



**Bridging the Gap Between
Evaluation and Practice:
Self-evaluation in *Family to Family***

Connecting Our Work to Changes in
Outcomes for Children

Connecting Core Strategies to Outcomes

◆ Key Elements/Core Strategies

- What are they?
- How related to each other?

◆ Outcomes

- What are they?

◆ Connecting.... To

- How do we expect key elements/core strategies to change the outcomes?



Key elements provide the basis for
understanding and measuring the core
strategies

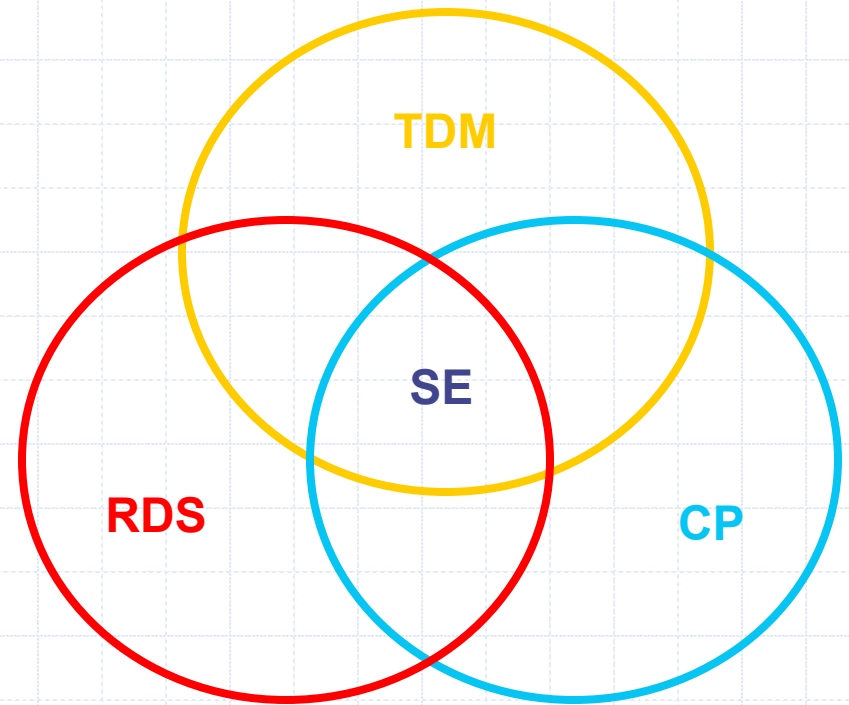
	TDM	RDS	CP	SE
Community supports & safety net for families are enhanced			1	
CP, RDS and TDM participate in SE team	1	1	1	1
Data track implementation of CP, RDS and TDM	1	1	1	1
TDM meetings are held at accessible community location	1		1	
Community partners share in decision making	1		1	
Natural neighborhood supports become more accessible for families	1		1	
Foster homes are recruited in neighborhood		1	1	
Visitation occurs in neighborhood		1	1	
All information about child is shared with resource family		1		
Resource family supports birth family	1	1		
Within the agency there is a culture of respect for resource families	1	1		
Resource family training includes youth and parents		1		
Resource family shares in decision making	1	1		
Icebreaker meetings are held	1	1	1	
Trained facilitator conduct TDM meetings	1			
Child welfare team participates in decision making	1			
Parents and youth are involved in decision making	1			
Live decisions are made at TDM meetings	1			
Longitudinal data track outcomes for children entering placement				1

Keys Elements of Family to Family: *Impact on Individual Children*

	TDM	RDS	CP	SE
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CP, RDS and TDM participate in SE team	1	1	1	1
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Longitudinal data track outcomes for children entering placement				1

Family to Family Core Strategies

- **Team Decision-Making (TDM)**
- **Building Community Partnerships (CP)**
- **Recruiting and Supporting Resource Families (RDS)**
- **Self-Evaluation (SE)**



CP

TDM

RDS

Live decision

Parent involved in decision making

Child welfare team participate in decision making

Trained facilitator

Data track implementation

RDS & TDM staff participate in SE team

FP share in decision making

Icebreaker meetings

Data track implementation

FP work with BP

Culture of respect for FP

Training includes youth & parents

Meetings at accessible place

Partners share in decision making

Natural supports accessible

Longitudinal data track outcomes

Homes in neighborhood

Recruitment is community based

Visitation in neighborhood

Info immediately available to FP

Community supports & safety net for families are enhanced

Partners participate in SE team

Data track implementation

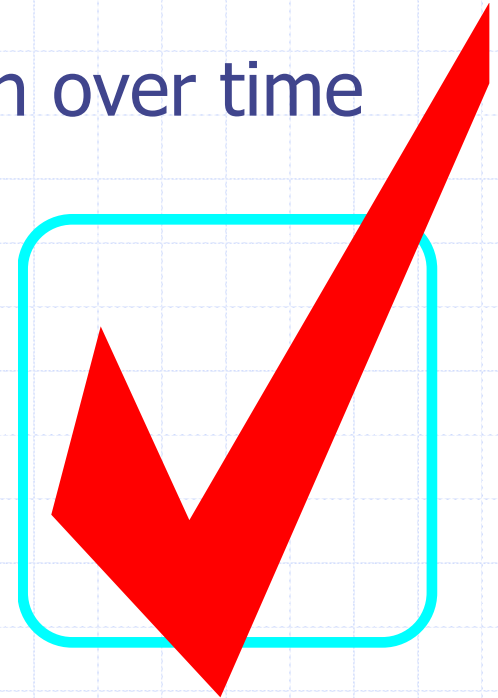
Key Elements of *Family to Family*

Bottom Line

We must develop a strategy to measure *Family to Family* key elements versus measuring core strategies in isolation

Benchmarks...process measures... implementation indicators

- ◆ ...measure implementation of core strategies
- ◆ ...define steps along the way to successful implementation
- ◆ ...track progress of implementation over time
- ◆ ...are quantitative measures



Recruit, train and support resource families

Benchmarks

1. Interest people in becoming FP → Number of people who completed application for becoming FP
2. Train interested people → Number of people who began training; completed training
3. Complete home studies → Average time to complete home study
4. License → Average time between inquiry & license; between training end & license
5. Place child in home
6. Provide ongoing support
 - timely per diem payments
 - getting medical cards
 - providing clothing allowances
 - answering telephones
 - etc.

More Active Resource Families

- Number of foster homes
- for sibling groups
 - for teens

Recruit, train and support foster parents

50 new people ask about being foster parents for teens

30 people decide to begin training

20 complete training

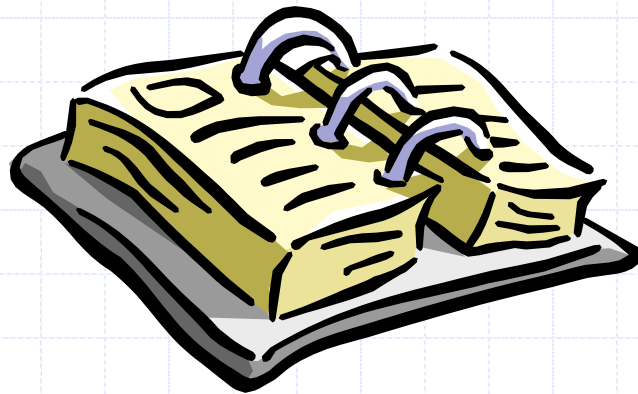
15 home studies completed

10 new foster homes
agree to take teenagers

**Benchmarks
measure
steps
along the
way**

Timeframes

- ◆ Adding timeframes to benchmarks help to keep implementation on track by providing targets
- ◆ Benchmarks may change over time as implementation focus changes



**Connecting Changes in Practice to Outcomes
Benchmark Examples**

Strategies	6-month Benchmark	1-year Benchmark	
Recruit/support/train resource families	35 potential "teen /sib " foster families complete training	20 new "teen/sib " foster families licensed	
Team-Decisionmaking	xx Facilitators are hired and trained in TDM 2 TDM meeting sites outside of the agency offices are identified TDM meetings begin	TDM meetings are held for 100% children before a move occurs FP attrition rate decreases	
Community Partnerships	N'hood collaboratives provide support services to 10 FPs who live in the n'hood 10 potential foster families from the n'hood begin training	FP attrition rate decreases 6 new foster families from the n'hood are licensed	

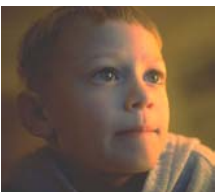
Outcomes....



- ◆ ...measure changes in circumstances, knowledge or well-being of children and families
- ◆ ... are achievable through agency practice
- ◆ ...are known and understood by agency staff and partners

Outcomes for Children

We are committed to improving results for children and families involved in the child welfare system, including:



- Reducing the number and rate of children placed away from their birth families.
- Among children coming into foster care, increasing the

proportion who are placed in their own neighborhoods or communities.

- Reducing the number of children served in institutional and group care and shifting resources from group and institutional care to kinship care, family foster care, and family-centered services.
- Decreasing lengths of stay of children in placement.
- Increasing the number and rate of children reunified with their birth families.
- Decreasing the number and rate of children re-entering placement.
- Reducing the number of placement moves children in care experience.
- Increasing the number and rate of brothers and sisters placed together.
- Reducing any disparities associated with race/ethnicity, gender, or age *in each of these outcomes.* ©



Outcomes, Goals & Strategies

Goals for the System

To achieve these results, **we are committed to the following changes in the child welfare system:**

- Developing a network of family foster care that is neighborhood-based, culturally sensitive, and located primarily in communities in which children currently live.
- Ensuring that all children who come into foster care, including teens and brother-and-sister groups, are routinely placed with families.
- Increasing the number and quality of foster and kinship families to meet projected needs.
- Providing the services birth families and children need in a timely enough manner that they can be safely reunited as soon as possible.
- Screening children being considered for removal from home to determine what help their family needs to keep them safe, to make that help available when it is most needed, and to better support the children who must be placed.
- Involving birth parents, foster parents, and kinship families as team members with our agency and with one another.
- Becoming a neighborhood resource for children and families by investing in the capacity of communities where large numbers of families involved in the child welfare system live. ©

Strategies in Our Work



To achieve these changes in the child welfare system, **we are committed to implementing four core strategies:**

- **Recruiting, Training, and Supporting Resource Families.**

Finding and maintaining foster and kinship families who can support children and families in their own neighborhoods

- **Building Community Partnerships.**

Establishing relationships with a wide range of community organizations in neighborhoods where referral rates to the child welfare system are high and collaborating to create an environment that supports families involved in the child welfare system



- **Making Decisions as a Team.**

Involving not just foster parents and caseworkers but also birth families and community members in all placement decisions to ensure a network of support for the children and for the adults who care for them



- **Evaluating Results.** Using self-evaluation teams to collect, analyze, and interpret hard data about child and family outcomes to find out where we are making progress and to determine where we need to make changes in policy and practice ©



Connecting..... To

**Connecting Changes in Practice to Outcomes
Benchmark Examples**

Strategies	6-month Benchmark	1-year Benchmark	Change in Outcomes
Recruit/support/train resource families	35 potential "teen /sib " foster families complete training	20 new "teen/sib " foster families licensed	Fewer teens are initially placed in facility care Smaller proportion of sibling groups are separated when initially entering placement Fewer children are placed outside the county in non-relative placements
Team-Decisionmaking	xx Facilitators are hired and trained in TDM 2 TDM meeting sites outside of the agency offices are identified TDM meetings begin	TDM meetings are held for 100% children before a move occurs FP attrition rate decreases	Number of moves made by children in first year of placement is reduced
Community Partnerships	N'hood collaboratives provide support services to 10 FPs who live in the n'hood 10 potential foster families from the n'hood begin training	FP attrition rate decreases 6 new foster families from the n'hood are licensed	Children are more likely placed in n'hood Number of moves made by children decreases Children are placed in n'hood

Recruit, train and support foster parents

50 new people ask about being foster parents for teens

30 people decide to begin training

20 complete training

15 home studies completed

10 new foster homes
agree to take teenagers

**Outcomes
measure
overall change**

**Benchmarks
measure
steps
along the
way**

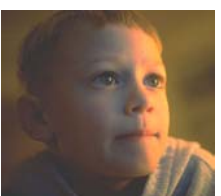
% of teens placed in shelter care decreases
% of teens placed out-of-county decreases
% of teens placed in family-like setting increases

TDM Indicators and Outcomes

Critical Components		Indicator for Measuring Success
Birth parents are engaged in decisionmaking		# & % of TDMs attended by birth parents
Community partners and other human service partners share in decision-making and support of families		# & % of TDMs attended by community members # & % of TDMs attended by other service providers
Placement decisions are made during TDMs.		# & % of meetings held prior to placement or immediately after emergency placement
Meetings are held at time and place conducive to decision-making partnership		# & % of TDMs held away from DSS offices # & % of TDMs held outside of normal business hours
Families are connected to non-traditional services as a result of meetings.		# & % of TDMs at which services are identified and arrangements are made for families to receive
Outcomes		
Custody/Placement TDM	Placement Preservation TDM	Permanency Planning TDM
<ul style="list-style-type: none"> - Increase number & % of children placed in less restrictive placements - Reduce the likelihood of placement - Increase number & % of children placed with relatives - Increase number & % of siblings placed together - Increase likelihood of connection to community & non-traditional services - Increase client satisfaction and engagement 	<ul style="list-style-type: none"> - Reduce likelihood a child will change placements - Reduce likelihood a child will move to more restrictive placement - Engage foster parents in decision-making - Increase client satisfaction and engagement 	<ul style="list-style-type: none"> - Reduce likelihood of reentry after exit from an earlier placement - Reduce the use of long term foster care - Increase the likelihood that TPR decisions are made in a timely way - Increase client satisfaction and engagement
<p><i>In order to measure the impact of TDM on outcomes for children, an agency must be able to link specific TDM meetings and decisions to individual children and families. To achieve this, an agency should record the unique child and family ID numbers in each TDM record.</i></p>		

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- Increasing the number and rate of children reunified with their birth families.

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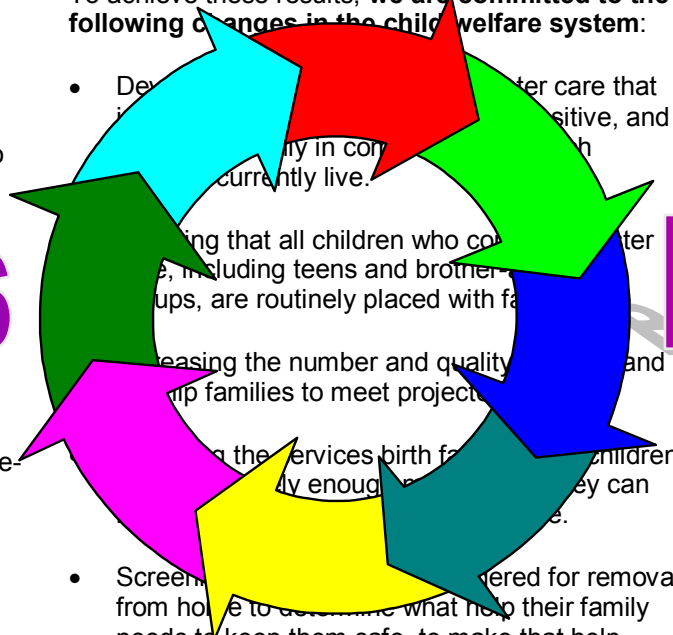


Outcomes, Goals & Strategies

Goals for the System

To achieve these results, we are committed to the following changes in the child welfare system:

- Developing foster care that is positive, and... currently live.
- Ensuring that all children who come into foster care, including teens and brothers and sisters, are routinely placed with family members or kinship families to meet project...
- Increasing the number and quality of kinship families to meet project...
- Increasing the services birth families can receive so they can...
- Screening foster parents for removal from home to determine what help their family needs to keep them safe, to make that help available when it is most needed, and to better support the children who must be placed.
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Benchmarks

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- **Evaluating Results.**

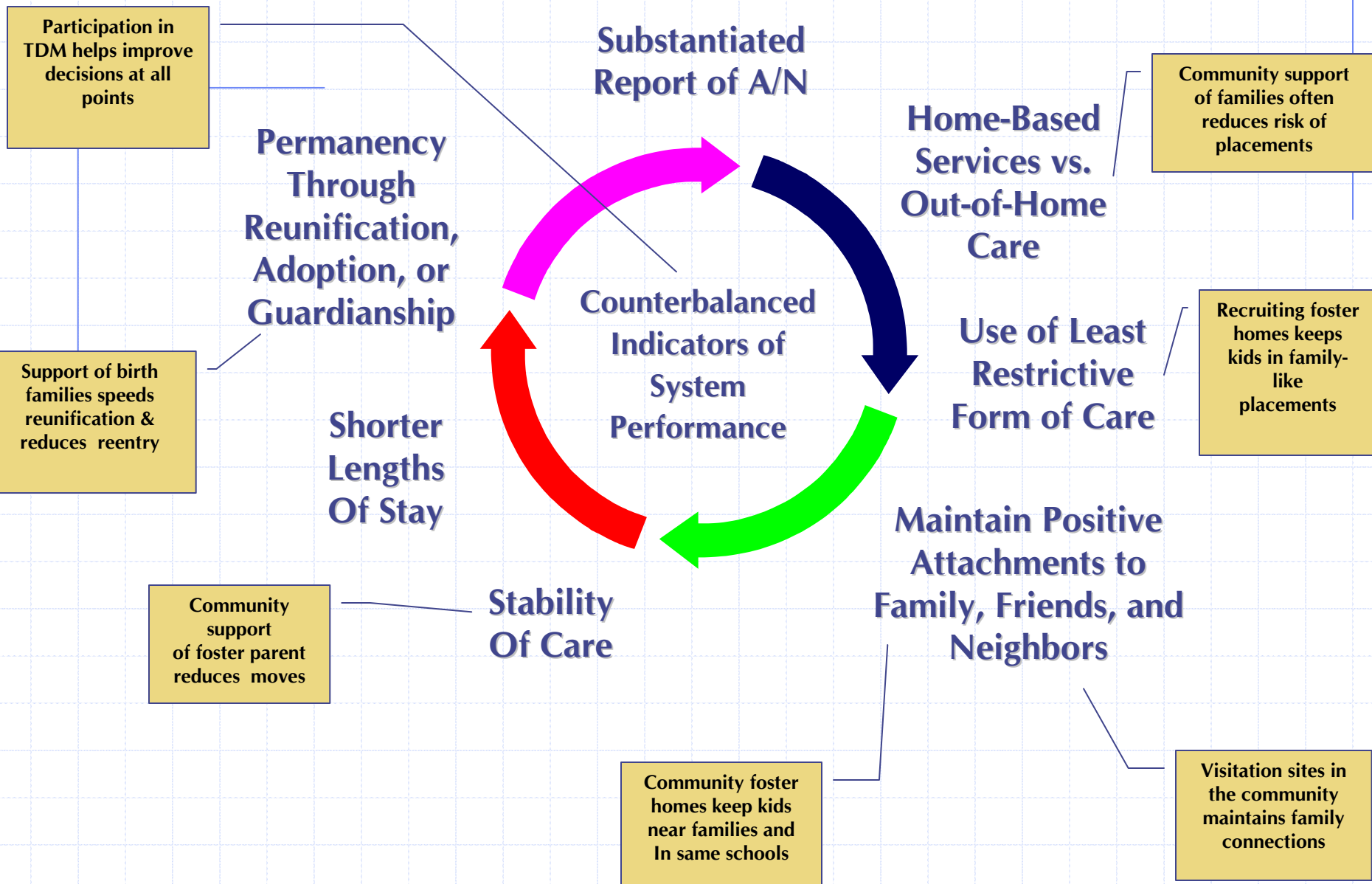
Using self-evaluation teams to collect, analyze, and interpret hard data about child and family outcomes to find out where we are making progress and to determine where we need to make changes in policy and practice ©

Steps to Connecting Strategies to Outcomes:

(1) Identify connections between our work and our outcomes

- ◆ Be specific
 - ◆ For community partners
 - ◆ For recruiters and trainers
 - ◆ For TDM facilitators
 - ◆ For workers

The Cycle of Experiences in the Child Welfare System



Steps to Connecting Strategies to Outcomes:

(2) Consider how to measure the strategies:

- Team Decision Making (TDM)
- Recruitment, Development and Support of Resource Families (RDS)
- Community Partners (CP)

Steps to Connecting Strategies to Outcomes:

(3) Move to next level of analysis

- What are recommendations made at TDM meetings? **DONE**
- Are recommendations being implemented?
- How do outcomes change for children involved with TDM meetings?

Steps to Connecting Strategies to Outcomes:

(3) Move to next level of analysis

- Is the number of resource families increasing in the neighborhoods children come from? **DONE**
- Are we placing children in the newly recruited foster homes?
- Do children placed in the neighborhood have more frequent visitation? See siblings more often? Change school less often?

Steps to Connecting Strategies to Outcomes:

(3) Move to next level of analysis

- Do children of different races and ethnicities have different outcome experiences while in foster care? **DONE**
 - ◆ How are their TDM experiences different?

Where do you start?

- Self-evaluation teams recommend priority next levels of analysis guided by agency goals and current outcome status
- Administrators and agency leaders make the final decisions on where do we go next