impending danger that identifies children who may be unsafe.

WCHSA will continue to participate with community meetings on an ongoing basis to discuss needed services and supports to prevent maltreatment, including the statewide and regional mental health consortia, Drug Endangered Children's Workgroup, JTNN Coalition and Statewide System of Care workgroups. Overall, there is a lack of behavioral health services in the community for adults and children. WCHSA conducts ongoing outreach to the community to recruit behavioral health providers to serve families in the Washoe County area. SAFE/SIPS model and Child Welfare training is provided to contracted mental health/substance abuse treatment providers to educate them on our safety model. Mandatory reporting and child abuse/neglect training is provided to community partners, including behavioral health providers, schools, hospitals and faith-based organizations, on an ongoing basis to help identify the signs of child abuse/neglect.

DCFS Rural Region

Over the next five years the DCFS RR will also continue to use the NIA to identify populations at greatest risk of maltreatment. The DCFS RR will continue to utilize grant money to bring numerous evidenced based trainings to mental health providers in rural communities. The DCFS will also continue to use title IV-B 2 grant money to support nonprofit agencies to provide direct services in small rural communities where there might otherwise be no direct services. DCFS partners with community members to support grant applications to meet an identified need and funds pilot projects until

grants can be sought and secured. These projects include but are not limited to; a youth mentorship program, a safety management service program, Rural CAC development, contracts with specialized providers for youth sexual risk assessments, Parental Capacity Evaluations, Forensic Child Sexual Assault exams and Forensic Interviewing trainings among others.

In order to continue to understand the community needs over the next five years the DCFS RR will continue to survey community providers across the 15 rural counties. Survey questions have focused and will continue to focus on populations at greatest risk of child maltreatment and services needed to assist families. Survey results have confirmed that the populations at greatest risk of maltreatment have not changed for DCFS in recent years. They are families who struggle with poverty (specifically insufficient housing and/or resources to maintain their housing), domestic violence, adult and child mental health and substance misuse (both legal and illegal).

Survey results indicate that the services needed to address these issues in rural Nevada are; substance abuse treatment (to include residential treatment programs), adult and child mental health services, parenting education, housing, truancy and domestic violence programs.

Services for Children under the Age of Five:

Over the next five years the three child welfare agencies will continue to focus on efforts to reduce the length of time that young children under age five are in foster care without a permanent family.

CCDFS

Over the next five years CCDFS will continue to use Safe@Home to ensure children under the age of five remain in their homes. As indicated in the APSR these children were either returned to their homes sooner than expected or avoided a removal and subsequent foster care entry entirely.

Additionally, CCDFS will continue to focus on Child Haven to specifically reduce the time it takes to place children 5 and under into a stable placement. CCDFS believes that the sooner a child can exit a shelter or congregate care setting to a family based foster placement, (including relative and fictive kin) the sooner children are able to stabilize and realize permanency. Specifically, the department has focused and will continue to focus energies on reducing any systemic barriers to prompt placement including revising internal processes, reevaluating the impact of staffing schedules on child placement timelines, and improving the engagement of family and fictive kin in the placement process. As a result, CCDFS has seen a marked decline in the daily population of children under 5 at Child Haven.

WCHSA

Over the next five years WCHSA will focus on a number of initiatives to reduce the length of time that young children under age five are in foster care without a permanent family. WCHSA is in the active stages of implementation of the Safe Babies Court with an expected implementation of July 1, 2019. WCHSA have a technical assistance contract in place with Zero to Three, which is the National Center for Infants Toddlers and Families, to assist. A case worker and community coordinator have been identified to work with this court. Additionally, WCHSA has committed two clinicians to complete the certification process for Child Parent Therapy, which is an 18-month commitment, starting in June 2019. WCHSA has engaged community stakeholders and providers in the planning process, including development of a collaborative agreement with Northern Nevada Child and Adolescent Services (NNCAS) to provide Child Parent Psychotherapy training to our clinicians. Child Parent Psychotherapy is an evidence-based practice used in Safe Babies Court to enhance parenting knowledge and skill and increase the child/parent bond. A community kick-off event occurred on May 30 and May 31, 2019 where national experts in the area of infant mental health and the Safe Babies Court approach will be in Reno to provide training as the project begins.

Additionally, WCHSA will be expanding QPI related knowledge and skill development for staff and resource families to expedite adoptions and reduce the length of time that children under five are in foster care without a permanent family. This year's focus is on increasing the involvement of youth, birth parents and legal partners in QPI work. Adoption Incentive (AI) funds will continue to be used to support post-adoption service needs, as well as to ensure children in out-of-state permanent placements receive necessary supportive services related to non-Medicaid covered expenses, educational needs, and any other identified needs.

DCFS Rural Region

Overall the number of children in care age five has decreased over the past five years in the DCFS RR. The DCFS RR will continue to focus on this populations with consistent staffing, services and training to child welfare staff, community providers and stakeholders to ensure assessments meet the needs of children age five and under. The specific activities that will continue over the next five years include:

Children age five (5) and under will continue to be evaluated for assignment to Clinical Program staff. Completion of Trauma Symptom Screening upon entry into care for children age five (5) and under include focus on needs of child; stability of placement; identification of needs of placement resource; developmental needs of the child and visitation issues of parents/siblings. Trauma Screening recommendations are also reviewed at least quarterly by Clinical Program staff for follow through.

Data on the 5 and under population is reviewed regularly. Data points include; numbers in care and new entrees into care, the number of placements and the length of time a case remains open and/or to reunification. This information has been utilized for ongoing Placement Review Team (PRT) meetings across the Region and specifically for Five (5) and Under Case consultation meetings – with the Clinical Program Manager.

Five and Under removal staffings are occurring with a mix of the following people; Clinical Program Manager / District Office Manager / Assessment and Permanency Supervisors / Case Management Staff / Licensing Specialist / Adoption Recruiter / Adoption Supervisor to assess and determine placement at the time of entry into care. By multidiscipline/role staffing upon entry into care, more thoughtful placement is achieved to minimize the number of placements a child under the age of five (5) experiences in care. Discussion also is had on the service needs of the child, placement resource and parent for more timely development of service and monitoring plans to achieve permanency.

Five (5) and Under Case staffings with Clinical Program Manager / District Office Manager / Supervisor and Assigned staff (ongoing) is also occurring. Children age five (5) and under are staffed at least quarterly to monitor child well-being, service needs, case plan activities, and permanency status of this age group. Recommendations are then made for change in court and/or legal status to promote timeliness to permanency.

Item 30: Individualizing services

Requirements:

NRS 432.011 states that the DCFS is to ensure that a sufficient range of services are available to provide care and treatment to children and families in the least restrictive setting appropriate to their needs.

Nevada determined this item to be an Area Needing Improvement (ANI) during the 2018 CFSR due to service gaps and lack of resources identified in Item 29, Service Array. Nevada does not have data to assess this item and relies on focus group information to determine its functionality. Nevada uses the Nevada Initial Assessment (NIA) and Protective Capacity Family Assessment (PCFA) to identify individual services and provide those services in some cases the lack of resources makes it difficult to individualize services in all cases. Gaps in behavioral and mental health service delivery, substance abuse treatment services and an inability to create sufficient safety management services in the DCFS Rural Region pose as a barrier to individualized service needs for families.

The Nevada Community Action Network is comprised of 12 Community Action Agencies that provide a range of social services to Nevada's low-income population. Each agency receives Community Services Block Grant (CSBG) funds in addition to funds from other public and private entities. The network provides services based on client income and need. Eligible clients cannot have income greater than 125% of the federal poverty level and need is determined by initial placement on 12 scales of well-being.

The approach to individualizing services is multi-pronged, including collaboration with both internal and external stakeholders, as well as funding through federal and state sources. Collaboration continues to be essential when ensuring

services for families and children meet individual and specific needs. An example of a relationship includes the Regional Partnership Grant project, which is in the second five-year term. Partnering with the Clark County 8th Judicial Court (with a very active judicial involvement), CCDFS has been able to fund a project that not only identifies specific mothers and fathers with substance abuse issues, but through comprehensive analysis, therapy, and case management is able to address very specific and individual needs of each family member.

Title IV-B Subpart II is a significant funding source for sub grantees. Through collaboration with sub grantees as well as partner agencies, DCFS's Grants Management Unit (GMU) continues to evaluate services and service needs. This has been accomplished through required annual on-site reviews of funded providers as well as meetings to discuss the specific and individual needs of each sub grantee and the population they serve.

Current sub grantees under the Title IV-B Subpart II grant award provide services throughout Nevada, including all three regions (Clark County, Washoe County, and Rural Region). These monthly programmatic reports provide DCFS with an accurate representation of both need and services being provided. The DCFS Grants Management Unit (GMU) in turn reviews monthly programmatic reports to ensure that services are being provided statewide and needs are being addressed by the sub grantees. Sub grantees providing services statewide are also grouped by not only the region in which they are serving but also within the four categories of Title IV-B Subpart II as mentioned above in Item 29. It is through this process that we can ensure that services may be individualized to meet the unique needs of children and families within the State of Nevada. The goal for this year continues to be an evaluation of services and needs with a focus on the service areas that are most challenging.

Stakeholder Interview Information

In July 2018 as a part of the CFSR, focus groups were conducted and several Stakeholders were interviewed. These Stakeholders included Service Providers, Caseworkers, Judges, Foster/Adoptive Parents, Relative Caregivers, Child Welfare Program Managers, Attorneys for children and parents, youth and parents. **For the same reasons identified in item 28 stakeholders** indicated individualization of services was difficult. Lack of Services, waiting list contribute to the ability to individualize services. Many Stakeholders identified that the gaps for highly specialized services i.e. neurological and child psychiatrist are specific to having those that are individualized. Spanish providers are available but limited.

Systemic Factor F: Agency Responsiveness to the Community

Item 31: State Engagement in Consultation with Stakeholders

Requirements:

NRS 432.0305 and NRS 432B require the DCFS to observe and study the changing nature and extent of the need for child welfare services and to cooperate with the Federal government in adopting and completing state plans that will assist the DCFS in providing services for children and families. This is accomplished through coordination and collaboration with other public and private agencies and entities in developing the five-year Child and Family Services Plan and ongoing annual updates required by Title IV-B. The DCFS collaborates with a variety of entities in this process.

Nevada determined this item to be an area of strength during the 2018 CFSR. In accordance with the requirements at 45 CFR 1357.15(1) and (m), DCFS continues to collaborate and engage internal and external Stakeholders in monitoring the identified shared goals and objectives of the 2015-2019 Child and Family Services Plan (CFSP). Stakeholders continue to be involved in the review of available data, and/or in assessing current performance, utilizing participation in workgroups, focus groups, meetings, public presentations and surveys for purposes related to achieving the CFSR goals and objectives.

Nevada Revised Statute (NRS) 432.0305 and NRS 432B require the Division to observe and study the changing nature and extent of the need for child welfare services and to cooperate with the Federal government in adopting and completing state plans which will assist DCFS to provide services for children and families. This is accomplished through the

coordination and collaboration with other public and private agencies and entities in developing the CFSP and ongoing annual updates required by Title IV-B. The Division collaborates with a variety of entities in this process. Annually, each child welfare agency provides input into the Annual Progress Services Report (APSR).

Nevada's 2020-2024 CFSP was developed with input and recommendations provided by key statewide stakeholder groups during their regularly scheduled meetings. Concerns and input from these on-going discussions were integrated into the goals, objectives, and annual updates to the CFSP.

These existing internal groups statewide discuss the on-going monitoring and progress of the CFSP through the APSR. These groups meet on various dates and throughout the state at various locations. Some group meetings are conducted via conference calling. Additionally, external stakeholders provide information about program functioning, policy and practice, protocol development, share resources and information that are used in program development and planning. Recently, focus groups were conducted with a variety of external stakeholders to gather input and information as part of the 2018 Statewide Assessment.

Consultation and Collaboration with community stakeholders:

Consultation and collaboration include stakeholders from the community as well as other agencies at every level of the child welfare service delivery continuum, ranging from planning for allocation of funding to case level decision making to changes in policy, practice and reporting requirements. This collaboration and consultation with other agencies and entities expands partnerships and the sharing of available resources. It also allows for the provision of constructive feedback to the agency about programs, policies, procedures and practice that may be incorporated into the State Plan. DCFS representation includes, but is not limited to, educational/research institutions and agencies related to drug and alcohol, health, mental health, education, domestic violence, and juvenile courts, representing various counties. Statewide consultation and coordination with stakeholders in implementing the provisions of the CFSP include (but are not limited to) the following committees, organizations or entities.

Decision Making Group (DMG)-The DMG is comprised of the DCFS Administrator, DCFS Deputy Administrator and the County Child Welfare Agency Directors. The DMG is a collaboration in which all Child Welfare Agencies meet to consult and collaborate around statewide child welfare issues. Issues related to the CFSP/CFSR and APSR discussed during the monthly/bi-monthly meeting.

Assistant Directors Meeting (ADM)-The ADM is comprised of the Child Welfare Assistant Directors and the DCFS Deputy Director. This collaborative meet and consults on statewide child welfare issues relating to policy and practice. Additionally, issues related to the CFSP/CFSR and APSR are discussed during the monthly meetings.

Consultation and Collaboration with Tribes

Children's Justice Act Indian Child Welfare Committee- (CJA ICW)-The State of Nevada has 27 tribal entities that include federally recognized tribes, bands and colonies. These include Battle Mountain Band Council, Carson Colony Community Council, Dresslerville Community Council, Duck Valley Shoshone-Paiute Tribe, Duckwater Shoshone Tribe, Elko Band Council, Ely Shoshone Tribe, Fallon Paiute Shoshone Tribe, Fort McDermitt Paiute-Shoshone Tribe, The Confederated Tribes of the Goshute Reservation, Las Vegas Paiute Tribe, Lovelock Paiute Tribe, Moapa Band of Paiutes, Pyramid Lake Paiute Tribe, Reno-Sparks Indian Colony, South Fork Band Council, Stewart Community Council, Summit Lake Paiute Tribe, Te-Moak Tribe of Western Shoshone, Timbisha Shoshone Tribe, Walker River Paiute Tribe, Washoe Tribe of Nevada and California, Wells Band Council, Winnemucca Colony Council, Woodfords Community Council, Yerington Paiute Tribe, and the Yomba Shoshone Tribe. The Bureau of Indian Affairs (BIA) has social workers who work in partnership with the State regarding issues with Nevada Tribes.

To gather input from the Nevada tribes, the Division of Child and Family Services (DCFS) conducted bi-monthly Statewide Children's Justice Act Task Force Indian Child Welfare (CJA ICW) Committee meetings. The CJA ICW Committee is a multidisciplinary advisory committee of the Children's Justice Act Task Force. The committee membership includes representatives from Nevada Tribes, Inter-Tribal Council of Nevada (ITCN), Nevada Indian Commission, Court Improvement Project (CIP), Bureau of Indian Affairs (Eastern and Western Nevada Agencies), State of Nevada Attorney General's Office, Washoe County Human Services Agency, Clark County Department of Family Services, Nevada Legal Services, Department of Health and Human Services, Nevada Early Intervention Services, The National Council of Judicial and Family Court Judges, and Division of Child and Family Services. Meetings are held bi-monthly and are co-chaired by the ITCN Executive Director and the DCFS Indian Child Welfare Act (ICWA) Tribal Liaison at the Western BIA office. A toll-free call in telephone number is always provided for those who cannot attend in person. To encourage statewide

participation, notification is done by a listserv email which includes the agenda and minutes from the prior meeting. The DCFS tribal liaison keeps an updated matrix on the Memorandum of Understanding (MOU) status between Nevada Tribes and DCFS. The MOU matrix is a list of Nevada tribal entities and documents meetings, letters/email correspondence, and ongoing face-to-face contacts between DCFS Tribal Liaison and Nevada Tribes. The matrix is updated and shared through the DCFS Tribal Liaison to members of the CJA ICW Committee.

The purpose of the committee is to provide an opportunity for consultation and collaboration between State, Tribal and County entities. This collaboration provides a forum for discussion and recommendations between State, Tribal and County entities for improving the child welfare system. This forum is where policies, procedure and practice interface or relate to Indian children and families and confer on topics of interest to the tribes. CJA ICW Committee meetings were held on August 16, 2017, October 25, 2017, December 20, 2017, February 28, 2018, and April 25, 2018.

Several topics discussed at the meetings:

- Status of Memorandums of Understanding between NV Tribes and DCFS
- On-going trainings surrounding Indian Child Welfare (ICW) and Indian Child Welfare Act (ICWA)
- Continuing work by the Division of Child and Family Services (DCFS) on a tribal consultation process
- The importance of Tribal Stakeholder Representation
- Resources and referrals for assistance with community and ICW needs
-

The DCFS tribal liaison continues to gather input, collaborate, and consult with the tribes through individual consultations and ongoing state and / or tribal meetings. Tribal input and feedback are always encouraged and noted as well as sharing of available resources to allow for the provision of constructive feedback between the state agency and the tribes. Barriers to the coordination would include continuous changes in staff on both the tribal and state side, changes in tribal leadership, tribal council, and tribal social workers. DCFS tribal liaison requests continuous updates in tribal staff contacts through the Inter-Tribal Council of Nevada (ITCN), local Bureau of Indian Affairs (BIA) agencies, and the Nevada Indian Commission (NIC). NV Tribes are required to notify these tribal agencies whenever there is a change in positions. DCFS tribal liaison will continue to share and include NV tribes on the implementation and assessment of CFSP / APSR.

The DCFS tribal liaison outlined the tribal initiatives for 2019:

- Meeting and consulting with other state agency tribal liaisons;
- Reviewing and revising the NV ICWA Policy 0504;
- Attending quarterly Tribal Consultation Meetings and giving updates on ICW per request;
- Attending NV Indian Commission (NIC) meetings to stay updated on tribal community issues across the state;
- Attending and participating in NV Indian Education Association meetings to address the importance of early childhood welfare topics and issues;
- Meeting with other State Agency tribal liaisons to discuss current needs of NV Tribes;
- Participating in The National ICW Manager's calls with other ICWA specialists in other states where ideas from each state are discussed and shared regarding ICWA;
- Attending monthly Tribal Health Director's Meetings at ITCN and giving updates regarding ICW issues involving the tribes;
- Monitoring and updating the ICWA page on the DCFS website which is made accessible to tribes;
- Providing training opportunities from various sources through the NVICWA listserv and announcements at meetings; and,
- Sharing of contact information between the tribes and DCFS;
- Traveling to NV Tribes to attend cultural events and/or ICW trainings

The DCFS tribal liaison attended the 36th annual National Indian Child Welfare Association Conference titled, "Protecting Our Children" in Anchorage, Alaska April 15-18, 2018. The liaison was invited to travel to Las Vegas, Nevada, on January 11-12, 2018, to participate in a community event sponsored by the Clark County Department of Family Services and the Las Vegas Paiute Tribe. The event was well attended by community and tribal members who may be interested in becoming a foster / adoptive parent. On March 22-23, 2018, the DCFS tribal liaison presented at the annual NV Indian Education conference at the University of NV, Reno. Topics included "Developmental Milestones in Early Childhood Education" and "NV ICWA / MOUs between DCFS and NV Tribes".

The DCFS tribal liaison gathers input, collaborates, and consults with the tribes through Statewide Children's Justice Act (CJA) Task Force Indian Child Welfare Committee open meetings held every other month with assistance from the Inter-Tribal Council of Nevada and the Western and Eastern Bureau of Indian Affairs (BIA) Nevada Agencies. The CJA ICW Committee is comprised of all child welfare agencies in Nevada, Nevada Tribes, BIA, Legal Counsel, and statewide

stakeholders. DCFS tribal liaison also attends quarterly meetings held at both the state and tribal level. This includes Tribal Consultations through the Department of Health and Human Services and Executive Board Meetings at the Inter-Tribal Council of Nevada. Tribal leaders are invited to both meetings to discuss issues within Indian Country in the state and state tribal liaisons in attendance are required to give updates within their divisions.

The DCFS tribal liaison scheduled consultations with Tribal Chairman and representatives from Tribal Social Services. The liaison met with the following NV Tribal entities to discuss the process and the purpose of the MOU: Battle Mountain Band Council, Confederated Tribes of Goshute, Elko Band Council, Fallon Paiute Shoshone Tribe, Fort McDermitt Paiute Shoshone Tribe, Las Vegas Paiute Tribe, Lovelock Paiute Tribe, Moapa Band of Paiutes, Pyramid Lake Paiute Tribe, Reno-Sparks Indian Colony, Te-Moak Tribe of Western Shoshone, Walker River Paiute Tribe, Washoe Tribe of Nevada and California, Yerington Paiute Tribe, and the Yomba Shoshone Tribe. Overall consensus from the NV Tribes was for the liaison to continue meeting face-to-face with each tribe on an ongoing basis and working closely with tribal social workers. Individual tribal elections take place at different times of the year, so leadership may continuously change. The DCFS tribal liaison will continue to travel and meet with new and existing tribal leaders regarding the MOU process.

DCFS has a MOU with NV Tribes for the culturally appropriate placement of children across jurisdictions along with the protocol to implement the MOU for both tribal and state social workers to collaborate and coordinate the placement of foster children into tribal licensed foster homes located on tribal land. The establishment of the MOU between the NV tribes and DCFS allows for greater collaboration between the state, tribe, and counties for better provision of services on and off the tribal communities in NV, and the reduction of trauma to Indian children by placing them within their own culturally appropriate communities. MOU's with DCFS are used for cross-jurisdictional foster home placements. The MOU is created through state and tribal consultations in face-to-face meetings or via phone consultations between the DCFS tribal liaison and tribal social services. A complete draft is then presented to tribal council before being submitted to the state's Attorney General's Office for review. The MOU gives specifics to who is responsible for providing the child welfare services and protections for tribal children. Tribal and state social workers work together with tribal liaison's assistance to collaborate, gather and share the best resources for tribal children. Active efforts are not part of the NV statute, however, DCFS ensures that Active efforts are adhered to by attempting to keep sibling groups together; engaging the age appropriate child, parents, extended family and tribal agencies in case planning and Child and Family Team Meetings; identifying appropriate services and helping parents to obtain such services; monitoring progress and participation services; conducting diligent searches for the child's extended family members; supporting regular visitation with parents, siblings and extended family including providing transportation for such visits; and providing post-reunification services through monitoring. DCFS has a current MOU with the following NV Tribes: Fort McDermitt Paiute Shoshone, Yomba Shoshone Tribe, Yerington Paiute Tribe, and Elko Band Council. DCFS also has a current MOU with the Washoe Tribe of California and Nevada to include the following bands: Woodfords, Dresslerville, Carson Colony, and Stewart. DCFS is working to finalize MOU drafts with the following NV Tribes: Reno-Sparks Indian Colony and Pyramid Lake Paiute Tribe.

DCFS continues to provide training and to work with tribal and state workers to ensure active efforts are taken to prevent the breakup of the Indian family when a child may be placed in foster care or for adoption. For new state and county social workers the mandates of ICWA are included in the mandatory Nevada Academy Training. The Nevada Partnership for Training offers an online ICWA training that is open to all jurisdictions. Available on the DCFS website, it shows the ICWA policy and documents for identifying Indian children and Notice of Court Proceedings. DCFS reviewed the new State Guidelines for Courts issued by the BIA in February 2015, Nevada's ICWA State Policy 0504, Nevada Revised Statutes (NRS) and training to determine if revision of Policy, NRS and training is necessary. The Inter-Tribal Council of Nevada holds an annual convention each year in which DCFS has been invited back to participate. Due to budget constraints, ITCN elected not to have an annual convention FY 2017 and is unsure if they will be having an annual convention FY 2018. ITCN will inform DCFS of their budget audit results and the future possibility of annual conventions. DCFS tribal liaison will explore other means of funding and collaborating with NV Tribes to see if future trainings and workshops can be put together to benefit both tribal and state social workers. Once funding is secure, DCFS will attempt to host a NV ICWA event to include education on ICWA and other culturally appropriate child welfare topics. The hope is to have an annual event to replace the ITCN conventions and invite participants from NV Tribes as well as State and County agencies.

Active efforts are shown by the Nevada child welfare worker's attempts to assist in both arranging for the best fitting culturally competent services and helping families engage in those culturally competent services that are unique to their needs. Per NV State ICWA Policy 0504, child welfare workers inquire about possible Indian family members, fictive kin, tribal community members, and / or tribal foster care placement options by filing out the Ancestry Chart with the assistance of DCFS tribal liaison. NV child welfare workers inquire about the applicability of ICWA immediately upon a child being taken into state custody. All efforts are documented.

The “Indian Child Welfare Resource Guide for Nevada” was initially developed and finalized in 2003 by the members of the Indian Child Welfare Steering Committee. This publication was designed to assist state and county child welfare agencies on the law and contacts tribal contacts within NV Tribes. DCFS tribal liaison continues to update Resource Guide and make it accessible to Tribes via the DCFS website.

In SFY 2018, DCFS made the CFSP and APSR available for public review and inspection through the NV state website and provided them through the listserv. Additionally, each year the APSR is exchanged with the Washoe Tribe of Nevada and California. The Washoe Tribe of Nevada and California is the only tribal entity in Nevada that completes an APSR. Furthermore, the SFY 2019 APSR will be made available for public review and inspection through the State’s website and through the listserv as well as exchanged with the Washoe Tribe upon approval from ACF. DCFS collaborated with NV Tribes through quarterly meetings with Inter-Tribal Council of Nevada (ITCN) Executive Board Meetings. These meetings include NV Tribal Leaders, the Department of Health and Human Services (DHHS), Tribal Liaison Committee and Statewide CJA Task Force Indian Child Welfare (ICW). Notifications of the meetings are provided through a listserv. The agenda and attachments are also sent via a listserv for the CJA ICW Meetings. A barrier identified in working on the DCFS MOUs has been the high turnover in ICW workers both on the state and tribal side. There have been limited meetings with the ITCN Executive Board and lack of proper tribal participants at the DHHS Tribal Consultation Meetings in 2017, which reflects as a barrier to coordination and collaboration with NV Tribes.

Nevada state ICWA policy 0504, prioritizes the recognition of a child being an Indian child and assures that the child’s tribe be contacted immediately when an Indian child is taken into custody. The Tribe then becomes an active participant in any further proceedings regarding the child. In foster care or pre-adoptive placement, a preference shall be given in the absence of good cause to the contrary, to a placement in the following order: a member of the child’s extended family; a foster home licensed, approved, or specified by the child’s Tribe; an Indian foster home licensed or approved by an authorized non-Indian licensing authority; and, an institution for children approved by or operated by an Indian organization, which has a program suitable to meet the child’s needs. The order of placement preference for Indian children regarding a member of the child’s extended family; other members of the child’s Tribe; another Indian family. If a different order of placement preference is ordered by the Tribe, the court or agency effecting the placement shall follow the order of preference established by the Tribe, so long as the placement is the least resistive setting appropriate to the particular needs of the child.

When it is determined that a child is Indian, and the child welfare agency is involved with the family, the local child welfare agency follows the mandates of the Indian Child Welfare Act (ICWA), which includes notification to the tribe in accordance with the ICWA, 25 U.S.C. 1915, as Indian and Alaska Natives extended families and Indian foster homes were available. If no Indian families are available; NRS 432B.390, was followed. ICWA 25 U.S.C. 1919, authorizes states to enter into agreements with Indian tribes, with respect to the care, custody of Indian children and concurrent jurisdiction. A child welfare worker shall continue sending notices to Tribes for every child custody proceeding throughout the life of the case. When a Tribe intervenes, the Tribes is entitled to receive service of all motions and legal documents from that point forward. The Tribe or parents can at any point in a case request transfer of jurisdiction to Tribal court. Upon request from the Tribe or either of the parents; the court may transfer the case, unless the court finds good cause not to transfer. Nevada child welfare workers consult their supervisor, DCFS tribal liaison, and agency legal counsel for further assistance.

There are no tribes in Nevada that have a Title IV-E agreement. However, the Washoe Tribe of Nevada and California has been approved for Title IV-B, Subpart 1 of the Social Security Act, and has applied for the Tribal / Federal IV-E agreement, but after learning that the allocated funds would not be as high as they hoped, Washoe Tribe decided to not pursue the Tribal / Federal IV-E agreement. DCFS tribal liaison will continue to share opportunities with NV Tribes to receive funding to include Title IV-E and Title IV-B opportunities. It is up to individual tribes whether they wish to apply or not for any funding sources. It is up to individual tribes to also participate in the MOU process with DCFS. DCFS tribal liaison will continue to educate on MOUs and inform tribes of the importance of recognizing sovereign nations and having written agreements in place so agencies can work together for the best interest of Indian children.

During FY 2018, DCFS monitored compliance with ICWA through case compliance / quality assurance review and training and through individual continuous quality improvement case reviews with the Deputy Attorney General who represents DCFS. During Child and Family Service Reviews (CFSR) in 2017, DCFS Rural Region randomly pulled 46 child cases to review. Out of the 46 cases, 2 cases were identified as Indian children. Item 9 is the only item on the CQI tool that relates to Indian Child Welfare (ICW) in foster care cases by inquiring preserving connections for Indian children. The 2 Indian child cases reviewed reported “Strengths” in all areas of Item 9. DCFS will work on a more detailed targeted review of ICWA practices in Nevada for reporting purposes in the future. Reports are available for review on the DCFS website and per request.

During FY 2018, DCFS continued to strive for compliance with ICWA by following the Guidelines set out by the BIA in 1979 and the new ICWA Final Rule published June 2016. DCFS ensured that state welfare workers had knowledge in ICWA through mandatory trainings and with the assistance of DCFS tribal liaison as a resource. DCFS tribal liaison provided technical assistance to State/Tribal/County and private agency Social Workers. DCFS tribal liaison coordinated and provided training on ICWA; fostered State/Tribal relationships; facilitated the ICW Committee Meetings; and disseminated current information regarding regulations and federal laws that may impact Indian children and families in Nevada. DCFS tribal liaison participated in case reviews and case consultations, assisting state and tribal partners in the identification of appropriate actions regarding ICWA. DCFS liaison was and continues to be a key participant in meetings and building relationships with Nevada Tribes.

Youth – Consultation and Collaboration with youth and adult leaders occurs through facilitation of the statewide Youth Advisory Board (YAB). Nevada’s Independent Living Program Specialist (ILPS) facilitates the statewide youth advisory board, Nevada LIFE (Leaders in Future Excellence). Nevada LIFE is the democratically elected self-governing board composed of youth in care, and those who have aged out of care. Members in this statewide group are composed of participants in one of six regional youth advisory boards, and report regional issues identified in their local boards for statewide consideration as either program/policy or legislative recommendations. In Nevada’s 2017 Legislative session, several youth-driven initiatives were addressed legislatively, including increased protections for self-identified LGBTQ+ youth in care, development of a grievance procedure and earmarked general funds to ensure all youth in care have access to normalcy activities. To implement effective policy that remains true to the original legislative intent, developmentally appropriate youth are recruited for ongoing participation on implementation workgroups to provide their input to state and county actors to ensure that youth voice and the needs of youth in care are adequately addressed by child welfare agencies.

As a response to foster youth concerns in meeting about a lack of access to information and a lack of consistent information-sharing between child welfare agencies and youth in care, Nevada LIFE’s social media page has been modified to serve a dual purpose of connecting current and former-foster youth to others in their community for the purposes of fostering connections, and as an informational clearinghouse. As moderator, the ILPS can share in real-time information, resources and benefits applicable to all Nevada’s current and former foster youth without tasking frontline staff. Nevada LIFE meeting agendas and information is posted for all followers to view and access, and meetings are open to all members via call-in to a toll-free number. Nevada LIFE’s social media page is used to solicit youth feedback on items such as the Statewide Assessment, solicit focus group participants, and targeted satisfaction surveys for quality assurance activities such as the CFSR. Anonymized results are shared with Nevada’s child welfare agencies to identify areas of strength and areas for programmatic improvement based on the information provided by Nevada’s current and former foster youth.

Quality Parenting Initiative (QPI) Engagement of Foster Care Providers- The Quality Parenting Initiative was developed statewide to ensure that every child removed from their home due to abandonment, abuse, or neglect is cared for by a foster family who provides skilled, nurturing parenting while helping the child maintain connections with their family. This collaborative holds monthly meetings in each local jurisdiction and includes foster parents from each area. CCDFS has a foster parent Champion (FPC) Team that support newly licensed, unlicensed or experienced caregivers. The team is made up of caregivers who are responsive to other caregivers providing support Monday through Friday from 9am to 7pm taking calls. Additionally, Nevada conducts surveys and focus groups with foster parents to consult with them on service array, training and strengths and needs of the foster care system.

Child Fatality- The Child Death Review (CDR) process consists of the Executive Committee to Review the Death of Children whose members represent administrators of the child welfare agencies, and agencies responsible for vital statistics, public health, mental health and public safety and local child death review multidisciplinary teams. This statewide committee consult and collaborate on public education and prevention of child fatalities.

Differential Response (DR) Steering Committee- This collaborative meets quarterly and includes many providers from the community that provide services to families involved with the Nevada CPS system. DR is an early intervention and child abuse prevention program; it is a partnership between the Nevada Child Protective Services Agencies and Family Resource Centers (FRC) to respond to screened-in Priority 3 child abuse/neglect cases. Families are linked to services in their communities.

Nevada Coalition to Prevent the Commercial Sexual Exploitation of Children (CSEC) – This collaborative has many eternal/external stakeholders meeting monthly/quarterly that includes consumers, service provides, foster care providers, juvenile judges and other public and private child and family serving agencies mobilize around issues related to (CSEC).

On May 31, 2016, Governor Brian Sandoval signed Executive Order 2016-14 creating the Nevada Coalition to Prevent the Commercial Sexual Exploitation of Children (Coalition) in response to a growing awareness of the need to identify and serve these child victims. Nevada was ranked 11th in the nation in 2016 for the number of human trafficking cases reported to the National Human Trafficking Hotline. The Executive Order directs the Coalition to mobilize resources to provide a coordinated response to stopping commercial sexual exploitation of children, aiding its victims, and bringing perpetrators of this crime to justice; and support the implementation of Public Law (PL) 113-183, the Preventing Sex Trafficking and Strengthening Families Act of 2014. It requires the development of a statewide strategic plan and annual reports outlining the Coalition's progress which meets quarterly.

Legislative Committee on Child Welfare and Juvenile Justice Task Force to study Juvenile Justice issues - The Legislative Committee on Child Welfare and Juvenile Justice is an ongoing statutory committee of the Nevada Legislature whose authority and duties are set forth in Nevada Revised Statutes 218E.700 through 218E.730. The Committee meets between the biennial sessions of the Legislature and consists of three members from the Senate and three members from the Assembly, appointed by the Legislative Commission. The chair and vice chair are selected by the Legislative Commission from among the Committee membership. The Committee reviews and evaluates issues relating to the provision of child welfare services and juvenile justice in the State and recommends legislation concerning child welfare and juvenile justice to the Legislature. (Assembly Bill 202, Chapter 483, Statutes of Nevada 2013)

Nevada Interagency Council on Homelessness – This Collaborative has many internal/external stakeholders that focus on Homelessness. The Nevada's Interagency Council on Homelessness was established via Executive Order 2013-20 to coordinate and focus the State's efforts to effectively address the challenge of homelessness in the State of Nevada. The Council provides the opportunity for Nevada to engage in an integrated approach regarding the issue of homelessness and promote interagency cooperation. The Council works to increase the awareness of homeless issues among state and local government agencies and local organizations that provide services to people who are homeless.

Nevada uses guiding principles shared with the Dedicating Opportunities to End Homelessness (DOEH) initiative, a joint effort between the U.S. Department of Housing and Urban Development (HUD) and the United States Interagency Council on Homelessness (USICH). These guiding principles include:

- Coordinating Across Partners
- Community-led Action
- Data-driven Achievable Strategies and Goals
- Making Commitments and Measuring Results
- Leveraging Existing and Untapped Resources
- Removing Barriers
- Targeting

Task Force on the Prevention of Sexual Abuse of Children - The Nevada Task Force on the Prevention of the Sexual Abuse of Children was established through the passage of Senate Bill 258, now codified into NRS 432B.700-730. The Task Force, created within the Division of Child and Family Services consisted of members representing the Nevada Legislature; Attorney General's Office; Department of Education; Division of Child and Family Services; representatives from agencies and organizations involved in the prevention, investigation, prosecution and/or treatment of cases of child abuse in Nevada; and, appointed members of the Nevada public with an interest in the prevention of child sexual abuse.

The Task Force was charged with studying and identifying strategies, goals and The Task Force was charged with studying and identifying strategies, goals and recommendations for preventing child sexual abuse. The Task Force recommendations are based on what was learned through research and testimony and have been grouped into two main categories: Primary and Secondary/Tertiary Prevention. The recommendations born out of these two emergent categories serve to move Nevada closer to achieving the following goals: 1) Improved education of lawmakers and the public; 2) Prevention of occurrence and reoccurrence of abuse; and, 3) Provision of crucial support to victims and their families.

Nevada Partnership for Training (NPT) - The Nevada Partnership for Training (NPT), a bi-university partnership, in collaboration with DCFS-FPO, the Rural Region, Clark County, Washoe County, University of Nevada, Las Vegas (UNLV) and the University of Nevada, Reno (UNR), collaboratively work together to improve the child welfare training delivery system. The Training Management Team (TMT) is composed of internal and external members who meet monthly to consult and collaborate concerning issues related to child welfare training. Information concerning the CFSP/APSRS and the CFSR are topics during these meetings.

Nevada System of Care Provider Meetings- The Nevada system of Care consist of a broad array of both behavioral health and support services. These services include both home and community-based treatment, as well as out of home treatment services that are provided when necessary. Meetings are held monthly to consult and collaborate with providers to ensure providers are supported.

Nevada Coalition of Suicide Prevention - The Nevada Coalition for Suicide Prevention is dedicated to partnering and collaborating with local and state individuals and organizations for the development and implementation of evidence-based suicide prevention, intervention, and post prevention strategies and programs in the State of Nevada. Started in 2005,

bimonthly meetings are held with community partners and are open to the public. These can be teleconferenced throughout the state, so all jurisdictions are involved.

Systems Advocate Unit - The Systems Advocate Unit serves a vital public purpose by responding to requests for information on issues including, but not limited to, Child Protective Services (CPS) investigations, service array, reunification and permanency, Interstate Compact on the Placement of Children (ICPC) issues, provider concerns, foster care licensing and adoption. The Systems Advocate Unit also informs families of their rights, resolves complaints involving anything that effects the safety and well-being of children in Nevada. The Systems Advocate Unit does not disclose the identity and other personal information of persons who have filed a complaint without their permission. All information and documents shared by stakeholders are kept confidential.

Furthermore, the Systems Advocate performs the duties of the agency Hearing Officer and has the responsibility to make available a fair hearing process to:

- Social service licensing applicants/recipients/group/family foster homes and child placing agencies who disagree with the agency's decision to not reissue or to revoke a license;
- Adoptive parents who feel their adopted child/children should have met the special needs criteria of the Title IV-E Adoption Subsidy funding program;
- An individual who feels a finding of substantiated child neglect and/or abuse is not consistent with the requirements of the law.

The Systems Advocate is also the key point of contact between DCFS, the Department of Health and Human Services and the Nevada State Legislature.

Nevada Continuous Quality Improvement Reviews (Foster Parent, Child, Providers and Parent Consultation)

Annually, Nevada conducts statewide case reviews that mirror the Child and Family Services Reviews and as part of these reviews Foster Parents, Children, Providers and Parents are interviewed and consulted with about individual cases. An array of questions are asked to provide an opportunity for these stakeholders to provide information relative to the functioning of the child welfare system and contribute information relative to the goals and objectives of the CFSP. Focus groups were recently conducted in October 2017 with biological parents and they were consulted on a variety of questions relative to service array, case planning and needs related to the child welfare system.

Collaboration with the Court Improvement Program-

The Nevada Court Improvement Program (CIP) is a state and federally funded initiative designed to develop and implement data-driven, evidence-based, and outcome-focused best practices that advance meaningful and ongoing collaboration between court, child welfare agency, and other stakeholders to achieve safety, permanency, and well-being for children and families involved with the child welfare system in a fair and timely manner. Nevada CIP projects encompass a myriad of activities at the state and local level with the primary purpose to assess and improve court processes related to child abuse and neglect, and to ensure improved safety, permanence, and well-being for children. CIP funding has also been used to develop broad-based systemic reform of courts and court processes related to dependency cases.

Collaborating on the Child and Family Services Plan (CFSP), Child and Family Services Review (CFSR), and Child Safety, Permanency and Well-Being

The Nevada court system has partnered with the Division of Child and Family Services (DCFS) on a variety of fronts the last year focusing many of its efforts on implementing the CFSP and the upcoming CFSR. The courts assisted in the implementation of various data exchange projects to ensure that the judiciary, the Community Improvement Councils (CICs), and child welfare all have access to significant and accurate data.

Agency representatives regularly attend and contribute to all 11 judicial district CIC meetings as well as the CIC Annual Summit. In several instances the agency CIC member provides regular data updates to the court concerning permanency issues, child safety decision-making, and adequacy of foster family population. The CICs all include their child welfare partners as they develop their annual, action-plans to resolve local dependency issues. The DCFS Quality Improvement Social Services Chief presented a session on the CFSR at the 2017 CIC Summit. The CIP Coordinator is an active member of the DCFS Indian Child Welfare Committee, the Statewide Quality Improvement Committee.

Since Nevada does not have a unified court system, or a statewide court case management system, CIP worked with the Unified Nevada Information Technology for Youth (UNITY, the Nevada SACWIS or State Automated Child Welfare Information System) manager to pull the court timeliness statistics quarterly by county for each of the judicial districts (CFS 775 report). At this point, four of the five timeliness measures are available because, although UNITY does have a screen into which to enter the TPR petition filing date, only one county enters this data element consistently. This deficit is being addressed by the Centralized Case Index (CCI) which will draw data from court case management systems.

Baseline data reports were first distributed to the 11 Judicial Districts in 2012 during the Community Improvement Council (CIC) Summit where the CICs were taught to read and understand them. During each subsequent CIC annual Summit district by district comparative analyses of current and previous years' data are shared with the CIC teams. The statewide data are also provided to each CIC quarterly in the form of the CFS 775 report from UNITY.

Additionally, CIP and DCFS have worked together to promote Nevada's participation in the University of North Carolina – Chapel Hill's *Fostering Court Improvement Data Project* in which AFCARS and NCANDS data are used to create a platform of shared data that the courts and child welfare agencies can collaboratively use to make informed decisions, manage operations, monitor performance and make systemic changes to improve outcomes for children and families.

Agency Data Sharing Projects:

CIP has been working with all three child welfare agencies to ensure that accurate and timely information is shared among the courts and the agencies. In 2010, CIP began assessing data exchange feasibility in Washoe County, followed by a similar assessment in Clark County in 2011. Electronic data exchange possibilities were identified in both judicial districts. In 2012, CIP obtained a \$45,000 technical assistance grant from the National Center for State Courts (NCSC) to implement the Court Event Notification project in Clark County. NRS Chapter 432B mandates that proper notification of court hearings and court reviews regarding the status of a child in custody of a child welfare agency must be provided and that it is necessary to ensure active involvement and participation of parents, foster parents, guardians, pre-adoptive parents, and relative caregivers in the child's safety, permanency, and well-being. However, there has been no direct entry of court hearing dates into UNITY. Because entry of this information has been manual following email, fax, or paper notification from the courts, it can be delayed, particularly in the case of change of hearing dates; resulting in the potential for improper notification. CIP embarked on the Court Event Notification project in Clark using the National Information Exchange Model (NIEM), the Global Reference Architecture (GRA) and Extensible Markup Language (XML).

At the lead judge's request, the 8th Judicial District Court's IT Manager has been actively involved and supportive of this project, immediately allocating resources to proceed. To facilitate an electronic link between the systems, the UNITY case number has been entered into Odyssey, the court's case management system, since October 7, 2013. The 8th JD now has the ability to export real-time data from Odyssey per the specifications. Using the format defined within the NIEM-based Court Event Notification IEPD, the District Court developed a process to extract and transmit added, modified or deleted court events to the DCFS. It has made the transformation to the NIEM, has completed testing and is ready to begin exchanging messages with UNITY. DCFS began software development in September 2014 to consume these messages. It was decided to enable integration using a UNITY web service which ran into a few glitches requiring a modification of how the exception messages are written. DCFS has created this report and is ready to receive the data feed from Clark County. Clark can now begin implementing the data feed.

Centralized Case Index

As described above, with assistance from DCFS, CIP has been providing court performance measure data to the courts quarterly. However, several judicial officers questioned whether this information could be made available in near real-time to help them manage caseloads and thereby achieve additional key timeliness milestones and improve outcomes for children. To this end, CIP undertook several technical proofs of concept (POC) initiatives. Two POCs were designed to prove that:

- Case and case party information from the child welfare agency (e.g., removal date, permanency goals, placement information) and information provided by the family court (e.g., assigned judicial personnel, hearing dates, petition filing dates, adoption dates) can be combined into a single data store and provide a consolidated view of case information;
- Timeliness reports can be generated on-demand through a browser-based system and presented to the user in an easily understandable format.

The second POC created a Centralized Case Index (CCI) which allows authorized users to view this consolidated information and generate a set of standardized reports. In 2014, this demonstration capability was implemented using Microsoft Reporting Services. The user can use configurable parameters to refine the report. The user may generate a more detailed report listing the cases contained in that particular grouping simply by clicking on a vertical bar.

Since the POCs successfully accomplished both of these objectives, over the past year the CIP has been productionalizing these capabilities through the implementation of data exchanges with both the DCFS and the Second Judicial District (2nd JD). To date, the CCI has imported eight years of DCFS case data into the CCI system. These data include: UNITY case,

court hearings, case parties, case petition, placement history, provider service, and removal information.

Work has also begun on software to consume case data from the Second Judicial District Court Case Management System, Contexte. These data will include hearing, filing and case party information and will include the UNITY case number so the court information can be cross-referenced with DCFS information.

A CCI front-end has been built at <https://www.nevadacipdashboard.org/> and work is ongoing to provide the judiciary with aggregate data reports into which they may drill down to obtain case specific information helping them manage their caseloads and improve timeliness. The intention is to provide a continuous feedback loop to the courts and CICs on their progress and to help them determine where they may wish to focus additional efforts. Judges and other key partners are already anticipating how the CCI could be expanded to include juvenile justice data (Project One) and education data to help inform and continually improve the quality of other programs and outcomes for children.

Discussions concerning pulling some of their pertinent data into the CCI are also being held with such additional agencies as the Nevada Department of Education (NDE), the Washoe County School District, and the Jan Evans Juvenile Justice Center. In the meantime, the UNITY CFS 775 report has been revised to include the proportion of each measure that meets the statutory requirements. The report has also been redesigned to provide the entire history of first permanency hearing timeliness; and calculates recent history (2 years) to allow courts to see progress being made without being encumbered by historical data not impacted by their improvements.

Child and Family Services Review (CFSR)

Nevada CIP has been actively involved in the CFSP and APSR for many years. The CIP Coordinator attended the Federal briefing in Seattle, Washington on the upcoming Child and Family Services Review as an invited member of the Nevada Team. With this enhanced understanding of the systemic factors and what has replaced the composites, and the use of the newly established portal; CIP has been able to help the courts and CICs better understand the 2018 CFSR process in Nevada.

CIP is an active and charter member of the Statewide Quality Improvement Committee (SQIC) which meets monthly to discuss all that is relevant to both the CFSR and the CFSP. The SQIC's purpose is to promote positive outcomes for Nevada's children through continuous oversight and analysis of state and federally identified performance measures and data relevant to continuous quality improvement.

CIP is also part of the team reviewing all the CFSR Case Review reports from the jurisdictions. CIP participates in ongoing review of the resultant data and discussion concerning how improvement can be made in those items leading up to Nevada's Round 3 CFSR in 2018. The CIP Coordinator was trained to assist with quality improvement case file reviews in Nevada and has been certified to conduct case file reviews on the CFSR On-Line Monitoring System. CIP has participated in the Rural Region Reviews.

The 11 judicially convened Community Improvement Councils (CICs) will be involved in focus groups relating to continuous monitoring of the systemic factors. As a matter of fact, the CICs have initiated supporting several of the outcomes and systemic factors as a result of their action planning around timeliness, child safety, and hearing quality. All the courts have focused on implementing child safety decision making (Safety Outcome 2, Item 3). Most courts are asking about placement with relatives and maintaining relationships, if there has not been placement, with siblings (Permanency Outcome 2, Items 7, 8, and 10). As result of the 2015, 2016, and 2017 CIC Summits training on enhancing hearing quality, the courts are making inquiries concerning appropriate permanency goals (Permanency Outcome 1, Item 5).

Regarding the Case Review System systemic factor Item 22, a column for the proportion of permanency hearings meeting the mandatory time requirement has been added to the Court Performance Measure report sent to the courts quarterly. A review of court timeliness data shows that for all children who were in foster care between 2012 and 2017, the median days to permanency hearing were within the 12-month requirement. The proportion of permanency hearings conducted timely improved from 67% in 2012 to 83.5% in 1st quarter 2018. Additionally, time to permanency and termination of parental rights has been trending downward (19% and 21% decrease, respectively) since 2011, and the proportion of permanency hearings meeting statutory requirement upward (25% increase) through 1st quarter of 2018.

Concerning Item 21 (Periodic Review Hearings), many courts have created hearing scheduling forms to ensure that they are holding all their hearings ASFA timely. Most courts are scheduling their review hearings earlier than 6 months after learning at a CIC Summit that it is best practice and helps improve likelihood of reunification. Many are scheduling review hearings for 3, 5, 6, and 9 months.

In terms of Item 23 (Termination of Parental Rights), CIP has been informing the courts quarterly of their timeliness using the same Court Performance Measure report and during the annual CIC Summit trend data are presented for the courts to inform development of their annual court improvement action plans. A review of these data reveals that since 2011 through 2017 the time to TPR has been reduced by 22% statewide from 764 to 600 median days. Several of the CICs are digging into their data to better understand the underlying factors driving the trends.

Several courts have included in their CIC action plans activities to assist with Item 35 (Foster and Adoptive Parent Licensing, Recruitment, and Retention). The 4th Judicial District (JD) celebrated National Adoption Month by engaging the entire community of Elko to highlight the need for adoptive and foster homes. They intend to contact school district about using robo call to invite potential foster parents to open house. With DCFS, the 5th and 7th JDs successfully pulled the communities together to recruit additional foster families, especially in remote areas. The 7th JD included in their quality hearing action plan increasing court involvement in foster care recruitment. The 8th JD's judges participate in foster family trainings. The 9th and 10th JDs joined forces with DCFS and CASA in local recruitment events.

The Children's Commission

On August 12, 2016, Nevada Supreme Court created the Nevada Children's Commission naming the Chief Justice as chair and appointing 30 members. Following extensive research, the Chief Justice convened the first organizational meeting of the Children's Commission on September 18, 2017. During the February 9, 2018 meeting, staffing, structure, funding, bylaws and strategic planning were discussed. Casey Family Program representatives worked with the Commission to develop a strategic plan during the May 4, 2018 meeting.

The Statewide Juvenile Dependency Mediation Program

Since the inception of that first Juvenile Dependency Mediation pilot in Nevada, over 700 dependency mediations have been conducted with an overall agreement rate of 78%. As part of the CIP continual quality improvement efforts and to ensure fidelity of implementation, the National Council of Juvenile and Family Court Judges (NCJFCJ) was contracted to design the stakeholder surveys and conduct process and satisfaction assessments for the JDMP. NCJFCJ also conducted an impact assessment of the 2nd JD's program because it has been in place long enough for cases to have closed. These multiple studies conducted by the NCJFCJ on the mediation pilot projects and the statewide JDMP have found that mediation significantly improves outcomes for children. Mediated cases are more likely to result in the children safely reunifying with their families:

- Eighty-eight percent (88%) of mediated dependency cases (not TPR) resulted in reunification as compared to only 50% of cases not mediated; and,
- Mediation resulted in increased engagement by fathers. Fathers who participated in mediation are more likely to attend court hearings and work their case plans (72%) as compared to the control group (only 50%).

There is a general perception among both parents and stakeholders, particularly child welfare staff, that mediation is a helpful approach to move the case forward. It is successful in increasing cooperation among parties and in engaging parents. Parents felt that they were listened to, their opinions were respected, and that they were part of the decision-making process. The stakeholders, especially the caseworkers, found mediation to be an effective means to increase parental engagement and provide an alternative to litigation while not increasing their workload.

Satisfaction surveys completed by all participants at the end of each mediation show that:

- 98% to 100% of the professional stakeholders (attorneys, social workers, CASA/GAL, etc.) valued the process, and felt that they had been treated with respect and that their input had been valued;
- All (100%) the children, parents and foster or adoptive parents felt fairly treated;
- 99% said they had a chance to voice their opinions; and,
- 95% felt they contributed to the solution.

Feedback from the confidential surveys collected at the end of each mediation session continues to be very positive often referring to the open and relaxed environment mediation offers. Stakeholders across the state are actively supportive of

the mediation process as evidenced by this child welfare supervisor's statement, "*This program is very helpful. Saves time and resources.*"

The statewide Juvenile Dependency Mediation Program was launched in July 2016 with a full panel of mediators who were specifically trained and certified in dependency mediation. Another 40-hour dependency mediation training was conducted in April 2018 enlarging the panel of mediators to accommodate the increased demand. A highly skilled Administrator manages the Program and guides the mediators. She conducts monthly mediator trainings, schedules mediations as they are received via court order or direct referral from Child Welfare, co-mediate with mediators on particularly difficult mediations, and assists judicial districts in creating their internal processes. All JDMP mediations throughout the state follow the facilitative model.

Item 32: Coordination of CFSP services with other Federal Programs

Requirements:

The state follows the requirements to submit the CFSP, as well as the activities, accomplishments and future initiatives which are submitted annually in the APSR in accordance with the title IV-B, subparts 1 and 2 and Section 477 of Title IV-E of the Social Security Act, CAPTA, and Federal regulations at 45 CFR Part 1357. Nevada has remained in compliance each year with these requirements and has received approval on all plans and reports since the requirement was established in 2005.

Collaboration occurs with Federal and State Programs involved with Medicaid, Juvenile Justice, Mental Health, Child Support Enforcement, Tribal Programs, Department of Health and Education which includes Head Start. Additionally, DCFS is involved with many state agencies, community providers including Law Enforcement as it relates to the Governor's Task Force for Commercially Sexually Exploited Children (CSEC). The DCFS has many contracts with agencies that are funded with federal funding. There is an ongoing collaboration with the Executive Team to Review the Death of Children, Differential Response, the Regional Partnership Grant, the Children's Behavioral Health Consortium, the Youth Advisory Boards, the Citizen's Review Panel (North and South), the Children's Justice Act (CJA) Task Force, and the Court Improvement Project (CIP).

There are current Memorandum of Understandings (MOU) between various agencies and the DCFS. The Division of Mental Health (MHDS) and the DCFS have an MOU concerning coordination and provision of services to children and families. Also, there is a current MOU between the Federal Nevada Rural Housing Authority and the DCFS for targeting youth who have left foster care and lack available housing. The DCFS has executed a MOU and protocols for the social workers to implement the placement of children onto tribal land with the Yerington Paiute Tribe which remains in effect. A series of meetings with Tribal leadership and the DCFS have occurred and continue to occur to establish a Memorandum of Understanding with the Tribes. The DCFS has executed a Memorandum of Understanding (MOU) and protocol for the social worker to implement the placement of children onto tribal land with the Elko Band Council, Fort McDermitt and Paiute Shoshone Tribe. The DCFS continues to work with the Fort McDermitt Paiute-Shoshone Tribe, Yomba Shoshone Tribe, and the Washoe Tribe of Nevada and California for specific children to be placed on tribal lands and in accordance with ICWA placement preference, ICWA 25 U.S.C. §§ 1915 and NRS 432B.

This item was determined to be an area of Strength in the 2018 CFSR. The State of Nevada has a functioning system in place to coordinate services under the CFSP with services or benefits by other federal or federally assisted programs serving the same population group. The Department of Health and Human Services (DHHS)/Division of Child and Family Services (DCFS) relies on close relationships with a wide range of partners and interdependencies to coordinate services and benefits to the same population group. The following Divisions under the umbrella of the DHHS receive federal funding in which active coordination efforts are on-going:

- The Division of Health Care Financing and Policy (DHCFP) who work in partnership with the Centers for Medicare and Medicaid Services to provide Medical Services to Nevada families.
- The Division of Public and Behavioral health (DPBH) who work in partnership to protect, promote and improve the physical and behavioral health of the people of Nevada
- The Division of Welfare and Supportive Services who work to provide quality, timely and temporary services enabling Nevada families to achieve their highest levels of self-sufficiency.

- The Aging and Disability Services Division who deliver comprehensive support to elders, adults and children with disabilities or special health care needs.

Additionally, there are many other partnerships with other Departments, Agencies and or entities who receive federal funding and specific examples of those partnerships include the following:

Court Advocacy

The DHHS/DCFS coordinates with the U.S. Department of Health and Human Services/Children's Bureau and the Administrative Office of the Court (AOC). Federal funding received by the AOC for the CIP encompasses a myriad of activities at the state and local level with the primary purpose to assess and improve court processes related to child abuse and neglect and to ensure improved safety, permanence, and well-being for children. Nevada's Court Improvement Program emphasizes and supports children's right to protection from abuse and neglect. This partnership and coordination enable the court and child welfare agencies involved in the child welfare system to develop systemic, statewide changes to significantly improve the handling of child welfare cases while ensuring compliance with state and federal laws regarding child dependency and child welfare matters.

Foster Care Placement

The DHHS/DCFS coordinates placement services with the U.S Department of the Interior/Bureau of Indian Affairs (BIA) and other tribal entities in Nevada. The Bureau of Indian Affairs (BIA) has social workers who work in partnership with the State regarding issues with Nevada Tribes. A representative from the BIA participates in bi-monthly statewide meetings with DCFS for coordination of services.

Advocacy Assistance

The U.S. Department of Justice (DOJ) has supported Court Appointed Special Advocates CASA advocacy since 1985 through its Office of Juvenile Justice and Delinquency Prevention (OJJDP). A CASA worker is a resource for all children placed out of home with a referral from the DCFS services worker, and approval by the courts, in all jurisdictions. Through this collaboration the statewide CASA program serves children and youth in foster care.

Child Support Assistance

The U.S. Office of Child Support Enforcement Program (OCSE) was established in 1975 as Title IV, Part D of the Social Security Act. The program is a federal, state and local intergovernmental collaboration functioning in Nevada. The program goals are to ensure children have the financial and medical support of both their parents; to foster responsible behavior towards children; and to emphasize children need to have both parents involved in their lives. DCFS coordinates services child welfare workers assist families through the paternity and child support process by referral to the child support office to secure needed funds for children. All three of the jurisdictions have various child support offices throughout their areas to assist clients close to home.

Financial Assistance

Through collaboration with the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Family Assistance the Nevada Department of Health and Human Services/Division of Welfare and Supportive Services Assistance administers The Temporary Assistance for Needy Families (TANF). TANF is designed to provide Temporary Assistance for Needy Families to care for dependent children in their own homes or in the homes of relative caregivers. provides cash payments for children only. This is a cash payment provided to meet an out of home child's basic needs such as food, clothing, shelter, transportation, and other supportive services. Additionally, this is offered to relatives caring for relative children and without a time limit on how long this money can be collected to support their relative children. Kinship Care is TANF monies that are provided when relative caregivers meet the eligibility requirements. DCFS informs relatives of the Kinship Care program, requirements, and assist in the application process. Kinship Care payments are provided to relatives that meet the criteria of being over the age of 62 years, be a non-parent, non-needy relative caregiver, be caring for and residing with a child who is related by blood, adoption or marriage for at least six (6) months, file for and obtain Nevada court approval of legal guardianship, comply with court-imposed requirements, along with the relative must have any combined income below 275% federal poverty level. The children must meet the eligibility requirements for TANF. DCFS coordinates with the federal Social Security Administration regarding benefits for a child under the placement and care of DCFS in all jurisdictions who may benefit from the Social Security Act (SSA) or Supplementary Security Income (SSI).

Educational Support

In the Legislative Act of AB-491, the State of Nevada has partnered and collaborates with the Department of Education and local education agencies to keep foster youth, or children placed out of home, in the same school district from which they were removed. Memorandums of Understanding between Local Education Agencies and the child welfare agencies by which the Local Education Agencies pay half of the cost of transportation and the child welfare agency pays half of the transportation costs out of Title IV-E funds or another funding source. This allows children placed out of their home to remain in the same school district and retain those important connections.

Additionally, in collaboration with the Department of Education, referrals are provided to Nevada Early Intervention Services (NEIS) to provide services to children from birth to age 3 for a free evaluation and services if the family qualifies. To ease transportation issues for families, these services are provided to the child in their day time natural environment. For children over the age of three years, referrals are made to the school district of residence to provide Early On services to those that qualify for services.

Housing Assistance

In coordination with Nevada Housing Division (NHD), which is partially funded by the U.S. Department of Housing and Urban Develop (HUD), DCFS informs clients of child welfare to the Housing Division for their multiple programs. NHD, a division of the Department for Business and Industry, was created by the Nevada Legislature in 1975 when it was recognized a shortage of safe decent, and sanitary housing existed throughout the State for persons and families of low- and moderate income. NHD offers a housing locator in response to Nevada Statute, NRS 319.143, which requires the Division create and maintain a state-wide low-income housing database. The Nevada Housing Division provides a comprehensive on-line locator list of affordable housing options at <http://nvhousingsearch.org/> or by calling 1-877-428-8844. They also offer emergency solutions through grants such as rapid rehousing and homeless prevention, weatherization assistance for child welfare families who have need in this area, as well as multiple homebuyer programs for child welfare families who qualify.

Medical Assistance

The State of Nevada Health and Human Services/ Division of Health Care Financing and Policy coordinates with the U.S. Department of Health and Human Services as it relates to provision of Medicaid for Children and Families served by child welfare. DCFS coordinates eligibility with the Nevada Division of Public and Behavioral Health (DPBH). This allows the Division of Child and Family Services to administrator a federally approved acute care Medicaid system for children placed in an out of home placed under the legal care and custody of the DCFS. This ensures that all foster children secure their initial medicals, dentals, and vision care as well as ongoing and needed medical care. Under this title XIX umbrella of Medicaid there are many additional services provided to not only foster children but also to the parents as well to ensure their health care and mental health needs are being met. Parents can maintain their Medicaid for six months after removal provided the goal of removed children remains reunification. The parents provide their case service plan to their Medicaid worker so there is coordination of services for the parents. These are some of the services offered through the DPBH:

- o Adolescent Health -Personal Responsibility Education Program
- o Adult Viral Hepatitis Prevention and Control
- o Child and Youth with Special Health Care Needs
- o Comprehensive Cancer
- o Diabetes
- o Early Hearing Detection and Intervention
- o Heart and Stroke Prevention and Control
- o HIV/AIDS Prevention and Surveillance Program
- o Mammography
- o School Health
- o Vaccine for Children Program
- o Women's Health Connection and
- o Worksite Wellness

Mental Health

The Mobile Crisis Response Team (MCRT) funded in part by Medicaid, was created to provide crisis intervention and support to Nevada families dealing with a behavioral or mental health crisis. MCRT supports youth and families of youth

under the age of 18 showing signs of behavioral or mental health issues that pose a threat to the child's stability within their home, school or community, including but not limited to:

- o Anger
- o Self-Injury
- o School Problems
- o Suicidal or homicidal thoughts or behavior
- o Extreme parent/child conflict
- o Peer conflict such as bullying
- o Seeing or hearing things
- o Depression/Anxiety

Adoption Resources

The State of Nevada partners with Adoption Exchange, which is an affiliate of AdoptUSKids, which is made possible by a grant from the Children's Bureau. The Nevada Office of The Adoption Exchange is dedicated to helping waiting Nevada children. Additionally, they offer assistance to adoptive families by providing resource information, referrals, support, advocacy, and education. The Adoption Exchange is in all three of Nevada's jurisdictions.

Daycare Assistance to Foster Families and Relative Caregivers

DCFS partners with the Division of Welfare and Supportive Services as the designated lead agency to administer the Child Care and Development Fund (CCDF). The State Office of Early Care and Education is an umbrella agency for programs funded through the federal Child Care Development Block Grants. This provides daycare assistance for foster parents and relative caregivers with children placed with them provided they are working out of the home. To ease the application process for the caregivers, the main requirement is a letter from DCFS placing the child(ren) in the home at initial enrollment. The Department of Agriculture also provides a Child Food Program (CACFP) to assist in meeting the nutritional needs of child welfare families in daycare and school programs.

Domestic Violence Support

Funded under the federal Violence Against Women Act (VAWA) Nevada receives two different types of grants to assist in domestic violence matters, the Prosecutors Violence Against Women Formula Grant Program (STOP) and the Sexual Assault Services Provider Program (SASP). STOP will provide funds to Indian Tribal governments, units of local government, and nonprofit, nongovernmental victim services programs, including those of faith-based and community organizations. This grant requires that activities meet specific federal and state objectives, generally summarized as furthering the development and implementation of effective, victim-centered initiatives and responses, and advocacy programs. These are designed to increase the effectiveness and efficiency for the delivery of services for VAWA-eligible crimes. STOP does require that services to similarly situated male victims in need be provided for under this program. SASP is authorized under the Violence Against Women Act and is the primary funding stream dedicated to the provision of direct intervention and related assistance for victims of sexual assault. The purpose of the SASP Formula Program is to assist states and territories in providing "intervention, advocacy, accompaniment, support services, and related assistance for adult, youth, and child victims of sexual assault, family and household members of such victims, and those collaterally affected by the victimization, except for the perpetrator of such victimization." All three jurisdictions receive this funding with DCFS workers referring to DV services as needed.

Independent Living Support

The DCFS coordinates with the Department of Health and Family Services/the Children's Bureau as it relates to utilization of federal Chafee (CFCIP) funds in Nevada for Independent Living Foster Youth. The required match to CFCIP funds is paid in Nevada out of our Fund to Assist Former Foster Youth (FAFFY) funds. These are state funds collected from marriage licenses. The state of Nevada sub-grants out of CFCIP to provide independent living services and services to aged-out foster youth:

- Clark County Department of Family Services (who subcontracts to an organization called Step Up to serve youth in Clark County).
- Washoe County Human Services Agency (who subcontracts to the Children's Cabinet)
 - o Children's Cabinet – Provides the ETV program on behalf of the entire state of NV
 - o Children's Cabinet – To provide contracted case management and IL services for youth 16+ with an APPLA-permanency plan in the jurisdiction of Washoe County, and IL service provision to all dual-adjudicated youth in the juvenile justice system.

- Fallon Paiute Shoshone Tribe – Provides IL services on behalf of every ICWA designated youth in any federally recognized tribe in Nevada.
- Ron Wood Family Resource Center – Provides IL services for DCFS-Rural in the following counties: Carson City, Douglas, Churchill, Lyon, Lander, Pershing, Humboldt, Elko, Eureka.
- Nevada Outreach and Training Organization – Provides IL services for DCFS-Rural in the following counties: Pahrump, Nye, Esmeralda, Lincoln and White Pine.

Nutritional Assistance

The Nevada Department of Health and Human Services/Division of Public and Behavioral Health coordinates funding through grants for the supplemental nutrition program that services income eligible pregnant, postpartum and breastfeeding women, infants, and children (WIC) up to age five who are at nutritional risk. WIC is available throughout the State. WIC also provides nutritional education, breastfeeding support, community referrals, and health screenings including immunizations. WIC is available to families with in home services as well as for foster children in their foster home placement.

In another addition to the partnership with the Department of Education as well as the Department of Agriculture, all foster youth, or youth placed out of home meet the federal requirements of free breakfast (SBP) and lunches (NSLP) while in school, and free food programming in the summer months (SFSP) school is not in session. The National School Lunch Program provides nutritious lunches and the opportunity to practice skills learned in classroom nutrition education, as well as free School Breakfast Programs to promote active learning and after school snacks to support nutritional needs.

Food commodity programs, funded by the Department of Agriculture, are provided to the State of Nevada to assist DCFS child welfare clients with nutritional needs. This information is provided by DCFS to child welfare clients and families to meet their nutritional needs. By law, the United States Department of Agriculture's Food and Nutrition Service acquires agricultural commodities through price support programs, surplus removal, and direct purchases from domestic markets. These commodities are distributed through the USDA, Food Distribution Program to improve the nutritional status of children and adults and to assist and strengthen the American Agricultural market. In Nevada, the Food Distribution Program (FDP) is administered by the Department of Agriculture, Food and Nutrition Division. The Nevada FDP provides administrative support, storage and transportation for the distribution of commodity foods to recipient agencies and programs. The Nevada FDP administers the commodity assistance programs according to USDA regulations and state policies with recipients meeting state and federal guidelines.

- The Emergency Food Assistance Program (TEFAP) provides non-profit distribution sites with commodities for distribution to low-income families. Recipients must meet state and federal guidelines.
- Food Distribution Program on Indian Reservation (FDPIR) provides commodity foods to low-income and elderly households and is an alternative to the Food Stamp Program due if a household does not have transportation or easy access to food stores.
- The purpose of the Nevada Supplemental Nutrition Assistance Program (SNAP) is to provide the means to increase food purchasing power to raise the nutritional level among low-income households. The program is often the first line of defense against hunger for many Nevada families.
- The purpose of the Farmers Market Promotion Program (FMPP) is to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of, domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities of which DCFS can purchase with their SNAP benefits.
- SNAP benefits are available to income eligible DCFS families that meet the federal and state requirements to assist in meeting the family's nutritional needs.

Parenting Education

In coordination with the U.S. Department of Health and Human Services Nevada receives the Community Based Child Abuse Prevention (CBCAP) funds which are utilized to provide parenting education to families that would benefit from this education. Parenting education is provided by a variety of organizations throughout the state to meet the needs of the parents.

- o Advocates to End Domestic Violence
- o Nevada Institute for Children's Research and Policy
- o Boys and Girls Club of Truckee Meadows
- o Boys Town Nevada
- o The Children's Cabinet, Inc.

- o East Valley Family Services
- o Family Resource Centers of Northeastern Nevada
- o Family to Family Connection -ISD9
- o The Rape Crisis Center – Child Assault Prevention
- o Ron Wood Family Resource Center
- o The Salvations Army Clark County
- o Saint Rose Dominican Hospital
- o Washoe County School District Family Resource Center

Transition to Stability and Self-Sufficiency

Additionally, coordination of the Community Services Block Grant (CSBG) with the U.S. Department of Health and Human Services allows Nevada to provide of range of social services to Nevada’s low-income population throughout each jurisdiction. Programs, services, and basic needs are met for each family that income qualifies. Services range from car seats, pack n plays, mentoring, clothing, backpacks for school age children, and Angel Tree Christmas gifts for Children. Clients are informed of and provided referrals to the Nevada Community Action Network as needed.

General Information

Nevada 211 – The Fund for Healthy Nevada provided funds, in 2017, for administrative resources and to develop a strategic plan which includes activities to diversify funding. Nevada 211 is available in all jurisdictions and provides information and connects citizens to recourses’ they may need for their families.

In summary, the Nevada Department of Health and Human Services/Division of Child and Family Services partners to ensure that the state’s services under the CFSP are coordinated with services and benefits of other federal or federally assisted program serving the same population.

Juvenile Justice

Nevada continues to have an on-going collaborative partnership with Juvenile Justice Services in efforts to serve cross-over youth. Cross-over youth are under the jurisdiction of the dependency (child welfare) system, placed in out-of-home care, and who come to the attention of the juvenile justice system. Juvenile Justice Staff must ensure these youth receive the same services and benefits. Positive strides have been taken with respect to the SACWIS system and the regulations set forth by AFCARS and the NYTD Independent Living Programs for all dually served youth.

Systemic Factor G: Foster and Adoptive Home Licensing, Approval and Recruitment

Item 33: Standards applied equally Requirements:

Requirements:

The Division of Child and Family Services monitors compliance with rural foster home licensing regulations of foster homes through, at minimum, the annual licensing home inspection. In addition, compliance may be verified statewide though a variety of other means; single agency audits, federal reviews, state CFSR reviews and through the child welfare agency caseworker’s monthly foster home visits, home inspections, license renewal and investigations of complaints or concerns relating to the operation of foster homes. Complaints that involve the health or safety of a child are investigated immediately. All other complaints are investigated within 10 working days.

The last Nevada Title IV-E Foster Care Eligibility Review was conducted by ACF in April 2017. The Children’s Bureau reviewed 80 foster care cases. Of those cases, two had ineligible findings; one for child being placed in a non-licensed placement for which the state claimed one (1) day of maintenance costs and the other for a waiver of licensing requirements by a non-relative provider. The report did not identify the reason for the waiver. No other concerns were identified in the IV-E Foster Care Eligibility Report for these 80 cases regarding foster care placements.

In November 2018, DCFS established a statewide FFPSA Core Team with representatives from all three child welfare agencies to identify prerequisites needed to implement FFPSA in Nevada. Four subgroups were identified to research the implications of FFPSA implementation and establish initial action plans. Out of this Core Team, the FFPSA Foster Care Placement Subgroup was convened to determine actions needed by each child welfare jurisdiction to meet the requirements of the FFPSA regarding foster care placements in Nevada. Early topics identified by this subgroup included foster family homes, child care institutions (CCI), specialized CCIs, child placement with parents in substance abuse treatment, national foster care model standards and use of foster care licensing waivers. As of May 2019, Nevada received initial, face-to-face National TA to assist Nevada in developing and implementing a working action plan.

Currently, the *Placement Subgroup* is awaiting more detailed direction in our working action plan before taking additional actions. A more immediate area of concern for this subgroup is to submit our recently revised NAC 424-Foster Homes for Children regulations to the Nevada Legislative Counsel Bureau (LCB) in July 2019 for potential enactment by October 2019. This is the earliest Nevada can submit the NAC 424 to meet the FFPSA foster care standards identified within the National Model Foster Family Home Licensing Standards. Nevada statute only allows for submission of new or revised permanent regulations to LCB only in July of an odd-numbered year and concluding at the end of June of the next even-numbered year. July 2019 is Nevada's first opportunity to submit revised regulations to LCB since the initial release of the National Model Foster Family Home Licensing Standards on August 1, 2018 through the federal solicitation of comments through publication in the Federal Register.

This item was determined to be an area needing improvement during the 2018 CFSR. At the time of evaluation Nevada's child welfare agencies were not systematically tracking the specific reasons for using waivers of licensing standards for foster homes, especially for non-relative foster homes licensed through the use of a waiver. Currently, all three child welfare agencies use waivers, primarily for relative foster homes. Waivers in Nevada must receive prior approval by the DCFS Administrator to be valid, regardless of child welfare jurisdiction. Waivers are used to waive foster care licensing standards within NAC 424 – *Foster Homes for Children*. Prior to a child welfare agency submitting a waiver for approval to the DCFS Administrator, the child welfare agency's administration will consider whether the use of a waiver supports the safety, wellbeing and best interests of the child and include the necessary information to demonstrate this within the waiver submission. Over the past few years, Nevada's child welfare agencies have significantly reduced their use of waivers. Waivers are now primarily used for relative foster homes to waive standards when it is deemed there are no identified safety concerns. If a child welfare agency believes the use of a waiver for a non-relative foster home meets the best interests of a child, the child welfare agency also understands the use of a waiver disqualifies the foster home from federal reimbursement through IV-E maintenance costs. Additionally, all child welfare jurisdictions are aware that only relative non-safety related waivers are IV-E eligible and can eligible to receive federal reimbursement for maintenance costs.

Waivers are determined on an individual basis due to the specific circumstance being waived as to whether it is considered a non-safety waiver or not. Currently, Nevada does not have a specific list of what can be waived as a non-safety waiver. The information submitted with the waiver will determine whether the waiver is considered non-safety related or not.

Statewide Data (FFY 2019):

Statewide licensing data obtained through the Nevada SACWIS for Jun. 1, 2018 - May 31, 2019 indicates that **7.1%** out of **693** foster homes were approved statewide with a waiver of licensing standards. Of the **49** waivers for this review period, **30** were for relative foster homes. Nevada's data reporting system is currently unable to collect information on the specific types of licensing standard exception for the approved waivers for non-relative foster homes.

- Clark had a total of 30 waivers for FFY19; 9 non-relative and 21 relative homes.
- Washoe had a total of 18 waivers for FFY19; 10 non-relative and 8 relative homes.
- DCFS Rural Region had a total of 1 waiver for FFY19; a relative home.

Nevada currently defines fictive kin as non-relative caregiver

Nevada Division of Public and Behavioral Health (DPBH) Child Care Institution - Licensing Waiver Report

There are three (3) child care institutions throughout Nevada used by child welfare agencies to provide temporary housing either for shelter care or treatment care for children within the foster care system. These specific CCI institutions are licensed through the State of Nevada Division of Public and Behavioral Health (DPBH) Child Care Licensing, which is a State Division separate and external to Nevada child welfare. DPBH licenses and oversees child care, which includes these three child care institutions. These three institutions were issued standard licenses with no exceptions or waivers.

2020-2024 CFSP Standards Applied Equally

Until recently, Nevada's child welfare agencies were not systematically tracking the specific reasons for using waivers of licensing standards for foster homes, especially for non-relative foster homes licensed through the use of a waiver. Issuing a waiver to license a foster home in Nevada is now a broader process that requires multiple levels of oversight, through the local child welfare's management and administration as well as through DCFS Administration. For a waiver to be issued, it requires the initial approval through the licensing worker's supervisor, who then moves it up the chain of command to the child welfare agency's director, who then submits it for final approval or denial by the DCFS Administrator. At any level within the chain of command, the waiver can be denied, which would stop the process. This process supports that prior to a waiver being ultimately approved or denied by the DCFS Administrator, it has been viewed, discussed and agreed to by the chain of command within the child welfare agency.

GOAL: Over the next five years, DCFS will facilitate a quarterly workgroup with Foster Care Licensing management representation from DCFS Rural Region, CCDFS and WCHSA. This workgroup will determine statewide procedures and forms to support the consistent use of non-safety related waivers across Nevada's three child welfare agencies. The workgroup will establish a DCFS FPO statewide tracking system to easily identify the number and types of waivers approved, reporting of circumstance resolving the need for a waiver and updating regulations as required by law and/or practice changes.

Item 34: Requirements for criminal background checks

Requirements

NRS 424.031 states that the licensing authority shall obtain background and personal history for each applicant applying for a foster care license and all prospective employees of that applicant and residents of the foster home who are age 18 years of age or older, other than a resident (age 18 up to age 21) who remains under the jurisdiction of a court pursuant to NRS 432B.594, to determine whether the person investigated has been arrested for or convicted of any crime. Full fingerprint criminal background checks must also occur at least every five years after the initial investigation. NRS 424.039 states that the licensing authority is authorized to conduct preliminary Federal Bureau of Investigations name-based background checks on adult residents of foster homes in which a child will be placed in an emergency. The person investigated is to supply fingerprints for further investigation.

NAC 424.680 deals with criminal history verification for anyone employed as staff or a director of a group treatment home or anyone applying to be a foster parent. Nevada law requires child welfare agencies to ensure that criminal history investigations are conducted pursuant to requirements under NAC 424 and NAC 127. In addition, the state has approved policy 0515.0 Child Abuse and Neglect (CANS) and NCID Requirements for Prospective Foster and Adoptive Parents in response to the Adam Walsh Act of 2006 and sets forth procedures for conducting and responding to CANS checks; conducting and establishing statewide standards for authorizing placement of children with caregivers who have undergone an NCID and CANS check. No foster home or adoption applicant is issued a foster home license until all criminal background checks have been completed.

This item was rated a strength during the 2018 CFSR. Nevada complies with federal and state law regarding criminal and CANS background checks for all licensed and/or unlicensed foster caregivers.

Statewide Data:

- In April 2017, ACF conducted a statewide Title IV-E eligibility review of Nevada’s foster care system. ACF reviewed 80 foster care cases. Of these 80 cases there were no error findings regarding foster caregiver criminal background checks.
- DCFS compliance reviews were conducted based upon the quarterly review of criminal background check results being entered into the SACWIS system prior to the date of licensure. Quarters were divided to maintain 12 months of data for this report (Quarter 1 starts Oct. 1, 2016, and Quarter 4 ends Sept. 30, 2017). The process for foster and adoptive home licensure has a single process, therefore statistic for each category cannot be broken out separately, pre-adoptive homes are tracked as foster homes.
- In the 2018 Federal CFSR for Item 34-Required Criminal Background Checks, Nevada was rated as a Strength.

Percentage in compliance and count of reviews: Jun 1, 2018 - May 31, 2019

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual
Clark	88%* (N=8)	88%** (N=8)	100% (N=9)	100% (N=9)	94% (N=35)
Washoe	100% (N=4)	100% (N=4)	100% (N=5)	100% (N=5)	100% (N=18)
Rural	100% (N=4)	100% (N=4)	100% (N=5)	100% (N=5)	100% (N=18)
Statewide	100% (N=16)	100% (N=16)	95% (N=20)	100% (N=19)	97% (N=71)

Note: Sampling methodology provided below.

*License effective on 7/10/2018, background check cleared on 3/22/2019

**License effective on 10/1/2018, background check cleared on 10/24/2018

Foster Home Case/Safety Plans: Nevada does not utilize safety or case plans to address safety concerns identified in foster homes. When an applicant for a foster license is determined to have safety issues in their home that would place a child at risk, Nevada’s child welfare agencies will not issue a license for that home. When a safety concern is identified after a home is licensed to provide foster care, the licensing authority will address this directly with the foster/adoptive caregiver to determine a solution and provide them an opportunity in a time limited, corrective action plan to resolve the issue(s). If a child’s safety is at eminent risk, the child will be removed until such time that the child safety is assured.

Sampling and Data Collection for Systemic Factor #34: requirements for criminal background checks

General Sampling Parameters: On a quarterly basis, 10% of newly licensed foster homes licensed during the quarter under review will be reviewed for compliance with the requirement for criminal background checks as part of the foster home licensing process. Note: due to variations in the number of newly licensed foster homes per quarter, the number of new homes reviewed will vary from quarter to quarter. No fewer than 10 and no greater than 20 newly licensed foster homes per quarter will be reviewed. The ratio of cases reviewed will be 50% Clark County, 25% Washoe County, and 25% DCFS Rural Region. This ratio was chosen as it reflects the same ratio of QICR cases reviewed annually in the state’s QICR review process.

Sampling Timetable: Data was collected from UNITY for the period of Oct. 1, 2016 to Sept. 30, 2017 to provide four equal periods for comparison for this review. The first quarter included Oct 1, 2016 through Dec. 31, 2016; quarter 2 included

Jan. 1, 2017 through March 30, 2017; quarter 3 included Apr. 1, 2017 through June 30, 2017; and, quarter 4 included July 1, 2017 through Sept. 30, 2017.

Sampling Process: Data was pulled from UNITY for the period under review outlined above for each jurisdiction. Random numbers were applied to the results and these were ranked according to randomization. The final step was to select a 10% state wide sample, with 50% of that sample represented by Clark County, 25% represented by Washoe County, and 25% represented by DCFS Rural Region. Statewide annual and quarterly figures for newly licensed foster homes were reported.

Data Collection: The following aggregate data elements were collected from the three jurisdictions for each newly licensed home identified in the sample:

- Date the completed foster home application was received by the licensing agency
- Date the criminal records check was submitted
- Date the agency received back clearance results
- Effective date of the license

Compliance with the standard in this instance will be date of agency receipt of clearing occurring prior to or on the same day as the effective date of the license. Percentage (and number) of cases compliant with the standard will be reported by jurisdiction and statewide, reporting quarterly and annual totals. This data will be reported quarterly and annually, by jurisdiction and statewide.

2020-2024 CFSP Criminal Background Checks

In the recent Nevada Statewide Assessment, it was determined that this area was rated a strength for Nevada. All three child welfare agencies believe it is of the utmost importance for the safety of children to complete the criminal background checks prior to licensure.

GOAL: During SFY2019, Clark County had two licenses issued prior to receiving full clearance. DCFS will follow up on the reasons this occurred and how this can be resolved for the future. DCFS, over the next five years, will facilitate a quarterly workgroup with Foster Care Licensing management representation from DCFS Rural Region, CCDFS and WCHSA. This workgroup will discuss issue that arise during the criminal background clearance and solutions to ensure licensure does not occur until receiving clearance.

Item 35: Diligent recruitment of foster and adoptive homes

Requirements:

The Multi-Ethnic Placement Act of 1994 (P.L. 103-382) was amended in 1997 by the Removal of Barriers to Interethnic Adoption (P.L. 104-188) which requires diligent recruitment of Foster and Adoptive Homes. This act established a new Title IV-E state plan requirement that prohibits states or private agencies that receive federal funds from delaying placement on the basis of race, color, or national origin of the child or the foster or adoptive parent. NRS 127.010-NRS 127.1895 governs the adoption of children. NRS 424.010-424.220 governs the licensing of foster homes.

In Nevada, the diligent recruitment of foster and adoptive homes falls to each of the three child welfare agencies. Each agency has a very different geographical and demographic area. Therefore, each agency's efforts and activities for diligent recruitment will differ due to the different needs within each community that is served by the specific agency.

NEVADA SUMMARY:

CCDFS: Based on SACWIS and AFCARS data, we are actively involved in the Hispanic Community and African American communities through churches and community resources. When AFCARS analysis reports a higher population of children in care of a particular race or ethnicity our agency adjusts general and targeted recruitment strategies to increase in the recruitment efforts of foster parents within those demographics. The recruitment efforts may also include targeting family stability, placement of siblings, placement of children 0-6 years of age, and the need for family home based placements. The recruitment plan is a living document and is updated based on the population of needs.

WCHSA: The annual analysis of the AFCARS data shows over the last several years that the ethnic and racial diversity of foster parents in Washoe County accurately reflects the ethnic and racial diversity in children placed in Foster Care. Therefore, recruitment efforts have been focused on specific school zones with high rates of removal to help ensure children can be maintained in their school of origin. The Have a Heart campaign is the foundation of our recruitment efforts and has been used successfully as an aspect of targeted recruitment around homes in specific school zones. The child specific adoption recruitment program is a permanent aspect of the unit’s duties matching children at a higher rate than in the past.

DCFS Rural Region: The licensing recruiter receives monthly reports from SACWIS (UNITY) that have been compiled by the Quality Assurance Unit that reflect the race and ethnicity of children in custody, as well as, the age-range of children removed, in addition to AFCARS. Diligent recruitment is often based upon targeting the specific zip codes and schools where children have been removed to keep them within their communities. The Rural Region utilizes The Forgotten Initiative Nevada (TFI) to make personal contact with many churches within the Rural Region as well community events picked to reach the greatest number of people within a community. Efforts are also made by the DCFS recruiter to engage other religious entities and ethnic communities within the Rural Region. The Rural Region targets homes within the communities we serve and utilizes the data available to target other ethnicities through radio ads, billboards and targeted community events but it is still a struggle finding homes that are open to fostering.

Statewide Data:

Foster Population Race/Ethnicity - Statewide							
5/31/2019 - Moment in Time							
Statewide	American Indian	Asian	Black	NHPI*	White	Hispanic	Unknown Race/Ethnicity
Foster Youth	1.9% 88	1.7% 77	31.9% 1,470	1.2% 56	39.1% 1,803	23.5% 1,086	0.7% 33
Foster Parents	0.8% 48	2.9% 165	21.1% 1,199	3.4% 192	48.5% 2,754	21.9% 1,244	1.3% 74

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Foster Population Racial and Ethnic Makeup by Jurisdiction

5/31/2019 - Moment in Time

Clark County	American Indian	Asian	Black	NHPI*	White	Hispanic	Unknown Race/Ethnicity
Foster Youth	1.1% 38	2.1% 72	39.2% 1,353	1.2% 43	31.9% 1,100	23.6% 815	0.8% 29
Foster Parents	0.6% 24	3.7% 150	28.0% 1,148	2.4% 100	42.1% 1,727	22.0% 903	1.3% 53
Washoe County	American Indian	Asian	Black	NHPI*	White	Hispanic	Unknown Race/Ethnicity
Foster Youth	3.2% 25	0.3% 2	11.9% 92	1.6% 12	53.6% 413	28.8% 222	0.5% 4
Foster Parents	1.2% 13	1.2% 13	3.1% 33	8.6% 92	57.4% 612	26.9% 287	1.5% 16
Rural Counties	American Indian	Asian	Black	NHPI*	White	Hispanic	Unknown Race/Ethnicity
Foster Youth	6.4% 25	0.8% 3	6.4% 25	0.3% 1	73.8% 290	12.5% 49	0.0% 0
Foster Parents	2.2% 11	0.4% 2	3.6% 18	0.0% 0	82.2% 415	10.7% 54	1.0% 5

*NHPI - Native Hawaiian or other Pacific Islander

Explanation of methodology: Although youth and parents may be multiracial/multiethnic, they are only counted once per table using methodology provided by the DHHS State Biostatistician based on guidance from the National Center for Health Statistics. Additionally, all race/ethnicities in the tables other than Hispanic are Non-Hispanic.

Racial and ethnic information is both collected by DCFS from AFCARS and through responses by the three child welfare agencies; Clark County Department of Family Services (CCDFS), Washoe County Human Services Agency (WCHSA), Division of Child and Family Services (DCFS).

Overall, there has been a lack of unified efforts in statewide recruitment strategies and/or data sharing outreach to the jurisdictions from the state level. Currently, each jurisdiction has developed their own separate recruitment plan, frequently basing it on targeting, or mapping out, zip codes. Additionally, there is a lack of actual data collection to determine which recruitment goals and strategies are being successful and which are not, making it difficult to provide accurate analysis of effective strategies being employed within each individual jurisdiction's recruitment plan.

Additionally, stakeholders have identified that while recruitment is ongoing at the local level, retention efforts still appear lacking and problematic. When asked about retention, many stakeholders cited high caseloads of the caseworkers, feeling intimidated by all the requirements to become licensed, and struggles with understanding and supporting child reunification efforts.

2020-2024 CFSP Diligent Recruitment Efforts

During the recent statewide assessment, this area was determined to be an area needing improvement based upon a lack of consistency between the jurisdictions in assessing the demographic data of its resource families or quantifiable data to determine if this data is consistently occurring within all jurisdictions as well as not clearly identifying outcomes linked to efforts to determine what works and what doesn't.

Each jurisdiction has had an individual plan for their respective area and have functioned independently without clear measurable outcomes.

Goal: Over the next five years, DCFS will facilitate a quarterly workgroup with Foster Care Licensing and Recruitment management representation from DCFS Rural Region, CCDFS and WCHSA. This workgroup will discuss the various efforts being made in each jurisdiction, identified outcomes and any newly discovered trends or patterns. Recruitment and retention will be standard topics of discussion along with changing and/or differing demographics and how to work more collaboratively statewide in our recruitment efforts.

Item 36: State use of cross-jurisdictional resources for permanent placements

Requirements:

The State follows the federal requirements in accordance with P.L. 109-239, P.L. 109-248, 42 U.S.C. 670-679(b), the statutory requirements captured in NRS 127.330, NRS 432B.435, NRS 424.033 and the regulatory requirements in NAC 127.235. In addition to federal and state laws, the State’s Interstate Compact for the Placement of Children (ICPC) Central Office also has a Safety Assessment and Family Evaluation (SAFE) policy, which serves as the primary means of evaluating and assessing the appropriateness of potential family foster care and licensed relative and adoptive families.

This item was determined to be an area needing improvement during the 2018 CFSR. In the statewide assessment, Nevada reported a low percentage of home studies from other states completed within the required 60 days. The state identified a lack of cooperation/compliance by the prospective caregivers and delays in processing criminal background checks as barriers to completing home studies timely. Nevada does not maintain data regarding ICPC requests for placement in other jurisdictions within the state. Stakeholders said that ICPC requests are kept open longer than 60 days, with delays commonly attributed to the resistance or ambivalence of the prospective placement home.

Statewide Data

Incoming and Outgoing Referrals. (SFY 2019 YTD includes July 1, 2018 through April 30, 2019)

Total Statewide Annual Incoming Referrals SFY 19 YTD	Total Statewide Annual Outgoing Referrals SFY 19 YTD	Total Statewide Approved Incoming Home Studies SFY 19 YTD	Total Statewide Approved Outgoing Home Studies SFY 19 YTD
496	779	330	694

The Table above provides placement numbers, both incoming and outgoing, which have remained consistent over the years. The below numbers reflect incoming and outgoing referrals as well as home studies for the year to date and are taken from the NEICE system. More than one study may be conducted for the same case

Incoming Referrals Approved. (SFY 2019 YTD includes July 1, 2018 through April 30, 2019.)

Total Statewide Incoming Home Study Referrals SFY 19 YTD	Total Number of Incoming Home Studies Completed in 60 Days	Statewide Completion percentage in 60 Days
437	257	58.8%

The Table above illustrates that during SFY 2019 from July 1, 2018 until April 30, 2019 there were a total of 437 Home Study Request from other states, and 257 of these Home Studies were completed within 60 days. The percentage figure above is based on 257 studies completed within 60 days out of 437 total incoming home study referrals for the period of June 1, 2018—April 30, 2019.

Total Children Processed. (SFY 2019 YTD includes July 1, 2018 through April 30, 2019)

Total Statewide Incoming Children Processed SFY 19 YTD	Total Statewide Outgoing Children Processed SFY 19 YTD	Total Children Processed SFY 19 YTD
496	779	1275

CFSP 2020-2024 Plan

Nevada reported a low percentage of home studies from other states completed within the required 60 days.

Nevada ICPC has implemented and will continue to track requested home studies both in-state and out-of-state by utilizing the NEICE system for those home studies nearing the 60-day time frame. The system generates a notification that the home study is due in 10 days. An email is generated by NV ICPC to request a final report or minimally a preliminary report stating the items that are missing thus meeting the 60-day time frame.

The state identified a lack of cooperation/compliance by the prospective caregivers and delays in processing criminal background checks as barriers to completing home studies timely.

Background clearances are not holding up the clearance process as much as a delay in providers moving forward with the fingerprinting. NV ICPC has begun and will continue statewide training for all staff regarding the home study process and the need to let families know the quicker they respond to the home study, the faster the process moves. Nevada's Deputy Compact Administrator (DCA) also partnered with the QPI initiative to conduct a nation training for ICPC partners and other interested parties. This training covered the home study process, the regulations and the most common issues with meeting time frames. This again will help families and workers understand the process and hopefully provide a quicker turn around with home study completion. The training was recorded and is available on the QPI website which can be used as an ongoing training tool for staff.

Nevada does not maintain data regarding ICPC requests for placement in other jurisdictions within the state.

Intra-state placements are completed without the assistance of the ICPC unit. They are requested worker to worker and jurisdiction to jurisdiction. NV ICPC will meet with partners to implement a way to monitor and track intrastate request. This may require and update to our UNITY system as well as meetings with the state and county jurisdictions.

As the NEICE system continues to on-board additional states, the time it takes to process cases will be reduced significantly. At this time 30 of the 52 jurisdictions have become active on NEICE. Nevada ICPC will continue to be active in consistently improving our program and in the training of staff as well as educating the public on the ICPC process.

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APPENDICES

APPENDIX A: Glossary of Acronyms

AAICPC	Association of Administrators of the Interstate Compact on the Placement of Children
AB	Assembly Bill
AFCARS	Adoption Foster Care Analysis and Reporting System
AI	Adoption Incentive
AIP	Agency Improvement Plan
APHSA	American Public Human Services Association
APPLA	Another Planned Permanent Living Arrangement
APSR	Annual Progress & Service Report
ASFA	Adoption and Safe Families Act
ASPR	Annual Services Progress Report
CANS	Child Abuse and Neglect
CAPTA	Child Abuse Prevention and Treatment Act
CASA	Court Appointed Special Advocate
CBCS	Capacity Building Center for States
CBCAP	Community Based Child Abuse Prevention
CCDFS	Clark County Department of Family Services
CCFAPA	Clark County Foster and Adoptive Parent Association
CFCIP	Chafee Foster Care Independence Program
CFSP	Child and Family Service Plan
CFSR	Child and Family Services Review
CFT	Child and Family Team
CIP	Court Improvement Project
CJ	Court Jurisdiction
CJA	Children's Justice Act
CPS	Child Protective Services
CQI	Continuous Quality Improvement
CRP	Citizen Review Panel
CSEC	Commercially Sexually Exploited Children
CTF	Children's Trust Fund
DCFS	Division of Child and Family Services
DCFS-RURAL	Division of Child and Family Services Rural Region
DHHS	Department of Health and Human Services
DHR	Department of Human Resources
DMG	Decision Making Group
DOE	Department of Education
DRS	Differential Response System
EBP	Evidence Based Programs
EIP	Evidence Informed Programs
ETV	Educational Training Voucher
FAFFY	Financial Assistance to Former Foster Youth
FAYYT	Foster and Adopted Youth Together
FCAAN	Foster Care and Adoption Association of Nevada
FFPSA	Families First Prevention Services Act
FPO	Family Programs Office
FRC	Family Resource Center
GMU	Grants Management Unit
ICAMA	Interstate Compact on Adoption and Medical Assistance
ICJ	Interstate Compact for Juveniles
ICPC	Interstate Compact on the Placement of Children
ICWA	Indian Child Welfare Act
IFS	Intensive Family Services
IL	Independent Living
ILA	Independent Living Agreement

ILP	Independent Living Program
ILPS	Independent Living Program Specialist
ILTP	Independent Living Transitional Plan
IMS	Information Management System
IV-B/2	Title IV-B, Subpart 2
IV-E	Title IV-E
JJ	Juvenile Justice system, broadly
JJ Commission	Juvenile Justice Commission
MDT	Multi-Disciplinary Team
MEPA/IEPA	Multi-Ethnic Placement Act/Inter-Ethnic Placement Act
MH	Mental Health
NAC	Nevada Administrative Code
NCANDS	National Child Abuse and Neglect Data System
NEATS	Nevada Employee Action and Timekeeping System
NEBS	Nevada Executive Budget
NITC	Nevada Inter-Tribal Council
NOTO	Nevada Outreach and Training Organization
NPT	Nevada Partnership for Training
NRS	Nevada Revised Statutes
NSHE	Nevada System of Higher Education
NV LIFE	Nevada Life Nevada's Youth Advisory Board
NWD	Nevada Welfare Division
NYEP	Nevada Youth Empowerment Project
NYTC	Nevada Youth Training Center
NYTD	National Youth in Transition Database
ODES	Online Data Entry System
PCFA	Protective Capacity Family Assessment
PCPA	Protective Capacity Progress Assessment
PEP	Parents Encouraging Parents
PIP	Program Improvement Plan
PYD	Positive Youth Development
PRIDE	Parent Resources for Information Development and Education
QA	Quality Assurance
QI	Quality Improvement
QICR	Quality Improvement Case Review
RWFRC	Ron Wood Family Resource Center
SACWIS	Statewide Automated Child Welfare Information System
SAFE	Safety Assessment and Family Evaluation
SAFF	Sierra Association of Foster Families
SAMHSA	Substance Abuse Mental Health Services Administration
SAPTA	Substance Abuse Prevention and Treatment Act
SB	Senate Bill
SED	Severe Emotional Disturbance
SOC	System of Care Principles
SOGIE	Sexual Orientation/Gender Identity or Expression
SQIC	Statewide Quality Improvement Committee
SWA	Statewide Assessment
SFY	State Fiscal Year
TANF	Temporary Assistance to Needy Families
TMCC	Truckee Meadow Community College
TPR	Termination of Parental Rights
UNITY	Unified Nevada Information Technology for Youth
UNLV	University of Nevada, Las Vegas
UNR	University of Nevada, Reno
VOCA	Victims of Crime Act
WCHSA	Washoe County Human Services Agency
WIN	Wrap-Around in Nevada
YAB	Youth Advisory Board

APPENDIX B: The Chafee Program and the Education Training Voucher Program (ETV)

CHAFEE

Agency Administering Chafee

Over the next five years of the 2020-2024 CFSR Nevada's Division of Child and Family Services will continue to be the agency responsible for administration and oversight of Independent Living (IL) Programs in Nevada. The oversight responsibility is assigned to the statewide Manager and IL Specialist in the Family Programs Office. Nevada is a state-supervised and county-administered program in the two major metropolitan counties, Clark and Washoe. Nevada continues to supervise and administer all child welfare programs in the remaining 15 rural counties, which are managed by the DCFS - Rural Region. Nevada plans to continue the implementation of its IL Program by allocating both federal and state funds to the two county-administered programs, the state administered DCFS - Rural Region, and tribal entities. The state will continue to retain a portion of the federal funds to develop statewide policy, systems and materials to support county and rural implementation efforts as well as monitor program development and implementation.

Description of Program Design and Delivery

1. How will the IL program deliver and strengthen programs to achieve the purposes of the Chafee program over the next five years? How will these activities and goals support the state vision and align with goals identified in the CFSR PIP?

In order to review and strengthen programs and activities to improve the ILP as a whole, the IL program will make increased use of youth engagement and stakeholder feedback to shape program delivery and service design. By working with the CQI, IS and Data teams collaboratively to yield a programmatic baseline, by FFY 2024 the ILP anticipates being prepared to engage in CQI activities to drive program improvement.

2. How did your State involve the youth & young adults in the development of this plan? We need names of YABs and other youth who joined, how they were consulted, information on any support (financial or other) you have provided your YAB or other youth council.

Information was solicited from youth several ways: through the use of social media outreach and discussions with IL Workers, youth were informed on a 1:1 basis of Nevada's CFSP process and ongoing opportunities to participate. To solicit information related to youth engagement in case planning, normalcy, and ability to participate in age- and developmentally appropriate activities, an 11-question survey instrument was designed (see link for anonymized results)⁷. 59 youth responded, and of these the following youth wished to be identified as named participants in the CFSP from all child welfare jurisdictions statewide⁸:

Essence, a youth	Alex, a youth.	Cielo, a youth.
Alex, a youth.	Collin, a youth.	Alanna, a youth.
Taylor, a youth.	Skyler, a youth.	Hailey, a youth.
Kaydence, a youth.	Gracy, a youth.	Joline, a youth.
Alyssa, a youth	Gibran, a youth.	Nathen, a youth.

⁷ <https://www.surveymonkey.com/results/SM-JCBJWCWPV/?fbclid=IwAR07jTeUKSFMCCXPNJHUazdzyhc2BrypkbMCkeynQgqiuG3OdIYpIwMMHg>

⁸ Of 56 respondents that replied to this question, 15 respondents identified as youth who reside in Clark County, 25 youth identified as residents of Washoe County, and 16 respondents identified as living in one of Nevada's other 15/17 more rural counties that would mean that they are in the custody of DCFS as the supervising child welfare agency.

Mikayla, a youth.	William-Dodge, a youth.	Demetria, a youth.
Hayleigh, a youth.	Kylee, a youth.	Antonio, a youth.
Jydia, a youth.	Jenaya, a youth.	John, a youth.
William-Mario, a youth.	Ashley, a youth.	Aneudae, a youth.
Bryn, a youth.	Kayce, a youth.	Keleigh, a youth.
Triston, a youth.	Madison, a youth.	Angel, a youth
Aspen, a youth	Michael, a youth.	Alexis, a youth.
David, a youth.	Alexis, a youth.	Devvan, a youth.
Juliana, a youth.	David, a youth.	Steven, a youth.
Greg, a youth.	Ckrysteona, a youth.	Asaeli, a youth.
Adam, a youth.	Robert, a youth.	Delilah, a youth.
Aria, a youth.	Matthew, a youth.	William, a youth.
Angelena, a youth.	Jordan, a youth.	Leandra, a youth.

In addition to the survey instrument, youth participated in this plan as part of their regional YAB. The following local YABs participated in the development of this plan as part of ongoing group discussions as part of standing meetings for Nevada LIFE – the Statewide YAB:

- FAAYT – Foster and Adoptive Youth Together (representing Clark County, Nevada)
- Pahrump’s YAB – Representing youth and alumni in the Esmeralda & Nye Counties and surrounding area.
- CC FAME – Carson City Foster Advising Mentoring Educating (representing youth and alumni in the Carson City, Douglas, Storey Counties, and surrounding area).
- Fallon’s YAB - Representing youth and alumni in the Churchill, Lyon, Mineral, and Pershing Counties and surrounding area.
- Elko’s YAB - Representing youth and alumni in the Elko, Eureka, Humboldt, Lander, Lincoln, White Pine Counties and surrounding area.
- Tribal YAB – Representing youth who are affiliated with a federally-recognized Tribe in Nevada.
- WAYCUP – Washoe Advocates for Youth Council Uplift Program (representing Washoe County, Nevada).

Members of each regional YAB participated in representing their regional YAB during Nevada LIFE meetings, which are currently in the format of a feedback loop via conference call. Prior to 2024, Nevada LIFE will explore financial options that will allow resources for at least one Annual General Meeting to provide for face-to-face, in person discussion with representation from all YABs; this had previously been discontinued due to resource issues.

3. How will you incorporate PYD into your IL program?

As stated, Nevada is undergoing a top-to-bottom review of the ILP in light of recent changes from the FFPSA, which is involving the review and update of IL policies, the drafting of shared agreements from these policies into IL procedures, and the oversight of procedural outcomes via the input of valid, reliable data to yield quality reports. Youth will be integral to this process at every step and will be coached into exercising both leadership and advocacy skills throughout program review and design. Youth will be demonstrating the principles of PYD as they assist in the incorporation of PYD into the ILP. As

Nevada's ILP partners with our training unit and resources to access additional training for IL Workers and Supervisors, standardized PYD training that is available to all IL staff in order to ensure effective use of PYD principles daily will be explored throughout FFY 2020.

4. Describe how you will share the results of NYTD data collection with families, children, and youth; tribes, courts and other partners; IL coordinators, service providers, and the public. Describe how the State, in consultation with the youth and other stakeholders, is using these data to improve service delivery.

NYTD data collection has improved with frequent communication and follow through by all stakeholders. IL workers engage youth and communicate the importance of the NYTD data collection and the impact this data will have to improve programming for future foster youth. IL workers keep continuous contact with youth that are surveyed to ensure consistent and accurate data.

Nevada will continue to display all NYTD data publicly on its website here: <http://dcfs.nv.gov/Tips/Reports/>. All NYTD data (both the data received from ACF and that which is transmitted to ACF) is routinely shared as part of IL's monthly standing workgroup meeting, and as part of Nevada LIFE's monthly standing meeting. Outcomes results and data consistency errors are shared both for resolution and information, with the ILPS providing training and technical assistance to youth and new staff who may be unfamiliar readers. Immediately, Nevada's NYTD data has provided information related to a service issue for aged-out Medicaid recipients. In FFY 2020, the ILP is working with other governmental agencies to streamline processing of applications to ensure full access to this universal benefit.

5. What is your plan to strengthen the collection of high-quality data through NYTD over the next five years?

If Nevada's chosen course is to utilize Title IV-E funds to extend foster care rather than state or local funds, this will mean that the outcomes reporting populations at age 19 and 21 will need to increase to 80% participation rate or better from the current 60%⁹. In order to maintain compliance with this threshold, Nevada will be examining the timely identification and survey of NYTD baseline cohort youth in their 17th year, in order to effectively ensure a large sample size in the 19th and 21st follow-up years, as well as making improvements to the delivery of timely surveys as a result. As a matter of professional course, youth and YABs will factor heavily in these CQI discussions. In order to better serve youth and to ensure the collection of high-quality data, the NYTD survey will be made available in Spanish prior to FFY 2024.

Serving Youth Across the State

1. How have you ensured (and how will you continue to ensure) that all political subdivisions in the State are served by Chafee funds? (Doesn't have to be uniform services). Provide data from NYTD or other sources that speaks to how services vary by region or county.

Nevada has partnered and will continue to partner with local child welfare agencies, Tribal child welfare agencies, juvenile justice services, nonprofit and for-profit agencies to effectively serve youth from all political and geographic regions in Nevada. Specific to our JJ-IL youth participant population, in Northern Nevada, more youth utilize housing services as Children's Cabinet, which provides shelter through the Center for Aspiring Youth and Cottage of Change. Both Northern and Southern Nevada populations equally benefit from training in daily living skills, financial management, education assistance and employment training/services. In Southern Nevada, more concentration has been placed on mentoring and interactions with adults. Juvenile Justice's goal for the future is to provide an equal balance of services to both regions prior to 2024. SteppingStones has agreed to provide Chafee IL services to Nevada's federally identified Tribal youth involved with child welfare.

Changes to Chafee and ETV post-FFPSA, in conjunction with Nevada's planned extension of foster care to 21, have provided a unique opportunity to review existing IL service provision to all Nevada's jurisdictions and stakeholders, and to review the existing service array to determine how to extend foster care to 21. Nevada will be required to examine whether existing services may be expanded to accommodate another 3 years of foster care population, or whether additional services and resources may be indicated in some areas. Currently, Nevada monitors service provision in coordination with supervising child welfare agencies and their subgrantees/subcontractors (where applicable). As Nevada works toward improved unified data collection, it is anticipated that by 2024 the ILP will be able to provide uniform data related to service

⁹ See 45 CFR Part 1356, sec. 1356.85(3)(i), Vol. 73, No. 38 on Pg. 10371, column 2 at bottom.

delivery provided to individual youth that will allow for detailed case review statewide, regardless of jurisdictional affiliation or placement moves.

Serving Youth of Various Ages and Stages of Achieving Independence (s. 477(b)(2)(C) of SSA)

1. How will implementation of Title IV-E foster care assistance to youth people age 18-21 will change the way in which Chafee services are targeted to support the successful transition to adulthood. State must provide available participation data and discuss how it affects or may drive CQI in the delivery of Chafee services.

Implementation of Title IV-E foster care assistance to young people age 18-21 may afford additional staff and infrastructure resources to be able to provide improved case management, oversight, and supportive services to youth in this age range. Whereas traditionally Nevada encouraged that the youth make increased use of community supports independently by 18, foster care extension to 21 may mean that the years between 18-20 allow for increased opportunity for youth to test their independent living capabilities while still involved in the social safety net of foster care. This will allow youth the opportunity for targeted support to address areas for needed growth prior to 21, without assuming that an 18-year-old youth should have the functional and financial capacity to independently move to successful adulthood. It will also result in Nevada's child welfare system assuming a significant amount of care from adult social services; the ILP will be monitoring ongoing fiscal analysis of this impact as planning discussions evolve throughout FFY 2020-2024.

2. Provide a description of the Chafee services that will be offered to youth ages 21-23rd birthday, including how youth, service providers, and community partners will be informed of the change.

Following update from all Nevada's child welfare jurisdictions, information will be compiled and shared with all current/Alumni youth, service providers and community partners. When Nevada extends foster care to age 21, this information could change depending on whether state or federal Title 4E funds are used to initially meet the desired program specifications relative to foster care extension. At present, it is anticipated that all youth will have access to individualized one to one and group services in the aforementioned areas. Unless and until there is information received from youth stakeholders, the intent moving forward is to offer the same service array to youth age 18-21, and then to youth age 21-23 post-extension, but with a step-down component that will encourage youth assume increased responsibility for the required tasks that are incumbent for a successful transition to adulthood.

3. How are we assessing or using tools to determine the individualized needs of youth to evaluate young peoples' stage of development and how these assessments inform the provision of services?

As a matter of statewide policy, all youth are assessed using the Casey Life Skills Assessment within 45 days of the receipt of their referral to the ILP. Within 30 days of completion of the Casey Life Skills Assessment, the information is reviewed with the youth and an Independent Living Transitional Plan (ILTP) is individually tailored to address the identified case plan goals derived from this assessment, and discussions with the youth. ILTP goals are designed to provide the youth the knowledge, skills and opportunities to demonstrate the competencies needed to successfully transition to adulthood. ILP participants are reassessed on at least an annual basis (more frequently if case circumstances indicate a change is needed to the ILTP), and the IL plan is updated accordingly as the youth progresses to adulthood.

Nevada's ILP looks forward to making better use of existing resources such as the OSRI Review Guide and other CFSR-related materials to better train new and experienced IL Workers on federal expectations for IL programming and service provision. It is anticipated that by 2024 the ILP will have used these tools in coordination with the Casey Life Skills Assessment and Nevada's statewide Policies and shared supervision agreements to develop a statewide IL Case Assessment tool that will be available to review IL cases and determine the consistency and accuracy of IL assessment and service provision, as well as the outcomes related to this process.

Collaboration with Other Private and Public Agencies (SSA 477(b)(2)(D).

1. How have you, and how will you, involve public & private sectors in helping youth in foster care achieve independence?

Nevada's ILP represents a conglomeration of State & Local governments and governmental departments, non-profit and for-profit organizations as service providers. While the foundation of assessment, case management and direct service

provision is handled by governmental and non-profit organizations, the ILP refers youth to for-profit organizations as indicated if it would be beneficial for achieving goals related to their transitional plan, or to further their transition to adulthood. These opportunities may include employment opportunities, educational scholarships, donations of furniture/clothing/household/childcare items, etc.

In addition to this, IL youth receive education from many community partners including state and county sexual health education programs, HUD and SSA programs for youth with disabilities and/or homeless youth, juvenile justice partnerships to coordinate criminal and truancy prevention, SAPTA prevention of drug and alcohol abuse programming, JOIN - Workforce Investment Act programs available to foster youth, work-study programs through the community and university, involvement with the local court system to insure that criminal behavior is addressed and youth with criminal convictions receive coordination of services to reduce recidivism.

Determining Eligibility for Benefits and Services (SSA 477(b)(2)(E).

1. How have, and how will you, use objective criteria to determine eligibility for benefits and services under Chafee programs? How will we ensure fair and equitable treatment of benefit recipients?

As a matter of statewide policy, all identified youth who are eligible for Chafee services are provided the same services that are afforded to any current or former foster youth. This is regardless of county, state, or zip code of entry into, or exit from, foster care.

Cooperation in National Evaluations (SSA 477 (b)(2)(F).

Nevada shall cooperate in any national evaluation of the effects of its programs in achieving the purposes of Chafee. The ILPS is looking forward to upcoming training in this arena, and to include jurisdictional IL leads in training and information related to any national evaluations.

Chafee Training

1. What specific training will we plan for 2020-2024 to that will be in support of the goals and objectives of this plan?

Nevada's ILP is excited to institute standardized training for all staff in IL Policy, Programming and Services, and NYTD. By end of FFY 2021, all IL Workers and Supervisors are anticipated to have received basic training in these areas. In order to provide effective and engaging youth services, the ILP is hopeful that we will be able to ensure universal PYD and Motivational Interviewing (MI) training for all staff prior to FFY 2024, and is exploring potential opportunities with our training unit to facilitate this statewide to all IL staff at the time of this report. In Clark County specifically, the ILP plans to again pursue Youth Thrive training for staff and youth.

Certification that Nevada is, and will be, using training funds under Title IV-E foster care and adoption assistance programs to provide training, including training on youth development, to help foster parents, adoptive parents, workers in group homes, and case managers understand the issues confronting transitional-aged youth.

IL workers provide workshops and presentations to educate foster parents, relative guardians, adoptive parents, workers in group homes, and case managers in the services IL provides. IL workers often attend staff meetings at the Division of Child and Family Services' offices to ensure workers are educated on the services IL can provide and to build a team approach with case managers. IL workers regularly meet with foster parents, relative guardians, adoptive parents, and workers in group homes to provide services in home and along work alongside these partners to provide the services possible. Trainings and presentation are available at all times for community partners and any connections in youth's lives.

The Independent Living Program currently provides program brochures, flyers, program introduction welcome letters and training workshops to educate foster parents, relative guardians, adoptive parents and case managers in the services IL provides. Additionally, as frontline workers, staff regularly meet with foster parents, relative guardians and adoptive parents. Additionally, IL workers attend monthly or quarterly CFT meetings to ensure that not only are the youth we serve educated on the services of IL, but also that the entire team knows what resources and education are available through IL. The ILP looks forward to continuing to facilitate USCIS' training to Nevada's child welfare staff, stakeholders, families, foster parents

and court system regarding considerations for special immigrant juveniles and their status processing, beginning statewide training on voter registration prior to FFY 2024 in coordination with the Office of the Secretary of State, and the importance of normalcy for youth in care.

Education and Training Voucher (ETV) Program

Please describe your methods to operate the ETV program efficiently.

The Children's Cabinet provides a statewide single point of contact for ETV applications, training, technical assistance, and case management. The Children's Cabinet submits annually updated applications to the ILPS to post on the ILP website, hosted by DCFS¹⁰, as well as for sharing through the statewide monthly ILP workgroup meeting and Nevada LIFE meeting. These applications are also available on the Children's Cabinet website. The Children's Cabinet has created a virtual survey for clients where they can anonymously fill out the survey through their own computer or smartphone to ensure higher percentage completion rate and accountability. This survey instrument was also developed to allow our students to speak out about reasons for drop out, which may help the state identify struggles previously non disclosed to those working directly with the youth. The program monitors ETV data via a collection spread sheet that monitors the following variables: Participant Name; Age; Credits Taken; Credits Earned; GPA; Child Welfare Agency Jurisdiction, and whether the student is a recipient of CJ or FAFFY services).

Post-FFPSA, the ETV Facilitator has sent out a total of 235 emails to previous ETV youth that may still meet the new ETV guidelines as revised. The Children's Cabinet has also informed all of Nevada's current school year 2018/2019 youth participants about the new ETV program guidelines. Youth are provided the status on their ETV case on request, such as how many years of ETV benefit remains, whether their account is in good standing or under remediation, etc. The ILPS remains the usual point of contact and ETV referral for youth who have exited care in another state and present in Nevada eligible for Chafee and ETV services, with same- or next-day referral service being the usual course. In 2020, the ETV program anticipates a closer relationship with other State actors such as the Nevada System of Higher Education (NSHE), especially in light of Nevada's recent implementation of the Fee Waiver for Former Foster Youth program¹¹. At this time NSHE is recruiting a designated Foster Youth Ambassador position that will be working closely with Nevada's Agencies, youth and YABs to streamline the information sharing, application, and case management process for Nevada's foster youth and alumni¹². The ILPS and DCFS' Systems Advocate have already communicated their willingness to share information and resources with this new partner.

1. Please describe what methods you will use to:

- a) Ensure the total amount of educational assistance to a youth under this and any other federal assistance program does not exceed the total cost of attendance (as defined in section 472 of the Higher Education Act of 1965).***

As part of the ETV application, the students provide a copy of their financial aid award letter from their school that includes schools calculated total cost of attendance. ETV understand the cost of attendance can vary depending on the student's full-time or part-time status and/or where the student is receiving instruction. ETV strictly budgets the students award to ensure that the youth stays within the \$5,000 maximum annual allowable disbursement. As mentioned above, the addition of a Foster Youth Ambassador position embedded within NSHE may have an additional benefit in terms of harmonizing a student's total aggregate cost of attendance and total allowable award in one place among many different systems.

¹⁰ State of Nevada, Department of Health and Human Services, Division of Child and Family Services. (2019). *ETV*. Retrieved from: <http://dcfs.nv.gov/Programs/CWS/IL/ETV/>; accessed May 23, 2019.

¹¹ Nevada System of Higher Education (March 2019). *Board of Regents Handbook: Rev. 283*. Title 4, Ch. 17, S. 13 (12). Retrieved from: <https://nshe.nevada.edu/wp-content/uploads/file/BoardOfRegents/Handbook/title4//T4-CH17%20Fees%20and%20Expenses.pdf>, accessed May 22, 2019.

¹² Nevada System of Higher Education (March 2019). *Application, Foster Youth Ambassador*. Retrieved from: https://nshe.wd1.myworkdayjobs.com/NSHE-external/job/System-Administration-Office---South/NSHE--Foster-Youth-Ambassador_R0115227, accessed May 23, 2019.

b) How will you ensure there is no duplication of this and any other federal or federally assisted benefit programs?

ETV individually assess all applicants to ensure that ETV funds are based on their unmet financial need as calculated by their educational institution. Part of the ETV application is to provide financial aid award letter from their school which the ETV facilitator reviews to ensure the youth is not receiving a combination of federal educational assistance and vouchers that totals more than the actual cost of attendance or otherwise claim for the same expense under multiple Federal programs. ETV also requires the youth/case worker to submit youth's Post-18 Services Agreement Budget Form (budget information is required as part of compliance with Nevada's Court Jurisdiction (CJ) program). This secondary control ensures there is no accidental or inadvertent duplication of federal or federally assisted benefits.

2. How have (and how will) you coordinate with other appropriate education and training programs?

Again, ETV will individually assess and tailor funds to meet any unmet needs within the context of the overall financial aid package. ETV is committed to program integration with state, county and/or school financial aid offices to ensure that any unmet financial needs for students are determined and addressed in a coordinated manner. This would include "avoiding duplicated benefits".

ETV is looking forward to working with the newly created position of Foster Youth Ambassador, once onboard by NSHE. ETV currently has a strong relationship with Truckee Meadows Community College (TMCC) and continues to collaborate with them every year at every Foster Youth Summit by presenting twice a year. This summit is a staple to introduce High School seniors and other first time college students to the campus of TMCC, explain the overall process of financial aid, Accuplacer test scoring, orientations, the TMCC "to do" list, and to introduce the students to other available education and training programs out in the community. As the statewide single point of program contact, ETV stays in communication with all Nevada agencies regarding any/all mutual clients.

3. How will you meet with various constituents and stakeholders specific to ETV to review available data and establish goals and outcomes for the ETV program, in combination with other state resources? How will you determine how these goals are to be measured?

ETV currently attends monthly statewide IL meetings and workgroups and will begin providing its satisfaction survey results (anonymized) to stakeholders in order to analyze program satisfaction data. ETV maintains a presence with the Statewide Youth Advisory Board and will be repeating this process in order to obtain discussion to set program goals for ETV's improvement moving into FFY 2020. ETV remains open to attending any/all events across the state to provide appropriate scholarship outreach and information. More recently, ETV was invited to the Carson Youth Council event May 24th on the UNR campus.

The ETV program will be working closely with the ILP, Nevada LIFE and regional YABs, including IL stakeholders, to develop data capture metrics that will allow Nevada to comprehensively track foster youth educational achievement long-term; given the scope of this project it is anticipated that this may include efforts with NDE and NSHE as applicable. In addition, ETV intends to pursue quarterly meetings with state ILPS.

Consultation with Tribes (SSA 477(b)(3)(G)

Please describe how you will coordinate with Indian Tribes as it relates to determining eligibility of Chafee/ETV benefits and services ensuring fair and equitable treatment of youth in care.

By agreement with Nevada's Federally recognized Tribes, all IL programming and services are provided through Stepping Stones, of the Fallon-Paiute Shoshone Tribe. Stepping Stones may contact child welfare agencies at will to arrange for IL services, and vice versa.

1. Describe how you have consulted with Tribes about the programs to be carried out under the Chafee grant.

Nevada's Stepping Stones organization continues to be welcomed to all ILP standing monthly stakeholder and YAB meetings, all work sessions and all community events. Beginning in FFY 2020, Stepping Stones will be coordinating with the ILPS and Tribal child welfare agencies to provide ongoing feedback and discussion regarding Nevada's plan to extend

foster care until 21. Stepping Stones will make an increased effort to consistently participate in monthly stakeholder, YAB meetings, and work sessions.

2. Describe the efforts to coordinate the programs with different Tribes.

All Tribes in Nevada are eligible for the full range of IL services as outlined in Nevada's state plan, policies, and program memoranda. Stepping Stones reaches out to Tribal Social Service Departments throughout the state on a quarterly basis via telephone to ensure that all tribes are aware of IL services. An IL brochure has been developed and mailed to Nevada Tribes that has basic requirement information and Stepping Stones Tribal Youth Shelter contact information.

3. How has your program ensured that benefits and services under the programs are made available to Indian children in the state on the same basis as to other children in the state?

All youth who request specialized ILP services due to their identified needs are eligible for participation either through Stepping Stones, or any other child welfare agency or ILP in Nevada. Youth and their CFT are the determining factors as to whether a youth will receive IL services and benefits through Stepping Stones, or another agency. Stepping Stones works in conjunction with the 25 federally recognized Nevada Tribes in order to encourage referrals, information distribution, and identification of any special requirements when working with youth.

4. What Chafee benefits and services are available and provided for Indian children and youth?

All Tribes in Nevada are eligible for the full range of IL services as outlined in Nevada's state plans, policies, and program memoranda.

5. Has any tribe requested to develop their own plan to administer Chafee and ETV services? If so, what was the outcome of this discussion?

There has been no request from Tribes to administer Chafee or ETV.

APPENDIX C: Legislative Activities

Nevada's Legislature meets every biennium. The following are a list of Bills in Table 1.2 that were introduced and enacted during the 80th regular session in February 2019.

Legislative Bills introduced and enacted in the 2019 Legislative Session

Bill Number	Subject
AB111	Requires the Legislative Committee on Child Welfare and Juvenile Justice to conduct a study concerning the funding of the child welfare system in this State.
AB126	Enacts provisions governing the procedures for changing the name of an unemancipated minor who is in the legal custody of a child welfare agency
AB140	Prohibits discrimination against certain persons with physical disabilities or medical marijuana prescriptions in certain proceedings relating to children. Such individuals shall not be denied guardianship, the ability to adopt or provide foster care services, or have their children removed from the home solely due to their physical disability and/or medical marijuana prescription.
AB150	Provides for a study of ways to improve the outcomes for certain persons who leave the custody of an agency which provides child welfare services upon reaching the age of 18 years.
AB151	AN ACT relating to public welfare; requiring certain persons to report the commercial sexual exploitation of a child to an agency which provides child welfare services; requiring all persons to report the commercial sexual exploitation of a child to a law enforcement agency in certain circumstances; authorizing a fee for certain costs relating to information maintained by an agency which provides child welfare services; requiring an agency which provides child welfare services to adopt certain rules, policies or regulations; providing penalties; and providing other matters properly relating thereto.
AB156	AN ACT relating to child welfare; requiring a court to appoint an educational decision maker for a child for whom a petition is filed alleging that the child is in need of protection; prescribing the duties of such an educational decision maker; requiring an agency acting as the custodian of a child to include certain educational information in a report submitted to the court before a hearing to review the placement of the child; and providing other matters properly relating thereto.
AB298	AN ACT relating to child welfare; requiring each agency which provides child welfare services to adopt a plan for the recruitment and retention of foster homes; and providing other matters properly relating thereto.
AB362	Allows social workers and other employees of child welfare agencies to enroll in a confidential address program.
AB387	AN ACT relating to mental health; establishing a task force to develop a program to prevent the relinquishment of custody of certain children to an agency which provides child welfare services or the voluntary placement of such children with a public or private agency or institution because of a need for services for a mental illness or emotional disturbance; requiring an agency which provides child welfare services to report certain information concerning the relinquishment of custody of children to the agency and the voluntary placement of children with the agency; requiring the Department to report to the Legislature certain information concerning such relinquishment and placement and the effectiveness of the program; and providing other matters properly relating thereto.
AB430	AN ACT relating to children; requiring the Legislative Committee on Child Welfare and Juvenile Justice to conduct a study concerning maternal, infant and early childhood home visitation services; and providing other matters properly relating thereto.
AB498	AN ACT relating to children; requiring, to the extent authorized by federal law, certain financial assistance to be provided to a person who provides certain care for a child to whom he or she is not related (i.e., fictive kin); and providing other matters properly relating thereto.
AB184	AN ACT relating to protection of children; providing for the protection of the identity of a child witness to certain alleged acts of child abuse or neglect; requiring an agency which provides child welfare services to provide a parent or guardian of a child with certain information relating to the disposition of

	a report of child abuse or neglect; allowing a parent or guardian to share such information with an attorney; and providing other matters properly relating thereto.
SB293	AN ACT relating to protection of children; requiring the creation of the position of coordinator of services for commercially sexually exploited children; requiring the coordinator to develop a plan to establish the infrastructure to provide treatment, housing and services to such children and perform certain other duties relating to the provision of housing and services for such children; prohibiting the adjudication of a child as delinquent or in need of supervision, or the placement of a child in a detention facility for certain offenses; requiring a juvenile court and certain other entities in the juvenile justice system to report the commercial sexual exploitation of a child to an agency which provides child welfare services in certain circumstances; making an appropriation; and providing other matters properly relating thereto.
SB477	AN ACT relating to child welfare; revising provisions governing the release of a child in a child welfare proceeding to a parent or guardian; and providing other matters properly relating thereto. Existing law prohibits a court from releasing a child who has been placed in protective custody to a parent or guardian who has been convicted of the abuse, neglect or endangerment of a child under Nevada law unless the court finds by clear and convincing evidence that no physical or psychological harm to the child will result from the release of the child to the parent or guardian. (NRS 432B.555) This bill further makes this prohibition apply: (1) to the release of any child who is subject to the proceeding to such a parent, regardless of whether the child has been placed in protective custody; and (2) if the parent or guardian has been convicted of the law of another jurisdiction that prohibits the same or similar conduct as that prohibited by Nevada law.

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ATTACHMENTS

ATTACHMENT A: Foster and Adoptive Parent Diligent Recruitment Plan

ATTACHMENT B: Health Care Oversight and Coordination Plan

ATTACHMENT C: Disaster Plan

ATTACHMENT D: Training Plan

ATTACHMENT E: Assurances and Certifications