



UNIVERSITY OF PITTSBURGH

Office of Child  
Development

*Planning  
and  
Evaluation*

*KidsVoice Shorter and Longer Term Outcomes for the  
Multidisciplinary Team Model:  
Development and Potential Measures*

*Final Report*

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## TABLE OF CONTENTS

<i>I. Background</i>	3
<i>II. Summary of the Participants and Process</i>	3
<i>III. Evaluation Phases: Process and Results</i>	4
A. Phase 1: Focus Groups with KV Teams	4
B. Phase 2: KV Outcomes Working Group	5
C. Phase 3: Meetings with Team Supervisors	7
<i>IV. Recommendations, Next Steps and Future Considerations</i>	8
A. Recommendations and Next Steps	8
B. Future Considerations	10
<i>Appendix A: Phase 2 - Working Group Outcomes Measurement Plan</i>	12
<i>Appendix B: Phase 2 - Working Group Outcomes Diagram</i>	17

# **KidsVoice Shorter and Longer Term Outcomes for the Multidisciplinary Team Model: Development and Potential Measures Final Report**

## **I. Background**

In June 2001, KidsVoice approached the Planning and Evaluation Project of the Office of Child Development at the University of Pittsburgh for assistance evaluating their multidisciplinary team approach to advocacy. Together, the Planning and Evaluation Project (PEP) and KidsVoice (KV) designed an evaluation addressing three areas: process, shorter term outcomes, and longer term outcomes. The process evaluation included interviews with team members in the fall of 2001, and in the summer of 2003, and interviews with key stakeholders in the fall of 2002 and spring of 2003. The development of shorter and longer term outcomes and potential measures took place from the fall of 2003 to the summer of 2004. In addition, PEP staff, working closely with KV staff, is currently conducting an analysis of shorter and longer term permanency outcomes for the team model using data from the Court Management Information System (CMIS). This report summarizes the development of the shorter and longer term outcomes and potential measures for the KV multi-disciplinary team approach.

## **II. Summary of the Participants and Process**

The shorter and longer term outcomes and potential measures for the KV multidisciplinary team model were developed in three phases. In Phase 1, PEP staff conducted a series of focus groups with members of fully staffed teams (North, South, Central and Special Assignments), and team members who participated in Rounds 1 and 2 of the team process interviews. KV management staff also participated in the focus groups. The purpose of the focus groups was to gather feedback from team members regarding what they believed to be the shorter and longer term outcomes for the team model based on their experiences, as well as identify potential data sources that might be helpful in measuring those outcomes. The focus groups occurred in the fall of 2003. In Phase 2, an Outcomes Working Group was formed to further develop and refine the shorter and longer term outcomes developed via the focus groups. The Outcomes Working Group consisted of team members who volunteered to participate in the Group, as well as members of the KV management team. The Outcomes Working Group met throughout the spring of 2004. In Phase 3, the newly promoted KV team supervisors and members of KV management further developed the shorter and longer term outcomes for the team model as well as the potential internal data collection and evaluation tools. The group carried out this work in the late spring/early summer of 2004.

### III. Evaluation Phases: Process and Results

#### A. Phase 1: Focus Groups with KV Teams

PEP facilitated focus groups with fully staffed regional teams (North, South, Central, and Special Assignments) in the fall of 2003. The purpose of the focus groups was for KV team members and management to discuss and define the shorter and longer term outcomes of the team model. It is important for an organization to define its outcomes to ensure the following:

- The outcomes are linked to the organization's activities and are achievable;
- Staff members share a common understanding of the outcomes their organization is trying to achieve; and
- The outcomes are measurable so that the organization can demonstrate program successes and identify areas for improvement.

To this end, a PEP staff member led the focus group participants in a discussion of the activities carried out in the team model and the shorter and longer term outcomes they hope to achieve via these activities. To assist team members in preparing for the focus groups, PEP staff provided team members with a summary of the findings from Round 2 of the Team Process interviews, a diagram of potential shorter and longer term outcomes for the team model, and a summary of the Pennsylvania State Child Welfare outcomes related to safety, permanency, and well-being.

After the first session with the Special Assignments Team, the "Outcomes Diagram" was revised and used in subsequent focus group sessions. At this point, the shorter term outcomes in the Outcomes Diagram focused on recommendations made by KV inside and outside court, and whether or not these recommendations were accepted and/or implemented. The longer-term outcomes focused on child oriented outcomes related to permanency, safety and well-being. The diagram was also expanded to include the role of KV staff in implementing activities associated with outcomes, and potential data sources that could be used to measure these outcomes.

Several key themes emerged from the focus group discussions about outcomes. First, focus group participants felt that team-related activities and outcomes that occur *outside* court should be distinguished from team-related activities and outcomes that happen *inside* court. KV staff felt that recommendations were made in meetings outside court (i.e., permanency planning meetings) that also had an impact on the longer term child oriented outcomes.

In addition, focus group participants concluded that KV has both *direct* and *indirect* outcomes. Direct outcomes are related *directly* to activities carried out in the team model. For example, ensuring that child clients "have a voice" is directly related to KV's team model as KV staff meet with children to understand their needs and wishes, and represent their wishes and best interests in court. On the other hand, indirect outcomes are shared by a variety of key stakeholders in the child welfare system including the Office of Children, Youth and Families, foster parents, and service providers (i.e., group homes, psychiatrists, etc.). KV impacts these overarching, system-wide outcomes, such as safety, permanency, and well-being, *indirectly* through their work with other key stakeholders and by providing legal representation in court. Although KV shares these outcomes with other key stakeholders, they do not impact them directly; rather KV advocates for and provides follow-up with other key stakeholders to ensure that positive outcomes occur.

By the end of Phase 1, the focus of the shorter-term outcomes had expanded from focusing mainly on KV recommendations to include child oriented outcomes related to KV's *direct* role in representing child clients (i.e., child clients have a "voice" and are prepared for court proceedings), relationships with key stakeholders (i.e., KV develops relationships with and accesses information and resources from key stakeholders to benefit child clients); and KV's *indirect* role in ensuring that recommendations and service plans are implemented by other parties in the system so that the more immediate/basic needs of child clients are met. The longer term outcomes also differentiated between KV's *direct* role with child clients (i.e., children have a "voice," including feeling respected and valued, and having more and better options), and KV's *indirect* role on system-wide child welfare outcomes (i.e., overall permanency, safety and well-being).

In addition, throughout Phase 1, team members discussed how the activities and outcomes associated with the team model could be measured, and the existing and potential data sources that could be used to measure these outcomes. The Outcomes Diagram reflects these discussions and lists the existing and potential data sources for measuring activities related to outcomes and shorter and longer term outcomes for the team model. The Outcomes Diagram became the focus of the KV Outcomes Working Group in Phase 2.

## **B. Phase 2: KV Outcomes Working Group**

Meetings were held with the KV staff and management who made up KV's Outcomes Working Group in the Spring of 2004. The purpose of the Working Group was to further refine the shorter and longer term outcomes for the KV team model, make specific recommendations about existing and potential data sources that could be used to measure outcomes, and analyze existing data sources to determine their viability for measuring outcomes. As a result of the Working Group, an "Outcomes Measurement Plan" for measuring shorter and longer term outcomes was developed and discussed (see **Appendix A**), and the Outcomes Diagram was also revised (see **Appendix B**). The Outcomes Measurement Plan included the following potential shorter and longer term outcomes, one focusing on overall shorter term outcomes related to activities carried out in the team model, and the other focusing child-oriented shorter and longer term outcomes.

### **1. Shorter Term Outcomes related to the Team Model Activities:**

- More immediate child outcomes related to the direct role KV plays in the team model including:
  - Frequent and ongoing communication between KV staff and child clients.
  - Child clients have a "voice" – KV staff listen to what child clients want and express their wishes.
  - Child clients are aware of and less anxious about court procedures.
  - Child Clients feel they have more and better options.
- Outcomes related to Relationships between KV and Key Stakeholders:
  - Key Stakeholders have a greater awareness and understanding of KV.
  - KV staff have a greater awareness of key stakeholders' roles and services.

- Informed Recommendations are developed and Recommendations and Service Plans are Implemented:
  - There are clear and informed recommendations for child clients developed inside and outside of court.
  - Recommendations and service plans are implemented that meet the basic needs of the child.
  - Basic needs of child clients are being met in the short term.

## **2. Shorter and Longer Term Child-Oriented Outcomes:**

- System wide outcomes related to safety, permanency and well-being:
  - Shorter term: Basic needs of child clients are being met.
  - Longer term: Safety, permanency and well-being needs are met.
- Longer-term: Children have a “Voice”:
  - KV overall advocacy reflects the wishes and best interests of child clients.
  - Child clients feel they have more options.
  - Child clients are less anxious about court proceedings.

The Outcomes Measurement Plan also listed existing and potential data sources and how they might be used to measure the above shorter and longer term outcomes. In addition, Skylor Massie, a former KV Child Advocacy Specialist, assisted the Working Group and PEP staff in conducting a detailed review of 10 team and 10 attorney-only case files to determine if the case files had the appropriate data to measure the above shorter and longer term outcomes related to the team model. Working Group members also analyzed their own case files for the same purpose. The analysis of existing data sources, including the activity log and case files, revealed that existing data sources would not be sufficient for measuring both the shorter and longer term outcomes for the following reasons:

- The case file information collected by KV staff was not designed to measure shorter and longer term outcomes developed through the evaluation process; therefore, the data needed to measure outcomes was not available in these documents.
- The activity log was helpful in tracking activities associated with the team model, but it was not designed to measure outcomes related to the team model.
- In addition, comparisons between cases in the team model and those handled by an attorney only were not possible using the data from the case files or the activity log.

In addition, several of the shorter and longer term outcomes described above can only be measured using external data sources such as surveys of key stakeholders and child clients/caretakers and CMIS data. Based on the analysis of the existing internal data, the Outcomes Working Group and PEP staff recommended that KV develop internal data collection procedures and methods to capture the outcomes for the team model, and develop external methods to collect and measure child-related outcomes (e.g., analysis of the CMIS data, survey methods). In Phase 3, PEP staff conducted a series of meetings with the newly promoted KV team supervisors to make further revisions to the shorter and longer term outcomes for the team model, and develop internal data collection tools to measure these outcomes.

### C. Phase 3: Meetings with Team Supervisors

PEP conducted a series of meetings with team supervisors, management and technology staff in the late spring/early summer of 2004. Internal and external data collection strategies were discussed, and two data collection instruments were developed for internal data collection related to KV outcomes: One for ongoing internal data collection, and one for data collection at case closing. Several key themes emerged from these meetings:

- KV should build on the existing KV activity log to develop instruments and procedures for ongoing data collection and data collection at case closing.
- A distinction was made between data that could be collected internally versus externally. Team supervisors decided to focus on internal data collection strategies that could be piloted by the supervisors in the fall of 2004 and implemented throughout the agency by January 2005. Furthermore, team supervisors felt that this was appropriate timing because the development of internal data collection strategies could coincide with overall management information system improvements at KV.
- Team supervisors felt that the use of the new procedures should be mandatory for all KV staff so that consistent and adequate data would be collected to measure outcomes. Furthermore, they recommended that training be developed and implemented for KV staff to learn the new data collection procedures and understand how the data could help them in their jobs, as well as help KV evaluate and understand the effectiveness of the team model.
- Ongoing internal data collection to measure outcomes should focus on data related to KV advocacy role (e.g., preparing child for court proceedings, developing recommendations, advocating for child clients' wishes and best interests) which is a direct role KV plays in impacting the lives of child clients.
- Outcomes measured at case closing should focus on both data related to KV direct advocacy role (see previous bullet) and KV indirect role related to the primary system-wide child welfare outcomes of safety, permanency and well-being.
- External data collection strategies were also discussed, including:
  - Survey of service providers assessing their awareness/understanding of KV role.
  - A follow-up survey of key stakeholders (i.e., similar to the one conducted by PEP as part of the overall evaluation of the team model).
  - A survey of child clients/caretakers.
- KV staff was the least comfortable with surveying child clients and caretakers because they felt that it would be difficult to obtain objective and/or accurate information by this method. PEP staff shared articles of studies using survey methods with children and/or caretakers, and discussed the strengths and weaknesses of such methods with KV staff.

The following section describes PEP's recommendations for the Shorter and Longer Term Outcomes for the Team Model, as well as internal and external data collection strategies based on input from KV staff in Phases 1, 2 and 3. It also outlines suggested next steps and future considerations for evaluating the outcomes for the Team Model.

## IV. Recommendations, Next Steps and Future Considerations

### A. Recommendations and Next Steps

PEP’s recommendations for shorter and longer term outcomes for the team model and corresponding data collection methods are outlined in the chart below. These recommendations were based on input from KV staff and management throughout each of the three evaluation phases. Internal data collection instruments were initially developed through the meetings with KV team supervisors and were further refined with the input of KV management staff.

#### *Shorter Term Outcomes*

Outcome	Data Collection Method	Frequency of Data Collection
<b><i>1. More immediate child outcomes related to KV direct role</i></b>		
Frequent and ongoing communication between KV staff and child clients.	<b>Internal data:</b> Child client contact information	Ongoing
Child clients have a voice. <ul style="list-style-type: none"> <li>• KV staff listen to what child clients want.</li> <li>• KV staff express child clients’ wishes and best interests in court.</li> </ul>	<b>Internal data:</b> Case preparation/follow-up information	
<b><i>2. Informed Recommendations are developed by KV and Recommendations and Service Plans are Implemented as a result of KV Advocacy Role</i></b>		
There are clear and informed recommendations for child clients developed inside court.	<b>Internal data:</b> KV court recommendations, implementation of recommendations, case team investigatory activities & basic needs of child clients.  <b>External data:</b> CMIS data on permanency outcomes.	Ongoing
Recommendations and service plans are implemented that meet the basic needs of child clients in the short term.		
Basic needs of child clients are met in the short term.		
<b><i>3. Relationships with Key Stakeholders</i></b>		
Key stakeholders have a greater awareness and understanding of KV role and the team model.	<b>Survey</b> of service providers and other key stakeholders who attend KV presentations about the team model.	Following KV presentations.
KV staff have a greater awareness and understanding of key stakeholders’ roles and of the services they provide to child clients.	<b>Survey</b> of KV staff at presentations by service providers.	Following presentations by service providers.

## Longer Term Outcomes

Outcome	Data Collection Method	Frequency of Data Collection
<b>1. Child-related Outcomes: Child clients' permanency, safety and well-being goals are being met.</b>		
Permanency, safety and well being needs of child clients have been met.	<p><b>Internal data:</b> Outcomes at case closing collected via case review and closing instrument.</p> <p><b>CMIS data:</b> Permanency outcomes at case closing.</p>	Case Closing
<b>2. Relationships with Key Stakeholders</b>		
Key stakeholders have a greater awareness and understanding of KV role and the team model.	Follow-up <b>survey</b> of a broader range of key stakeholders similar to the survey conducted by PEP for the current evaluation.	Spring/Summer 2005

PEP staff are currently in the process of analyzing the CMIS (Court Management Information System) data on permanency outcomes, comparing team, non-team and conflict attorney cases to determine if the team model has significantly better permanency outcomes than the cases handled only by a KV attorney, or by attorneys outside of KV (conflict attorneys). PEP staff will prepare a separate report presenting the results from this analysis.

## Next Steps

PEP staff recommends that KV take the following steps for the evaluation of the above shorter and longer term outcomes and development of the data collection system:

- **Internal data collection (in the next 4-6 months):**
  - Update the KV data collection system to include the data necessary to measure both shorter and longer term outcomes (i.e., ongoing data collection and data collection at case closing in Appendices I and J).
  - Coordinate data collection at case closing with the Office of Children, Youth and Families, who is currently in the process of developing a case closure form for dependency cases.
  - Pilot test the updated KV data collection system with KV staff, and make any necessary changes based on their input.
  - Conduct preliminary analyses of the data submitted for the pilot test. Determine if the data is sufficient for measuring the shorter and longer term outcomes of the team model outlined in the above charts, and make revisions based on the data

analysis. PEP staff recommends that KV work with outside evaluators to analyze this data, and to make revisions to the data collection methods based on this analysis.

- Develop a series of training sessions for KV staff related to internal data collection and evaluation that includes the following topics:
  - The process that was implemented to develop KV shorter and longer term outcomes and data collection methods (i.e., share with KV staff the Executive Summary for this report).
  - The purpose for measuring KV outcomes (i.e., explain why KV is collecting this information, and what this information means to both to the organization and to their work at KV).
  - Explain how KV is going to use the data for measuring outcomes and for ongoing development of the team model.
  - Implementation of new data collection methods: Develop and implement a series of sessions explaining how to use the new system to collect data related to outcomes on an ongoing basis, and at case closing.
- **External Data Collection:**
  - **Short term surveys of service providers and KV staff (in the next 4 to 6 months).**
    - Develop and implement a survey for key stakeholders that can be implemented after KV presentations on the team model.
    - Develop and implement a survey for KV staff that can be implemented after presentations by service providers to KV staff.
  - **Follow-Up Survey of Key Stakeholders (in 2005):**
    - Conduct a follow-up survey with key stakeholders to assess their views of the team model. The first survey was conducted in the Fall of 2002 and Spring of 2003, when the team model was not fully implemented. The purpose of the follow up survey would be to assess the awareness and understanding of the team model among key stakeholders after the team model has been fully implemented.
    - PEP staff recommends that KV staff work with outside evaluators to develop and implement this survey.

## **B. Future Considerations**

PEP staff also recommends that KV consider implementing a survey of child clients and/or caretakers of very young children as part of the evaluation of the Team Model. The purpose of the survey would be to gather information related to KV outcomes that either cannot be measured using internal data collection methods, and/or to provide another data source that would complement the data collected by KV staff. The following outcomes were also developed and discussed during the evaluation. As a result of KV advocacy role, child clients:

- Are aware of and more comfortable with court procedures.
- Feel that their wishes (i.e., “their voice”) have been heard by KV staff.
- Feel they have been presented with options that meet their basic needs.

The survey could be administered at shorter (i.e., 9 to 12 months after case opening), and longer term intervals (i.e., at case closing). The data gathered would allow child clients and/or their caretakers to provide direct feedback regarding KV's advocacy role, and the outcomes associated with the team model. PEP staff recommends that KV staff work with outside evaluators to develop and implement this survey because of the sensitivity and time involved in developing survey instruments that can reliably capture data from children and adolescents. PEP staff has provided KV with examples of previous research conducted with children and/or their caretakers in the child welfare system.

# **Appendix A: Phase 2 - Working Group Outcomes Measurement Plan**

**KIDSVOICE OUTCOMES MEASUREMENT PLAN**  
**March 2004**

**I. SHORTER TERM OUTCOMES**

OVERALL OUTCOMES	IDEAS FOR EXISTING AND POTENTIAL DATA SOURCES	MEASURED BY
<b>A. MORE IMMEDIATE CHILD OUTCOMES RELATED TO DIRECT KV ROLE</b>		
<p><b><i>DIRECT KV ROLE: investigate, assess, educate and advocate</i></b></p> <ul style="list-style-type: none"> <li>• <i>Frequent and ongoing communication between KV staff and child clients</i></li> <li>• <i>Child Clients have a voice – KV staff listen to what child clients want &amp; express their wishes</i></li> <li>• <i>Child clients are aware of and less anxious about court procedures.</i></li> <li>• <i>Child clients feel they have more options.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Child Client contacts Form:</i></b> This would replace the meeting and phone notes forms used for child client contacts in order to provide more details about the type of interaction between KV staff and child clients. Data could be entered and forms printed from the Activity Log, including:               <ul style="list-style-type: none"> <li>• Who initiated the contact - KV or child?</li> <li>• The date of the initial petition/notification could be recorded at the beginning of a case.</li> <li>• Was the contact the first visit, held before hearing, or a follow-up visit?</li> <li>• Type and location of contact: i.e., phone, meeting inside court, meeting outside of court, i.e., parent's home, residential facility, etc.</li> <li>• Child's Requests (i.e., typical requests could be listed, plus other category)</li> <li>• KV recommendations for follow-up.</li> <li>• A section for notes.</li> </ul> </li> <li>• <b><i>Objective survey</i></b> of child clients and/or caretakers.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing communication as indicated by the frequency and type of contact between KV and child clients.</li> <li>• The number of contacts prior to the first hearing also indicates a goal of the team model to interact more frequently with child clients prior to court. KV could also measure the length of time between initial petition/notification of the case and KV <i>in-person contact</i> with child client.</li> <li>• Child clients have the opportunity to say what they want and are being heard, as indicated by checklist indicating the child's requests/wishes and KV staff recommendations for follow-up, and as indicated in other forms to be determined (i.e.. use and/or revision of case preparation and hearing notes forms).</li> <li>• Child clients are aware of and less anxious about the court process, they understand KV's role, and feel they have more options, as indicated by an <b><i>objective survey</i></b> of child clients and/or caretakers of young children (i.e., 6 to 12 months after the case is assigned to KV for the evaluation of shorter term outcomes, and at the termination of the case for the evaluation of longer term outcomes).</li> </ul>

OVERALL OUTCOMES	IDEAS FOR EXISTING AND POTENTIAL DATA SOURCES	MEASURED BY
<b>B. RELATIONSHIPS WITH KEY STAKEHOLDERS</b>		
<p><b><i>DIRECT KV ROLE: facilitate, educate</i></b></p> <ul style="list-style-type: none"> <li>• <i>Stakeholders have greater awareness &amp; understanding of KV</i></li> <li>• <i>KV staff has a greater awareness of key stakeholders' roles and services</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Follow-up Survey of Key Stakeholders</i></b></li> <li>• <b><i>Short survey of Service Providers</i></b> at KV Presentations about the Team Model</li> <li>• <b><i>Surveys of KV Staff</i></b> to assess awareness of key stakeholders roles and services. This could be accomplished several ways: <ul style="list-style-type: none"> <li>○ Short surveys after presentations to KV staff by service providers.</li> <li>○ An objective, annual or bi-annual survey of KV staff.</li> </ul> </li> <li>• <b><i>Activity Log Data/New Form on Interaction with Key Stakeholders:</i></b> Meeting and phone notes forms could be combined into one form to track interaction with key stakeholders (see Section C for details on this form).</li> </ul>	<ul style="list-style-type: none"> <li>• The follow up survey could ask the same questions as the first survey – results could be compared to the first survey to determine any changes in the awareness and understanding of KV and the team model.</li> <li>• The short survey of key stakeholders could ask questions about their understanding of KV and the team model, and their frequency and type of interaction with KV.</li> <li>• The short survey of KV staff could assess their understanding and awareness of the presenting service providers, and other stakeholders. Questions could assess awareness, frequency and type of interaction, etc.</li> <li>• An annual or bi-annual survey of KV staff could be conducted to assess their overall understanding and awareness of key stakeholders, including providers, judges, hearing officers, etc.</li> <li>• Activity log data could track frequency and type of interaction between KV staff and key stakeholders.</li> <li>• Potential analysis: Statistical analyses could be conducted to determine if there are statistically significant relationships between the level of activity between KV staff and key stakeholders (activity log data) and their understanding and awareness of key stakeholders (annual survey). In other words, the analysis could determine if there was a significant increase in KV's awareness and understanding of key stakeholders as their activity level increased.</li> </ul>

OVERALL OUTCOMES	IDEAS FOR EXISTING AND POTENTIAL DATA SOURCES	MEASURED BY
<b>C. INFORMED RECOMMENDATIONS ARE DEVELOPED; RECOMMENDATIONS &amp; SERVICE PLANS ARE IMPLEMENTED</b>		
<p><b>DIRECT KV ROLE: develop and present recommendations</b></p> <ul style="list-style-type: none"> <li>• <i>There are clear and informed recommendations for child clients developed inside and outside court.</i></li> </ul> <p><b>INDIRECT KV ROLE: follow-up, monitor and enforce.</b></p> <ul style="list-style-type: none"> <li>• <i>Recommendations and Service Plans are Implemented that help meet the basic needs of the child.</i></li> <li>• <i>Basic Needs of Child Clients are Being Met in the short term</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>New Forms/Activity log data (Forms for KV’:</i></b> <ul style="list-style-type: none"> <li>○ <b><i>Outside Court</i></b> (i.e., FSP, IEP, PP meetings, and phone calls): This form would use one form for all interaction between KV staff and key stakeholders outside of court and could include a section for written notes and checklists for:           <ul style="list-style-type: none"> <li>○ Meeting or phone call?</li> <li>○ Type of meeting (i.e., IEP, FSP)</li> <li>○ Who was present at meeting</li> <li>○ Basic needs of child clients as documented by KV staff</li> <li>○ KV positions regarding child client</li> <li>○ CYF position regarding child client</li> <li>○ Outcomes from meeting (i.e., next steps)</li> <li>○ Actions that have been already taken</li> </ul> </li> </ul> </li> <li>• <b><i>Court: Case Preparation Form</i></b> <ul style="list-style-type: none"> <li>○ This form would be very similar to the existing form, but would include checklists for most the items (i.e., family service plan goals, recommendations, how recommendations were developed, etc.), and then a section for written notes.</li> </ul> </li> <li>• <b><i>Court: Hearing Notes Form</i></b> <ul style="list-style-type: none"> <li>○ This form would be similar to the existing form, but would include checklists for recommendations by KV and other parties, how recommendations were developed (i.e., in collaboration/pre-hearing prior to court), court approved recommendations, and any actions taken already (i.e., services already delivered).</li> </ul> </li> <li>• <b><i>Other existing data sources might include: Court Orders, KV Motions, PPM Goals (CYF Form).</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• These forms would track the basic needs of child clients, KV positions in meetings and recommendations in court regarding child clients, how recommendations were developed (i.e., by KV team alone, in collaboration with other parties – and which parties), whether other parties’ recommendations differ from that of KV and what their recommendations are, and the outcomes from meetings and hearings regarding what is being recommended or ordered by the court (i.e., regarding services, placements, etc.), and any follow-up information regarding what has been implemented regarding services and placements (i.e., if child clients are receiving the services KV recommended, i.e., clothing, medicine, medical care, MH treatment services, IEPs).</li> <li>• Court orders would indicate which, if any, of the recommendations made by KV in court were adopted by the court. KV motions would indicate recommendations made by KV in court. PPM form would indicate CYF positions regarding placement issues.</li> <li>• This information could then be analyzed to assess collaboration (e.g., on how many recommendations did KV and others agree or differ? On those where KV recommendations differed, whose recommendations were adopted and what were the outcomes?</li> </ul>

## II. SHORTER AND LONGER TERM OUTCOMES AND OVERALL DATA SOURCES

OVERALL OUTCOMES	IDEAS FOR EXISTING AND POTENTIAL DATA SOURCES	MEASURED BY
<b>CHILD RELATED OUTCOMES: CHILD CLIENTS' PERMANENCY, SAFETY AND WELL-BEING GOALS ARE BEING MET AND THEY HAVE A "VOICE"</b>		
<ul style="list-style-type: none"> <li>• <i>System wide goals:</i> <ul style="list-style-type: none"> <li>○ <i>Shorter Term: Basic needs of child clients are being met.</i></li> <li>○ <i>Longer Term: Permanency, Safety and Well-Being needs are being met.</i></li> </ul> </li> <li>• <i>Children have a "Voice": KV overall advocacy reflects the wishes and best interests of child clients, child clients feel they have more options, and are less anxious about court proceedings.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Case Review and Follow-Up Form:</b> This form could track progress made on cases at shorter and longer term intervals (i.e., every 6 months and at case termination). It could include checklists that tract information on whether or not KV's recommendations or service plans related to basic needs were implemented, whether or not the basic needs of child clients are being met (i.e., what has been done regarding placements, services, etc), and at the close of a case, why the case was closed and KV's position regarding closing the case. This form could also contain questions important for older teens related to independent living (i.e., affidavits signed, and living arrangements, GED/diplomas received, and employment). This form could also include a section for narrative notes.</li> <li>• <b>CMIS Data:</b> KV could use this data to track the number, location and type of placements (i.e., shelter, group home, supervised independent living), and how long the child remained at the placement. It also tells KV if the child was on the run (i.e., absentee-runaway). This data indicates the petition status, if the case is open/closed, how long the case has been open and the hearing history.</li> <li>• <b>Objective Survey of Child Clients and/or caretakers (as described in the above section)</b> conducted in the short term (i.e., after 6 -12 months) and in the long term (i.e., at case termination).</li> </ul>	<ul style="list-style-type: none"> <li>• KV case review and follow-up form could track whether or not child clients' needs are being met in the short and long term, including at the termination of the case.</li> <li>• CMIS data could be used to document permanency goals in that are being met in the short term (i.e., in first 6 months or other time period KV determines) and in the long term (i.e. after 2 years or at the close of a case), including: <ul style="list-style-type: none"> <li>○ Number of placement moves and reasons for placement moves (i.e., number of shelter hearings and actual placements).</li> <li>○ The length of time children spend in out-of-home care and how long it takes children who enter out of home care to exit.</li> <li>○ The length of time spent in shelters vs. in foster care placements.</li> <li>○ The Could number and percentage of cases that remained in out-of-home care one year after the case opened, and for those who left out-of-home care, the percentage who were reunited with their families and placed in adoption or guardianship arrangements.</li> <li>○ Reasons for cases opening and closing; number of cases that close and have to reopen.</li> </ul> </li> <li>• Objective survey of child clients and/or caretakers of younger children could include questions regarding system wide goals in the short and long term, and regarding issues related clients having a "voice."</li> </ul>

## **Appendix B: Phase 2 - Working Group Outcomes Diagram**

**Activities include Direct Contact with Child Clients, and are ongoing throughout the case: point of entry could be anywhere along the continuum.**

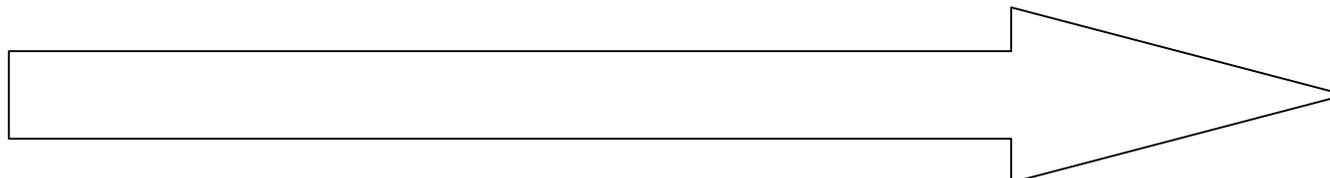
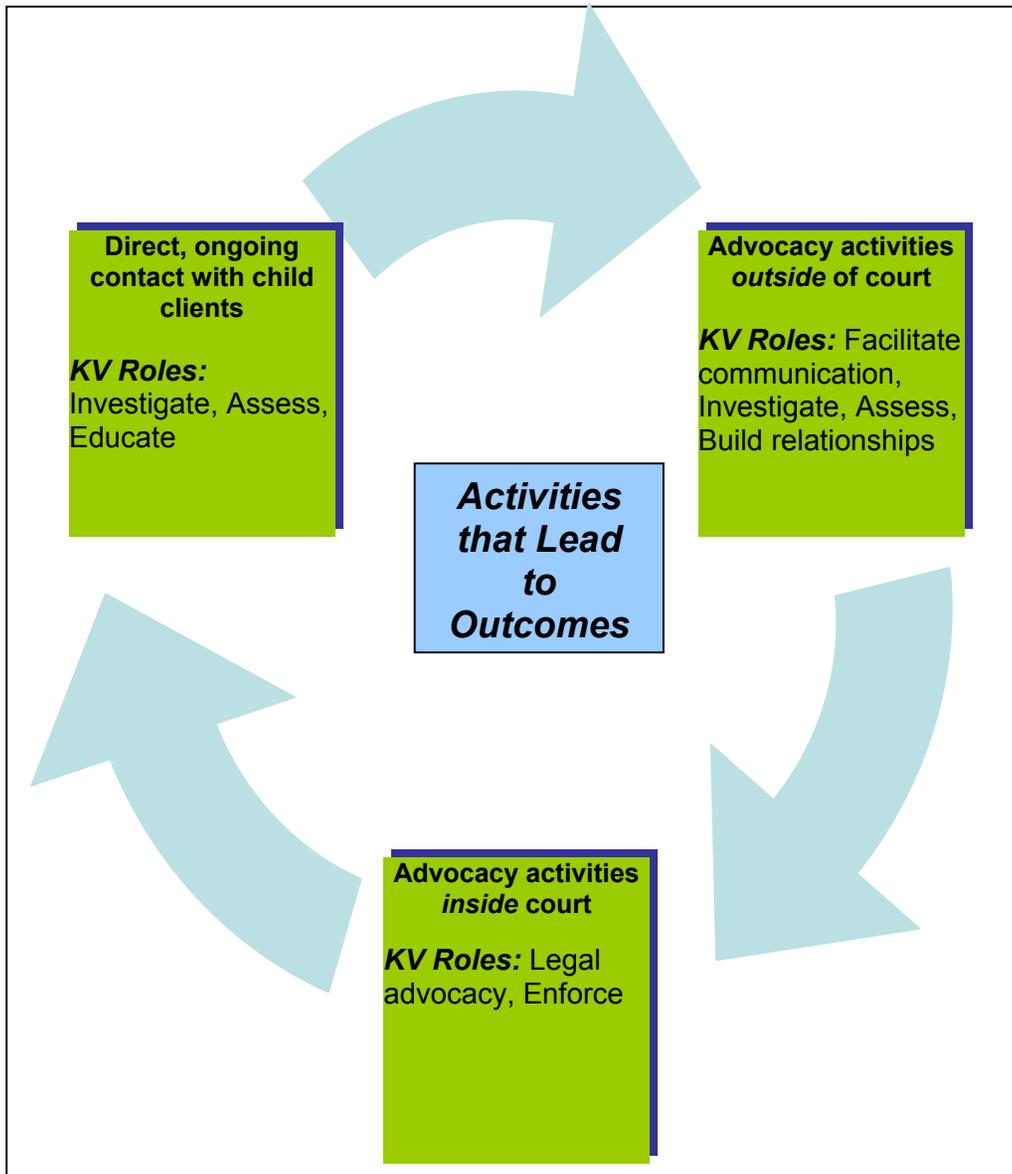
**A. Direct, Ongoing Contact with Child Clients:** (1) Develop relationships with clients by talking to and visiting them. Via this relationship, (2) investigate and assess issues that affect the child and the family, as well as (3) identify options for them. (4) Counsel the kids about their options. (5) Explain confidentiality, role of CAS and role of GAL. (6) Prepare child for court proceedings.

**B. Advocacy Activities outside of court:** (1) Facilitate relationships and communication between key stakeholders regarding the best interests of the child. (2) Talk to and visit key stakeholders including caregiver(s), teachers, therapists, schools, placement providers, foster parents, MH evaluators, CYF caseworkers, parent advocates, etc. (3) Attend meetings (e.g., IEP, PP, FSP, RTF, other interagency meetings) so that KV may influence, inform, and build consensus among key stakeholders regarding services and resources for the child. (4) Obtain and review records. (5) Take copious notes. (6) Review case in team meetings to formulate recommendations.

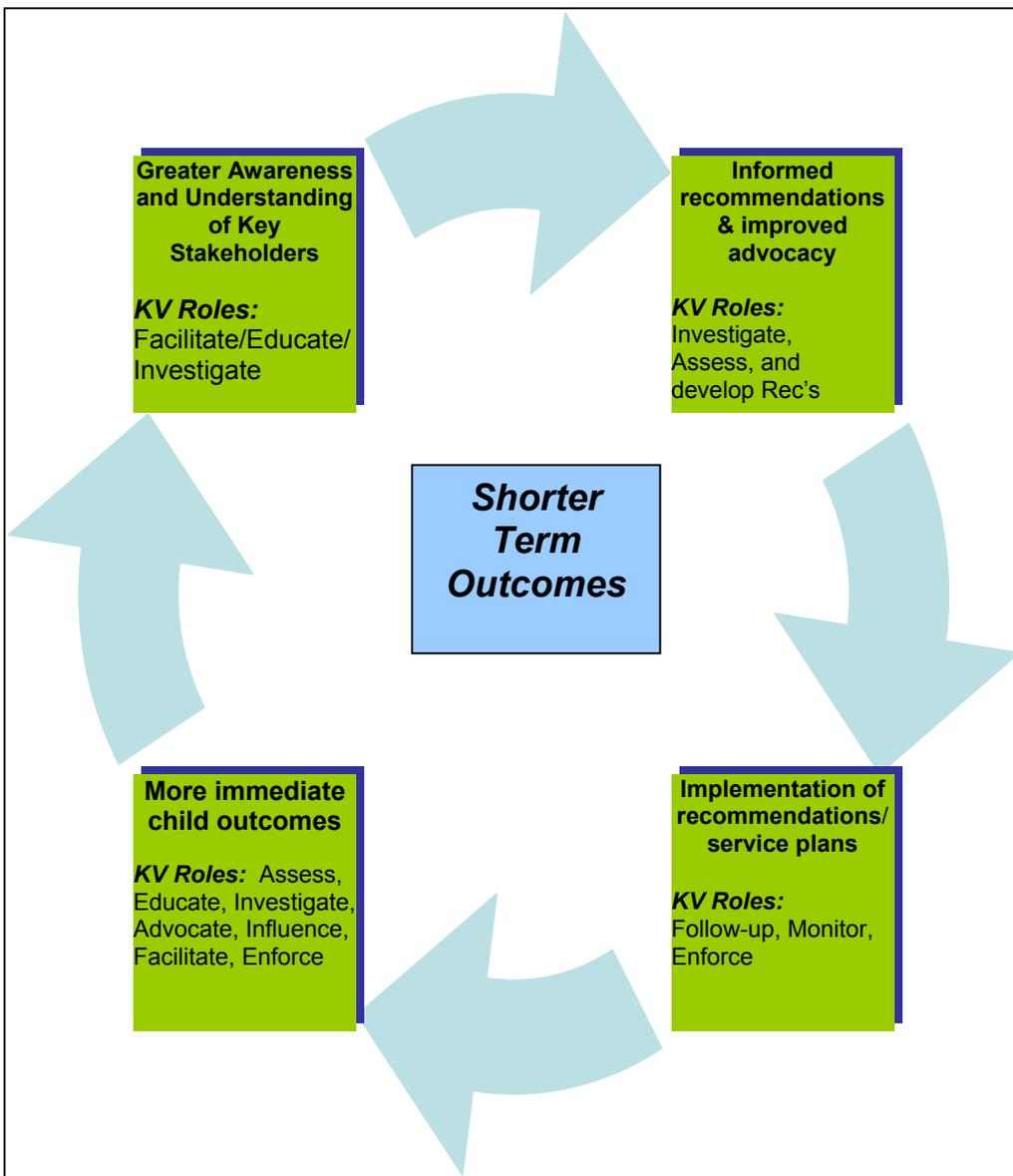
**C. Advocacy Activities inside court:** (1) File court orders and motions. (2) Monitor whether orders are being implemented. (3) Follow-up with CYF and service providers to ensure that recommendations are implemented-Enforce. (4) Participate in dependency hearings. (5) Present clients best interests and wishes.

**Current and Potential Data Sources:**

KV Activity Log, New forms for child client contacts, and for interaction with stakeholders/other organizations (these would also be included in the Activity Log).



**More frequent and improved communication/ interaction with key stakeholders leads to more informed recommendations inside & outside court, improved advocacy, increased likelihood that recommendations will be accepted and implemented, and improved shorter-term outcomes for clients.**



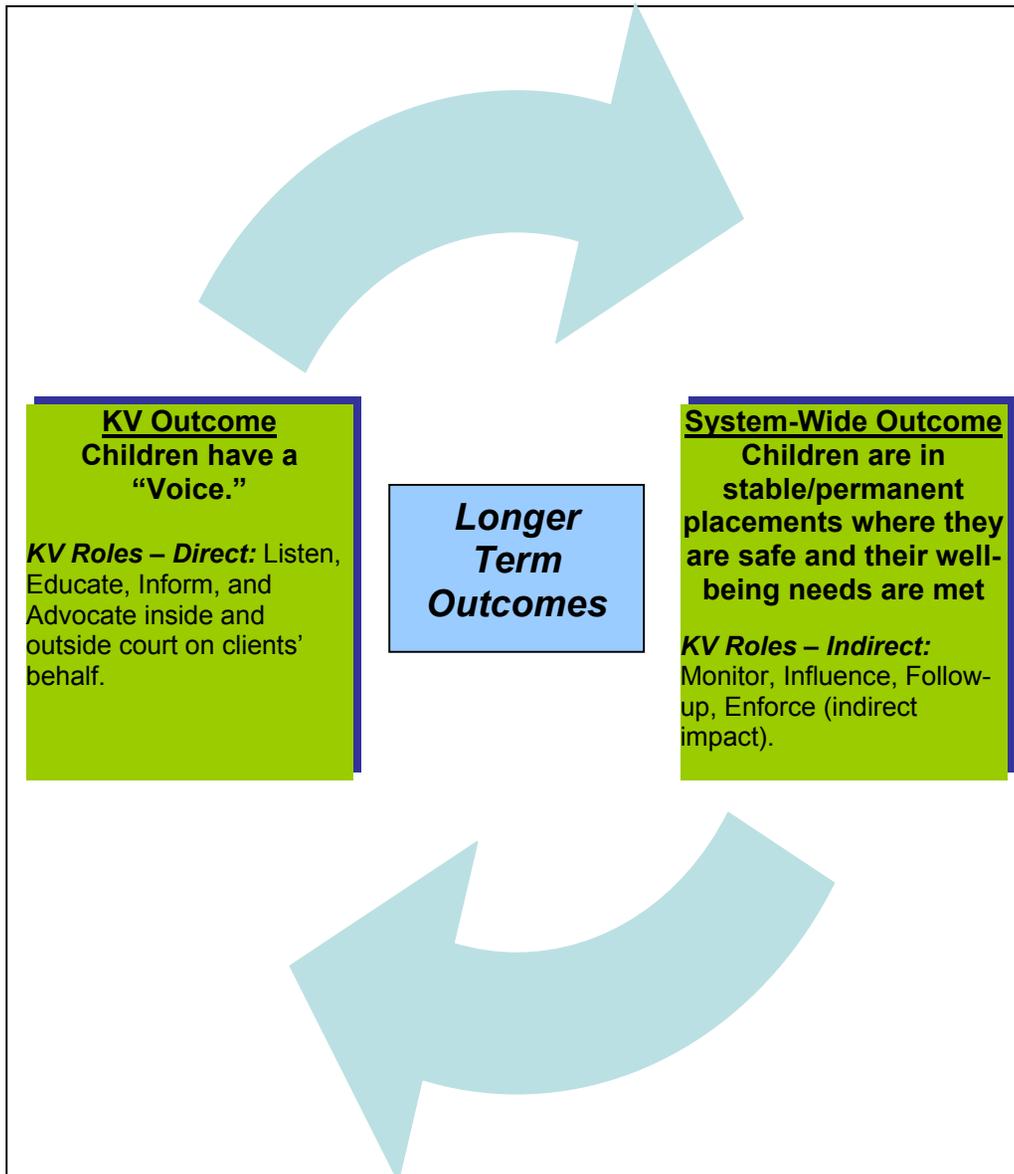
**A. Relationships with Key Stakeholders (Direct):** (1) Facilitate and develop relationships between key stakeholders including CYF, caregivers, placement providers, parent advocates, MH evaluators, service providers, and others. (2) Educate key stakeholders about KV role and team approach, and investigate opportunities to foster relationships and knowledge of key stakeholders' roles and services.

**B. Informed Recommendations and Improved Advocacy (Direct):** (1) Gather more and better information through direct contact with clients and ongoing interaction with key stakeholders. (2) Develop recommendations in collaboration with stakeholders inside and outside court.

**C. Implementation of Recommendations/Service Plans:** (1) **Indirect:** KV influences the development of plans to meet the basic needs of child clients, i.e. MH evaluations, FSPs, IEPs, links to appropriate services. (2) **Direct:** KV follows-up with clients and service providers/CYF, monitors progress, and enforces recommendations through negotiation outside court with key stakeholders/legal action inside court, including investigating placements for child clients.

**D. More Immediate Child Outcomes: Direct:** (1) Child clients feel that they 'have a voice' (i.e., understand and are less anxious about court proceedings and are aware of more choices/opportunities). (2) Child clients feel their wishes have been heard and expressed by KV. **Indirect:** (1) Basic needs of their clients are met through KV facilitative/enforcement role (e.g. monitoring implementation of plans; clients are in safe and stable placements, receive clothing, medicine, enrichment resources, appropriate services, MH treatment).

**Current and Potential Data Sources:** Annual or bi-annual survey of key stakeholders, short survey of service providers after presentations by KV staff, and short survey of KV staff after presentations by service providers. Activity log data tracked by new forms. CMIS data. Objective survey of child clients and/or caretakers.



**Because child clients are in the child welfare SYSTEM, all of the key stakeholders in the system impact the outcomes of the children. KV has an INDIRECT impact on the Primary system wide outcomes. KV has its own longer-term outcomes, upon which they have a DIRECT impact.**

**A. Primary System-wide outcomes:** Children are in stable/permanent placements where they are safe and their well-being needs are met. Stable/permanent placements include remaining at home, reunification, adoption, permanent legal custody, subsidized PLC, and independence. Well-being needs include improved MH, success in school and gainful employment, and self sufficiency (i.e., they and their children stay out of the CW/PW system, and stay out of jail).

KV’s indirect impact upon these system-wide outcomes are made via their monitoring of and influence over clients’ cases, follow-up with clients and other key stakeholders, and enforcement inside and outside of court.

**B. Children have a “Voice”:** KV’s outcomes include that children felt they had a voice. In other words, their wishes have been heard by KV staff, they understood and were less anxious about court proceedings and they were aware of more choices and opportunities.

KV’s direct impact upon this outcome comes from their interactions with child clients to assess and understand the clients’ needs; share information with clients so that they are less anxious and more knowledgeable about court proceedings and more aware of their options; and advocate effectively for clients’ best interests.

**Current and Potential Data Sources:**

Activity log data tracked with new KV forms, CMIS data, Objective survey of child clients and/or caretakers.

