

**SITE VISIT 2 - CDSS KEY INFORMANT INTERVIEW
9.16.08**

1. Overview

1.1 What is your role in the CAP implementation?

2. Implementation Requirements

2.1 What have been the necessary implementation requirements for the CAP?

2.2 Education and Training

2.2.a What has been the process for educating State staff on the CAP?

2.2.b What has been the process for educating outside organizations on the CAP?

2.2.c Has any new training been necessary (program and/or administration/finance)?

2.3 Staffing Structure

2.3.a (Program) Has there been staffing changes required (i.e., new staff and/or restructuring)?

2.3.b (Administration/Finance) Has there been staffing changes required (i.e., new staff and/or restructuring)?

2.4 Oversight and Monitoring

2.4.a How have you supervised and monitored your CAP implementation?

2.4.b Has this differed from how you have supervised previous programs?

2.4.c What staff have you use to supervise the CAP implementation?

2.5 Problem Resolution

2.5.a Do you think the overall plans for this project are realistic and/or practical?

2.5.b Have you encountered (or anticipate)any problems during the implementation phase of the CAP?

2.5.c How did you (or plan) to solve those issues?

2.5.d Do you have a mechanism for inter-organizational problem resolution?

2.6 Attitudes

2.6.a What are the attitudes of the CDSS program staff towards the CAP?

2.6.b What are the attitudes of the CDSS administration/finance staff towards the CAP?

2.7 Leadership

2.7.a What kind of leadership has been necessary for the implementation of the CAP?

2.7.b What will be the necessary source(s) of leadership for a successful implementation of the CAP?

2.8 Are there any additional implementation requirements not previously mentioned?

3. *Expected Impacts*

3.1 What have been the impacts of the CAP implementation on the organization?

3.2 Are there concerns about the long-term viability of operating in a capped allocation environment?

4. *Contextual Factors*

4.1 Have there been any political issues that have impacted your ability to implement the CAP?

4.2 Have there been any mandated requirements that have impacted your ability to implement the CAP?

4.3 How does CDSS's relationship with the Governor's Office influence the implementation of the CAP?

4.4 Are there any other political forces that have had an impact on your ability to implement the CAP, such as organized labor, the media, or advocacy groups?

4.5 Are there any social/economic factors that have impacted your implementation of the CAP?

**INTERVIEW QUESTIONS FOR BOARD OF SUPERVISORS
12.16.08**

Planning

1. From the vantage point of the Board, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was the Board involved in the planning process for the Waiver?

Implementation

3. What is the Board's role in a project such as this one, where county departments have entered into agreements capping their access to dollars?
4. Has the nature of the new fiscal environment influenced the Board's process or decision-making in any way? How?
5. Has the Board's interaction with DCFS and Probation (administratively) regarding department operations, initiatives, direction, etc. changed as a result of the county's participation in the Waiver?
6. Does the Board monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Has there been an impact on the Board as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
8. What kinds of challenges has the Board faced in operating in this new fiscal environment?
9. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
10. From the vantage point of the Board, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
11. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
12. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

13. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR CHIEF ADMINISTRATOR OFFICER (ALAMEDA) AND
CHIEF EXECUTIVE OFFICER (LOS ANGELES)
10.16.08**

Planning

1. How does an initiative like the Waiver take shape in the county structure, given the impetus was from SSA-DCFS?
2. How was the CAO/CEO involved in the planning process for the Waiver?

Implementation

3. How does the DCFS and Probation budget interact with the county's overall budget a non-Waiver environment?
4. How has that interaction changed as a result of the county's participation in the Waiver?
5. What kind of budget monitoring structure is in place? Is it different than the previous structure?
6. Has there been an impact on the CAO/CEO as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
7. What kinds of challenges has the CAO/CEO faced in implementing the Waiver?
8. From the vantage point of the CAO/CEO, what are the contextual factors that influence the implementation of the Waiver?
9. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

10. Are there any other important points that the questions failed to address?

INTERVIEW QUESTIONS FOR CHILDREN'S COMMISSIONS/COUNCILS
12.16.08

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for the children and families of the county? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization interacts with DCFS or Probation?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
9. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
10. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

11. Are there any other important points that the questions failed to address?

INTERVIEW QUESTIONS FOR COMMUNITY ORGANIZATIONS
12.16.08

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for the children and families of the county? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization interacts with DCFS or Probation?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
9. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
10. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

11. Are there any other important points that the questions failed to address?

INTERVIEW QUESTIONS FOR JUVENILE COURT
12.16.08

Planning

1. From the vantage point of the Court, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was the Court involved in the planning process for the Waiver?

Implementation

3. What is the Court's role in a project such as this one, where county departments have entered into agreements capping their access to dollars, but without ultimate authority over case decision-making, etc?
4. Has the nature of the new fiscal environment influenced the Court's process or decision-making in any way? How?
5. Has the Court's interaction with DCFS and Probation (administratively) regarding department operations, initiatives, direction, etc. changed as a result of the county's participation in the Waiver?
6. Does the Court monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Has there been an impact on the Court as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
8. What kinds of challenges has the Court faced in operating in this new fiscal environment?
9. Are there things that stand out as necessary for the departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
10. From the vantage point of the Court, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
11. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
12. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

13. Are there any other important points that the questions failed to address?

INTERVIEW QUESTIONS FOR PROVIDER ORGANIZATIONS
12.16.08

Planning

1. From the vantage point of your organization, how did the Waiver initiative take shape within the county structure, given the impetus was from SSA-DCFS?
2. How was your organization or similar organizations involved in the planning process for the Waiver?

Implementation

3. Does the county's participation in this new kind of child welfare funding environment provide an opportunity for your organization? A hindrance?
4. Has the nature of the new fiscal environment changed how your organization does business with DCFS or Probation? How has contracting changed?
5. Has the nature of the new fiscal environment influenced your organizations process or decision-making in any way? How?
6. Does your organization monitor the Departments/the Project in any way? How so? Is it different than the previous structure?
7. Are there things that stand out as necessary for your organization to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
8. Are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
9. From the vantage point of your organization, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
10. Do you have a sense of how participation in the Waiver has affected your organization?
-programmatically? -administratively?
11. Do you have a sense of how participation in the Waiver has affected either department?
-programmatically? -administratively?

Other

12. Are there any other important points that the questions failed to address?

**INTERVIEW QUESTIONS FOR UNION REPRESENTATIVES
12.17.08**

Planning

1. How was the Union involved in the planning process for the Waiver?

Implementation

2. What is the Union's role in a project such as this one, where county departments have entered into agreements capping their access to dollars? Is it different from the role prior to the Waiver?
3. Has the nature of the new fiscal environment influenced how the Union monitors activities within the department? How it negotiates with the administration?
4. Has there been an impact on the Union as a result of participation in the Waiver (e.g., increased workload, additional staffing)?
5. What other kinds of challenges has the Union faced in operating in this new fiscal environment?
6. From the Union's vantage point, are there things that stand out as necessary for the two departments to successfully operate in this new fiscal environment (e.g., leadership, MIS)?
7. From the vantage point of the Union, what are the contextual factors that influence the operation of DCFS and Probation in this new fiscal environment?
8. Do you have a sense of how participation in the Waiver has affected either department? -programmatically? -administratively?
9. Who decides whether the county is in a position that requires it to opt out of the Waiver?

Other

0. Are there any other important points that the questions failed to address?

1. Internal Case Management

1.a Screening process

- 1.a.1 Describe process from call/referral to opening of case:
- 1.a.2 What are the criteria used by DCFS to screen out at the initial referral?
- 1.a.3 Does DCFS have a screening tool that is used to systematically determine whether a case should be opened?
- 1.a.4 Does the screening tool:
 - Include Risk Assessment items?
 - Focus on family strengths?
- 1.a.5 Is there designated screening staff?
- 1.a.6 If so, what are the qualifications of the staff that screens cases?
 - Ordinary workers
 - Additional education
 - Additional training
 - Other (i.e., supervisor)
- 1.a.7 What are the referrals/resources/diversion services for screened out cases?
- 1.a.8 How long have you been using this screening approach?
- 1.a.9 Is data on all referrals/calls (and their disposition) systematically kept in an automated system?

1.b Intake/Investigation

- 1.b.1 Describe intake/investigation process.
- 1.b.2 For what cases do you use SDM (or another risk-assessment tool)?
 - Open cases of alleged abuse or neglect
 - delinquent cases (601, 602)
 - Dependency cases
 - For every case opened to services
 - Others
- 1.b.3 When did you initiate the risk assessment process?

1.c TDMs/FGDM

- 1.c.1 What is the role of TDMs/FGDM in determining whether cases are opened?
- 1.c.2 What is the role of TDMs/FGDM in determining how placements are made?
- 1.c.3 How has this affected overall caseload size, thus far?

1.d Cases in Reunification: What are the decision-making processes regarding initial placement and placement changes?

- 1.d.1 What level of discretion do child welfare workers have in making these decisions?
- 1.d.2 Is there an explicit order of preference for placement choice (e.g., relative home, non-kin FH, concurrent placement-fost/adopt, FFA)?
- 1.d.3 How is that preference communicated (e.g., requires supervisor approval)?
- 1.d.4 What issues impact these decisions (e.g., need for approval of relative homes and limited staff time to do so; inadequate pool of concurrent placements)?

1.e Cases in Permanency: What are the decision-making processes regarding permanency?

- 1.e.1 What level of discretion do child welfare workers have in making these decisions?
- 1.e.2 What permanency options are available?
- 1.e.3 What issues impact these decisions (e.g., need to go through approval of supervisor; or can access non-kin concurrent placements via a special committee; or an explicitly communicated willingness to use Kin-Gap if adoption is not acceptable to the family)?

1.f Relative Placements: What is your approach to relative placements?

- 1.f.1 Informal/Voluntary (are these done) versus Court-ordered (only these)?
--who might have custody (parent, relative, county)?
- 1.f.2 Under what conditions would a relative's home be licensed? Approved in another way?
- 1.f.3 Under what conditions would a relative be paid a foster care rate (versus eligible for TANF)?
- 1.f.4 If a relative is paid a foster care rate, is it the same as the regular foster care rate?
- 1.f.5 Are there any other subsidies or assistance provided to relatives?
- 1.f.6 Are there any system/resource issues impacting the use of kin placements?

1.g Unit structure (Verify DCFS unit structure)

- 1.g.1 What is *current* DCFS unit structure for bulk of cases?
 - Traditional: separate intake and ongoing unit
 - Integrated teams of intake and ongoing workers together
 - Integrated team with additional support staff in the same unit
 - Intake unit and ongoing unit that carries cases to finalization or reunification (i.e., through adoption)
- 1.g.2 When was the most recent change in unit structure?
- 1.g.3 Do you have any specialized unit to serve different populations (beyond usual units for adoption, home finding, etc.)?

1.h Caseload Monitoring

- 1.h.1 Are you doing any caseload monitoring in your case management processes?
- 1.h.2 What is the caseload size in different units?

2. Court Involvement

- 2.a How would you describe DCFS's relationship with the Court?
- 2.b Are there specific issues (e.g., not dismissing, ordering particular services)?

3. Service Array (child welfare programs, foster care placement types, discrete services)

- 3.a What are three services (internal or external) that are most sufficient in your county (can access whenever needed)?
- 3.b What are three services (internal or external) that are most problematic to access for your clients?
 - 3.b.1 Service Gaps: How are these services insufficient?
 - 3.b.2 How do you deal with the insufficiency?
- 3.c New services: In the last year or two, what new services (internal and external) have been developed in your county?
- 3.d Have there been changes in the way you are using particular services (e.g., using family preservation now to support reunification, rather than last effort to prevent placement)?

3.d Has DCFS consciously shifted service focus (of services provided to DCFS clientele) in the last three years?

3.d.1 If yes, in what direction (prevention, placement, concurrent planning, permanency)?

3.e How is this shift in service focus reflected in internal staffing and in contracting?

3.f How geographically accessible are DCFS services (direct or contract provided) to families? How has this been addressed (e.g., transportation, community-based branch)? Describe improvements or issues that need to be addressed.

3.g Generally, who decides what services a family receives?

3.h Generally, who decides what providers serve a family?

3.i How much discretion do workers have in what services to provide to a family?

--Very clear and formal practice guidelines

--Consultation with supervisor

--Alone or in consultation with peers

--How much specific direction does the court provide/dictate services?

4. Targeting

4.a Is DCFS providing services (directly or by contract) to a demographic/cultural subgroup? If yes, what subgroup is targeted?

4.b What unique services are provided to these special populations (dedicated unit, dedicated services)?

4.c What services are not sufficiently available for this population?

4.c What are your plans for change in the area of population targeting?

5. External Case Management

5.a Who carries case management (CM) responsibility: what proportion is internal/external?

If any external: What level of monitoring/control is in place?

6. Provider Competition

6.a What proportion of services that clients obtain through the DCFS (excluding CM) currently come through contract, or referral out (paid for through grant), or direct provision by DCFS?

6.b Has that pattern changed in the last twelve months?

6.c To what extent do providers use subcontractors?

6.d Any changes made in the last year in rates being paid for particular services to stimulate growth (e.g., foster care per diem)?

If yes, in what service areas and what percentage changes?

7. Finance Methods

7.a Any capitated or case rate contracts by DCFS (alone or as part of interagency effort where DCFS has committed funds)?

7.b If yes, get more detail: Obtain a copy of payment section of contract that describes how the contractor can spend funds.

7.c Extent to which capitated contractor has discretion over how to use funds:

7.d What are your plans for changes in the future in capitation financing arrangements (changes to existing or new plans)?

8. Utilization Review (UR)

8.a How does DCFS oversee/monitor use of OOH placements (pre-placement reviews, periodic reviews during placement)?

- decision to place a child?
- type/level of placement to use?
- choice of FFA versus county foster care?
- length of stay?

8.a.1 How long has the process(es) been in place?

8.a.2 How much has it reduced or increased placement use?

8.b Does DCFS operate with any *formal* limitations on number of placements (planful use of placements)?

- Is there an overall target?
- Target by placement type (e.g., residential)?
- Strict ceiling amount by type, so that need special approval to exceed?
- Strict overall ceiling?

8.b.1 How long have these limits been in place?

8.c Does DCFS use any types of rational decision rules to control access to services (at management level)?

- Using outcome data
- Using best practice guidelines

- Based simply on service provider capacity
- Case by case or provider by provider

8.d What plans for changes in UR activities?

8.e Have you identified any trends in service utilization? (question added 4.24.08)

9. Quality Assurance (QA)

9.a What types of quality control (*compliance*) does DCFS use with foster care providers?

- Monitoring visits to network foster homes to assess safety and compliance with regulations
- Automated tracking of mandatory reviews and filings
- Contractual sanctions for non-compliance
- None

9.b What types of quality *enhancement* does DCFS use for child welfare workers?

- DCFS training beyond minimal state requirements
- Worker access to technical experts
- Ongoing supervisor mentoring (i.e., on a weekly or monthly basis), peer shadowing (formalized)
- Consumer satisfaction surveys
- Cross-specialty or cross-agency training
- Contractual rewards for performance
- Staff rewards for performance

10. Expenditures

10.a Who has control over where to spend money and how agency changes program direction?

10.b Availability of flexible funds:

10.c Access to flexible funds:

11. Revenue

11.a Has the department had access to non-categorical funds in the last three years: levy, donations, etc. (decrease, increase, no change)?

11.a.1 What has the DCFS been able to do with the funds?

11.b How important are Medicaid funded services for DCFS kids?

11.c How much consideration does DCFS give to Medicaid match, in making service decisions?

11.d Have there been issues accessing Medicaid funding?

12. Morale

12.a Worker Morale

- 12.a.1 Staff feel supported by supervisor?
- 12.a.2 Administration shares information and is trusted?
- 12.a.3 Staff understand and agree with vision/direction of agency?
- 12.a.4 Staff have input into developing agency policy?

12.b Supervisor Morale

- 12.b.1 Staff feel supported by managers?
- 12.b.2 Administration shares information and is trusted?
- 12.b.3 Staff understand and agree with vision/direction of agency?
- 12.b.4 Staff have input into developing agency policy?

13. Leadership

- 13.a How important is leadership in the successful operation of the department?
- 13.b What forms of leadership are important to the successful operation of the department?

14. Interagency Collaboration

- 14.a Strength of relationship between DCFS and mental health board/its providers:
- 14.b Strength of relationship between DCFS and juvenile court:
- 14.c In addition, any collaborative efforts to develop programs/services to improve service delivery?

15. Contextual Factors (formerly Community Well-Being changed 4.24.08)

- 15.a What community factors affect the work of the department?
 - demographic characteristics
 - politics
 - media
 - interest groups

16. Waiver Comprehension and Impact

- 16.a How would you characterize your knowledge of your county's Waiver Project?
- 16.b Describe the Waiver Project's influence on your day-to-day work with children and families.
- 16.c Do you feel the Waiver Project is having a positive effect on the child welfare environment in your county?
- 16.d Do you feel a wider array of services for your clients have become available in the last nine months?

17. Implementation

17.a The Waiver and Other DCFS activities.

- 17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by DCFS?
- 17.a.2 What is the relationship between DCFS's Waiver Plan and the System Improvement Plan (SIP)?

17.b Monitoring Implementation

- 17.b.1 Describe the structure and the process for monitoring the implementation of the Waiver project.
- 17.b.2 How are external groups involved in the monitoring process of the Waiver project?

17.c Management Information System (MIS)

- 17.c.1 Describe DCFS's management MIS capacity.
- 17.c.2 What are the various sources (internal/external) of information necessary to inform decision-making?
- 17.c.3 Are the information sources integrated and linked to outcomes?
- 17.c.4 Are there plans for changes in MIS capacity?

17.d Decision-Making

- 17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?

17.d.2 What is the process for arriving at those decisions?

17.e Implementation of the Department's Project Plan (program)

17.e.1 What is the status of the current sequence of service programs to be implemented?
(insert the specific service programs depending on county and agency)

17.e.2 What have been some of the barriers to getting those programs implemented and how has the agency responded?

17.e.3 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?

17.e.4 What has been the role of the union in this process?

17.f Fiscal Implementation

17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.

17.f.2 Describe the results of monitoring expenditures and assessing the effectiveness of services to date.

17.f.3 What expenditures have been claimed for expanded services to date under the Waiver?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

17.g Implementation Inputs

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)?

17.g.2 What kinds of technical assistance have been necessary to implement the Waiver?

17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?

17.g.4 Are there other kinds of "inputs" necessary for a successful implementation (e.g., other waivers)?

17.h Implementation Barriers and Facilitators (internal or within the professional community)

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

17.i Leadership

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

17.j Contextual Factors

17.j.1 What community factors affect the implementation?

--demographic characteristics

--politics

--media

--interest groups

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

SITE VISIT 4 – PROBATION OVERALL
5.10.09

1. Internal Case Management

1.a Screening process

- 1.a.1 Describe process when the police bring a youth to juvenile hall:
- 1.a.2 What are the criteria used by the staff to screen out at the initial referral?
- 1.a.3 Does Probation have a screening tool that is used to systematically determine whether a case should be accepted or “booked”?
- 1.a.4 If yes: Does the screening tool:
 - Include Risk Assessment items?
 - Focus on family strengths?
- 1.a.5 Is there designated screening staff?
- 1.a.6 If so, what are the qualifications of the staff that screens cases?
 - Ordinary workers
 - Additional education
 - Additional training
 - Other (i.e., supervisor)
- 1.a.7 How long have you been using this screening approach?
- 1.a.8 Is data on screenings systematically kept in an automated system?

1.b Investigation

- 1.b.1 Describe intake/investigation process.
- 1.b.2 Do Investigators use any kind of risk-assessment tool?
- 1.b.3 When did you initiate the risk assessment process?
- 1.b.4 What criteria go into the various disposition recommendations?
 - informal
 - formal
 - placement
 - camp
 - CYA
- 1.b.5 How much variability is there in disposition recommendations?
- 1.b.6 Who completes the Investigation for a youth already in Placement?

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1.b.7 Is there any oversight of the recommendation before it goes to the Court?

1.c Placement

1.c.1 What is the process once the Court orders a youth into placement?

1.c.2 Who/how is the decision made regarding relative, FPU, or group home?

1.c.3 Has that process change in the last nine months?

1.d Case Trajectory:

1.d.1 What are the various placement outcomes that are sought?

1.d.2 What level of influence do DPOs and SDPOs have on those outcomes?

1.d.3 Are their barriers to DPOs/SDPOs having more influence?

1.d.4 If returning home is the primary outcome, what happens with youth where there is no home to return to (i.e., 300 to 602 kids)?

1.e Group Homes

1.e.1 Describe the quality of group homes available.

1.e.2 What is the availability of group homes?

1.f Relative Placements:

1.f.1 What is Probation's approach to relative placements—when used?

1.f.2 Under what conditions would a relative's home be licensed? Approved in another way?

1.f.3 Under what conditions would a relative be paid a foster care rate (versus eligible for TANF)?

1.f.4 If a relative is paid a foster care rate, is it the same as the regular foster care rate?

1.f.5 Are there any other subsidies or assistance provided to relatives?

1.f.6 Are there any system/resource issues impacting the use of kin placements?

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1.g Unit structure

- 1.g.1 What is *current* Probation unit structure for bulk of cases? vertical?
- 1.g.2 When was the most recent change in unit structure?
- 1.g.3 Do you have any specialized unit to serve different populations?

1.h Caseload Monitoring

- 1.h.1 Are you doing any caseload monitoring in your case management processes?
- 1.h.2 What is the caseload size in different units?

2. Court Involvement

- 2.a How would you describe DCFS's relationship with the Court?
- 2.b Are there specific issues (e.g., not dismissing, ordering particular services)?

3. Service Array

- 3.a What are three services (internal or external) that are most sufficient in your county (can access whenever needed)?
- 3.b What are three services (internal or external) that are most problematic to access for your clients?
 - 3.b.1 Service Gaps: How are these services insufficient?
 - 3.b.2 How do you deal with the insufficiency?
- 3.c New services: In the last year, what new services (internal and external) have been developed in your county?
- 3.d Have there been changes in the way you are using particular services (e.g., using family preservation now to support reunification, rather than last effort to prevent placement)?
 - 3.d Has Probation consciously shifted service focus in the last year?
 - 3.d.1 If yes, in what direction?
- 3.e How is this shift in service focus reflected in internal staffing and in contracting?

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- 3.f How geographically accessible are services (direct or contract provided) to families? How has this been addressed (e.g., transportation, community-based branch)? Describe improvements or issues that need to be addressed.
- 3.g Generally, who decides what services a youth receives?
- 3.h Generally, who decides what providers serve a youth?
- 3.i How much discretion do workers have in what services to provide to a youth?
 --Very clear and formal practice guidelines

4. Targeting

- 4.a Is Probation providing services (directly or by contract) to a demographic/cultural subgroup? If yes, what subgroup is targeted?
- 4.b What unique services are provided to these special populations (dedicated unit, dedicated services)?
- 4.c What services are not sufficiently available for this population?
- 4.c What are your plans for change in the area of population targeting?

5. External Case Management

- 5.a Who carries case management (CM) responsibility: what proportion is internal/external?
 If any external: What level of monitoring/control is in place?

6. Provider Competition

- 6.a What proportion of services that clients obtain through the Probation (excluding CM) currently come through contract, or referral out (paid for through grant), or direct provision by Probation?
- 6.b Has that pattern changed in the last twelve months?
- 6.c To what extent do providers use subcontractors?
- 6.d Any changes made in the last year in rates being paid for particular services to stimulate growth (e.g., foster care per diem)?
 If yes, in what service areas and what percentage changes?

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7. Finance Methods

- 7.a Any capitated or case rate contracts by Probation (alone or as part of interagency effort where Probation has committed funds)?
- 7.b If yes, get more detail: Obtain a copy of payment section of contract that describes how the contractor can spend funds.
- 7.c Extent to which capitated contractor has discretion over how to use funds:
- 7.d What are your plans for changes in the future in capitation financing arrangements (changes to existing or new plans)?

8. Utilization Review (UR)

- 8.a How does Probation oversee/monitor use of OOH placements (pre-placement reviews, periodic reviews during placement)?
- 8.a.1 How long has the process(es) been in place?
- 8.a.2 How much has it reduced or increased placement use?
- 8.b Does Probation operate with any *formal* limitations on number of placements (planful use of placements)?
- Is there an overall target?
 - Target by placement type (e.g. residential)?
 - Strict ceiling amount by type, so that need special approval to exceed?
 - Strict overall ceiling?
- 8.b.1 How long have these limits been in place?
- 8.c Does Probation use any types of rational decision rules to control access to services (at management level)?
- Using outcome data?
 - Using best practice guidelines?
 - Based simply on service provider capacity?
 - Case by case or provider by provider?
- 8.d What plans for changes in UR activities?
- 8.e Have you identified any trends in service utilization (question added 4.24.08)

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9. Quality Assurance (QA)

- 9.a What types of quality control (*compliance*) does Probation use with foster care providers?
- Monitoring visits to network foster homes to assess safety and compliance with regulations
 - Automated tracking of mandatory reviews and filings
 - Contractual sanctions for non-compliance
 - None
- 9.b What types of quality *enhancement* does Probation use for child welfare workers?
- Probation training beyond minimal state requirements
 - Worker access to technical experts
 - Ongoing supervisor mentoring (i.e., on a weekly or monthly basis), peer shadowing (formalized)
 - Consumer satisfaction surveys
 - Cross-specialty or cross-agency training
 - Contractual rewards for performance
 - Staff rewards for performance

10. Expenditures

- 10.a Who has control over where to spend money and how agency changes program direction?
- 10.b Availability of flexible funds:
- 10.c Access to flexible funds:

11. Revenue

- 11.a Has the department had access to non-categorical funds in the last three years: levy, donations, etc. (decrease, increase, no change)?
- 11.a.1 What has the Probation been able to do with the funds?
- 11.b How important are Medicaid funded services for Probation kids?
- 11.c How much consideration does Probation give to Medicaid match, in making service decisions?
- 11.d Have there been issues accessing Medicaid funding?

12. Morale

- 12.a Worker Morale
- 12.a.1 Staff feel supported by supervisor?

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12.a.2 Administration shares information and is trusted?

12.a.3 Staff understand and agree with vision/direction of agency?

12.a.4 Staff have input into developing agency policy?

12.b Supervisor Morale

12.b.1 Staff feel supported by managers?

12.b.2 Administration shares information and is trusted?

12.b.3 Staff understand and agree with vision/direction of agency?

12.b.4 Staff have input into developing agency policy?

13. Leadership

13.a How important is leadership in the successful operation of the department?

13.b What forms of leadership are important to the successful operation of the department?

14. Interagency Collaboration

14.a Strength of relationship between Probation and mental health board/its providers:

14.b Strength of relationship between Probation and juvenile court:

14.c In addition, any collaborative efforts to develop programs/services to improve service delivery?

15. Contextual Factors (formerly Community Well-Being changed 4.24.08)

15.a What community factors affect the work of the department?

--demographic characteristics

--politics

--media

--interest groups

16. Waiver Comprehension and Impact

16.a How would you characterize your knowledge of your county's Waiver Project?

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- 16.b Describe the Waiver Project's influence on your day-to-day work with children and families.
- 16.c Do you feel the Waiver Project is having a positive effect on the Probation environment in your county?
- 16.d Do you feel a wider array of services for your clients have become available in the last 9 months?

17. Implementation

17.a The Waiver and Other Probation activities.

- 17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by Probation to improve outcomes?
- 17.a.2 What is the relationship between Probation's Waiver Plan and the System Improvement Plan (SIP)?

17.b Monitoring Implementation

- 17.b.1 Describe the structure and the process for monitoring the implementation of the Waiver project.
- 17.b.2 How are external groups involved in the monitoring process of the Waiver project?

17.c Management Information System

- 17.c.1 Describe Probation's management information system (MIS) capacity?
- 17.c.2 What are the various sources (internal/external) of information necessary to inform decision-making?
- 17.c.3 Are the information sources integrated and linked to outcomes?
- 17.c.4 Are there plans for changes in MIS capacity?

17.d Decision-Making

- 17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?
- 17.d.2 What is the process for arriving at those decisions?

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17.e Implementation of the Department's Project Plan (program)

- 17.e.1 What is the status of the current sequence of service programs to be implemented? (insert the specific service programs depending on county and agency)
- 17.e.2 What have been some of the barriers to getting those programs implemented and how has the agency responded?
- 17.e.3 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?
- 17.e.4 What has been the role of the union in this process?

17.f Fiscal Implementation

- 17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.
- 17.f.2 Describe the results of monitoring expenditures and assessing the effectiveness of services to date.
- 17.f.3 What expenditures have been claimed for expanded services to date under the Waiver?
- 17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.
- 17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

17.g Implementation Inputs

- 17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)?
- 17.g.2 What kinds of technical assistance have been necessary to implement the Waiver?
- 17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?
- 17.g.4 Are there other kinds of “inputs” necessary for a successful implementation (e.g., other waivers)?

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17.h Implementation Barriers and Facilitators (internal or within the professional community)

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

17.i Leadership

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

17.j Contextual Factors

17.j.1 What community factors affect the implementation?

--demographic characteristics

--politics

--media

--interest groups

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

The CAP Services Survey - 2.16.09

The CAP Services Survey is a continuation of The CAP Baseline Services Survey administered at the start of the project. The CAP Services Survey is designed to provide the evaluation team with information about the kinds of interventions currently being implemented by the county departments (Children and Family Services and Probation) either directly or through contracts with community service providers. The survey consists of two parts: a questionnaire (Part A), and a table (Part B). The two parts of the survey may be completed by one individual or several individuals.

In the context of the survey, the term “services” includes the following: (a) a specific service (e.g., parenting training), (b) a practice (e.g., family group decision making), or (c) a support (e.g., respite care). It is recognized that the CAP implementation is not an “all at once” endeavor and that strategies are being phased in over time. Importantly, only those services that are provided directly by the county department (i.e., CFS or Probation) or contracted by the county department with community service providers should be included in the survey.

Part A: Services Questionnaire

Responses can be inserted into this document or attached.

I. Agency Respondent:

Please provide the *title* of the individual(s) responding to the questionnaire.

II. Services

1. Please provide specific examples of any services currently employed to *prevent and/or divert out-of-home placements*. Please include: (a) the type of strategy, (b) how widely it is implemented, and (c) and any limitations to the delivery of the services (e.g., funding, contractor availability).
2. Please provide specific examples of any services currently employed to *reduce lengths of stay in out-of-home placements*. Please include: (a) the type of strategy, (b) how widely it is implemented, and (c) and any limitations to the delivery of the services (e.g., funding, contractor availability).
3. Please provide specific examples of any services currently employed to *reduce the level of care necessary in out-of-home placements* (e.g., movement to a lower level of group home care). Please include: (a) the type of strategy, (b) how widely it is implemented, and (c) and any limitations to the delivery of the services (e.g., funding, contractor availability).
4. Please provide specific examples of any services currently employed to *engage families in service planning*. Please include: (a) the type of strategy, (b) how widely it is implemented, and (c) and any limitations to the delivery of the services (e.g., funding, contractor availability).

The CAP Services Survey - 2.16.09**III. Funding Sources for Services**

1. Please list all the various sources of funding currently used by the department to finance services.
2. Please list the sources of funding that are new since the beginning of the project on July 1, 2007 (this list may include sources not currently being used).

The CAP Services Survey - 2.16.09**Part B: Services Table (See Excel File: Services Survey Table)**

The Services Survey Table Excel file includes instructions and definitions at the top of the table.

Please provide the *title* of the individual(s) responding to the questionnaire.

The table refers to services that the child welfare agency or contractors provide. It does not include services that are provided by other (non-contracted) agencies. The list of categories of services is intended to be inclusive of various services that can be provided to families. Feel free to add in any additional services that were inadvertently omitted from this inventory. Also, feel free to alter any “closely-named” items from the list to reflect your organization’s current activities.

CAP Evaluation Services Survey Table

Instructions: Please complete the following table. Definitions can be located below.
Categories of Services: This is a list of possible services the agency may provide or contract to be provided. It may not be inclusive of all services so please add services when necessary.

Available: Is the service provided by either your organization or a contracted organization?
Service (or Program) Title: What is the name of the service or program (where applicable)?
Accessible to Entire County: Is the service available across the entire county or only in select areas (e.g., select neighborhood(s))?
Contracted (C) or Provided by Public Agency (PA): Is the service provided by your organization or by a contracted organization?

Please provide the title of the individual(s) completing the table:

Categories of Services	Available (Y/N)	Service (or Program) Title	Accessible to Entire County (Y/N)	Contracted (C) or Provided by Public Agency (PA)
Adult education (including GED classes)				
Alternative Response				
Assessments and evaluations				
Behavior management				
Camp(s)				
Crisis intervention services				
Crisis Stabilization Unit				
Culturally-specific services				
Dependency shelter facility				
Dependency shelter homes				
Diversion and coordination services				
Domestic violence advocacy				
Domestic violence services (perpetrator)				
Domestic violence services (victim)				
Early intervention services (0-5)				
Educational and training services				
Educational stabilization				
Emergency cash assistance				
Employment services				
Family counseling				
Family Group Decision Making				
Family planning services				
Family preservation services				
Family support services				
Family therapy				
Father-specific groups/services/supports				
Food bank(s)				

CAP Evaluation Services Survey Table

Housing services				
Independent and transitional living services				
Individual counseling				
Individual therapy				
Information & Referral Services				
Kinship support services				
Mobile crisis services				
Outreach to families				
Parent support and advocacy				
Parent training and support				
Parenting groups				
Post-reunification supervision				
Pregnancy and parenting services for young parents				
Psychiatric hospital				
Public transportation				
Residential group care				
Respite care for foster parents				
Respite care for other caregivers				
Sexual abuse counseling (perpetrator)				
Sexual abuse counseling (victim)				
Specialized after school programs				
Specialized trauma counseling				
Structured Decision Making				
Subsidized childcare				
Substance abuse outpatient				
Substance Abuse Treatment Center				
Supervised Independent Living				
Team Decision Making				
Therapeutic foster care				
Therapeutic Group Home(s)				
Therapeutic recreation				
Transportation services				
Trauma/recovery services				
Tutoring				
Utility assistance				
Visitation support				
Youth mentoring services				
Other:				
Other:				
Other:				