



Improving Coordination across Systems: A Multi-Method Approach

17th National Conference on Child Abuse and Neglect
April 2, 2009

Protecting children. Strengthening families.



Overview

- Project Background
- Building Relationships
- Cost-effective Evaluation
- Web-based Technologies
- Discussion



Protecting children. Strengthening families.



Project Background

Shannon Daily-Stokes
Project Director
Kids Hope United

Protecting children. Strengthening families.



Circle of Hope: Keeping Children Safe & Families Together

- Five year project
 - October 1, 2007 to September 30, 2012
- Funded by the Department of Health and Human Services – Children’s Bureau
 - Part of Systems Collaboration & Improvements cluster

Protecting children. Strengthening families.



Circle of Hope

- Purpose
 - Increase the well-being of and improve the permanency outcomes for children affected by methamphetamine or other substance abuse



Protecting children. Strengthening families.



Objective One

- Strengthen families by enhancing protective factors
 - Avoid or minimize the need to place children outside of the home
 - Intensive family-centered services from start of substance abuse treatment
 - Step down of in-home services over two years

Protecting children. Strengthening families.



Objective Two

- Increase local capacity for a comprehensive response for substance abuse / child welfare
 - Increased coordination between substance abuse treatment providers, child welfare agencies, and courts
 - Enhanced “virtual” communication and information exchange

Protecting children. Strengthening families.



Objective Three

- Increase state capacity for a comprehensive response for substance abuse / child welfare
 - Develop a statewide alliance for drug endangered children
 - Increase recognition of needs of children in a family affected by substance abuse

Protecting children. Strengthening families.



Evaluation



- Experimental design
 - 100 families receive enhanced services
 - 100 families receive “services as usual”
- Performance indicators adopted across all grantees
- Provide feedback on local consensus building and implementation of best practices

Protecting children. Strengthening families.



Building Relationships

Shannon Daily-Stokes
Project Director

Protecting children. Strengthening families.



Getting Started



- State Partners
 - Missouri Department of Social Services – Children’s Division
 - Missouri Department of Mental Health – Division of Alcohol and Drug Abuse
 - Missouri Juvenile Justice Association
 - Missouri Institute of Mental Health
 - Kids Hope United

Protecting children. Strengthening families.



Getting Started

- Greene County Partners
 - Alternative Opportunities, Inc.
 - Carol Jones Recovery Center for Women
 - 31st Judicial Circuit, Juvenile Office
 - Children’s Division, 31st Circuit

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Getting Started



- Jefferson City / Springfield
– 2.5 hours
- Springfield / St. Louis
– 3.5 hours
- Jefferson City / St. Louis
– 2.25 hours

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Getting Started

- Collaborative efforts at the local level in existence prior to project
 - Limited consultation with local level prior to award
- Building trust between the agencies
- Building belief in the project concept

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Increasing Local Capacity

- First Step → Assessing and revising service plan to align with locally identified needs
 - What is the current process and how does the Circle of Hope differ?
 - How can the Circle of Hope project meet community needs while fulfilling the goals of the project?

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Strengthening Families



- Shifting from substance abuse treatment for a woman to a family treatment model
 - Small case loads
 - Longer involvement with the family
 - Concrete services for all family members

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Strengthening Families

- Communication regarding families
 - Family Care Plan meetings
 - Monthly meetings
 - How are the children?
 - What services are the children receiving?
 - Quarterly reports

Protecting children. Strengthening families.

kids hope united
Protecting children. Strengthening families.

Strengthening Families

- Communication regarding services
 - Monthly administrative meetings
 - Quarterly advisory group meetings
- Periodic review activities
 - Consumer surveys
 - Client record review

Protecting children. Strengthening families.



Increasing State Capacity

- Missouri Alliance for Drug Endangered Children
 - 16 federal and state agencies, non-profit organizations, private foundations
 - Convened by Missouri Juvenile Justice Association (subcontractor)
 - Work with National Alliance for Drug Endangered Children



Protecting children. Strengthening families.



Increasing State Capacity

- Missouri Alliance for Drug Endangered Children
 - First year spent developing vision, mission, goals, and operational structure
 - Efforts led by outside facilitator

The Missouri Alliance for Drug Endangered Children supports communities in serving and protecting children and families from drug environments

Protecting children. Strengthening families.



Increasing State Capacity

- Missouri Alliance for Drug Endangered Children
 - Recently launched website
 - Statewide conference planned for July
 - Opportunity to engage existing and emerging local DEC teams

Protecting children. Strengthening families.



Increasing State Capacity



- Advisory Group
 - Focused on Circle of Hope as a project
 - Membership overlaps with MO-DEC
 - Quarterly meetings in Jefferson City

Protecting children. Strengthening families.



Building Relationships

- Mixture of approaches
 - Unstructured
 - Structured
 - Quantitative as well as qualitative
- Maintaining connections
 - Ancillary activities
 - Continuing conversations
- Staying positive!

Protecting children. Strengthening families.




Evaluation

Jill Meyer, MS, LCPC
 Evaluation Coordinator
 Missouri Institute of Mental Health
 University of Missouri - Columbia

Protecting children. Strengthening families.

kids.hope united
Protecting children. Strengthening families.

Doing A Formative Evaluation



kids.hope united | **MISSOURI INSTITUTE OF MENTAL HEALTH** | **Missouri Department of Social Services** | **Missouri Institute of Mental Health**

Protecting children. Strengthening families.

kids.hope united
Protecting children. Strengthening families.

Structure of COH Evaluation

- University of Missouri –
Missouri Institute of Mental Health

Principal Investigator – Dong Won Cho, PhD
 Evaluation Director – Debra Zand, PhD
 Evaluation Coordinator – Jill Meyer, MS, LCPC
 Lead Data Collector – David Stoecker, BS
 Data Collector – Cate Leahy, BS

Protecting children. Strengthening families.

kids.hope united
Protecting children. Strengthening families.

Background Information: Circle of Hope

The purpose of the Circle of Hope Project is to increase the safety and wellbeing of children at risk of removal due to parental substance use/abuse. Objectives include:

- Strengthening families by enhancing protective factors
- Increasing the capacity of local/regional areas for a comprehensive response for substance abuse and child welfare
- Increasing the capacity of the state for a comprehensive response for substance abuse and child welfare.

Protecting children. Strengthening families.



Empowerment Evaluation: Definition

“An evaluation approach that aims to increase the probability of achieving program success by: 1) providing program stakeholders with tools for assessing planning, implementation, and self-evaluation of their program, and 2) mainstreaming evaluation as part of the planning and management of the program/organization.” (Fetterman & Wandersman, 2005, pg. 28)



Protecting children. Strengthening families.



Empowerment Evaluation: Steps

Step 5 – Repeat steps 2-4

Step 4 – Identify credible documentation to monitor efforts

Step 3 – State objectives and strategies to accomplish these goals

Step 2 – Identify and prioritize the most significant program activities and rate how well the program is doing in each of those activities, typically on a 1 (low) to 10 (high) scale

Step 1 – Establish a mission/ vision statement about the program



Protecting children. Strengthening families.

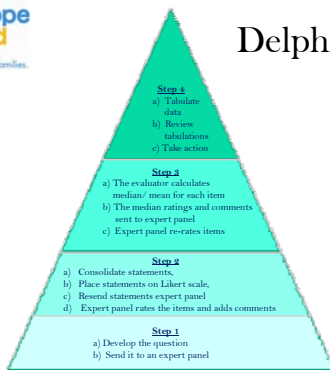
Kids Hope United- Circle of Hope Logic Model

Goal	Objectives	Resources/Inputs	Activities/Outputs	Short Term Outcomes	Long Term Outcomes	
To increase the safety and well-being of children at risk of removal due to parental methamphetamine or other substance use/abuse	<p>1. Strengthen family capacity</p> <p>2. Increase drug endangereed children alliance</p> <p>3. Increase local / regional capacity</p>	<p>1. Circle of Hope services to families</p> <p>2. Statewide drug endangereed children alliance</p> <p>3. Regional collaborative</p>	<p>1. Intensive, in-home services</p> <p>2. Coordinated case management of Child services (development, etc.)</p> <p>3. Quarterly meetings</p> <p>4. Multidisciplinary cooperation</p> <p>5. Summits</p> <p>6. Use / collection of information (scope of problem)</p> <p>7. Leadership for bridging CW & SA</p> <p>8. Quarterly meetings</p> <p>9. Multi-disc summits</p> <p>10. Sustainability of partnerships</p>	<p>1. Client empowerment and satisfaction</p> <p>2. Increased awareness for children, youth, and families</p> <p>3. Roles, responsibilities, and contributions</p> <p>4. Attitude</p> <p>5. Use / collection of information (scope of problem)</p> <p>6. Increase communication</p> <p>7. MDCU & community presence</p> <p>8. Sustainability of partnerships</p>	<p>Safety</p> <p>C2. Occurrence of child maltreatment: % of children who had an initial occurrence and/or recurrence of substantiated/indicated child maltreatment within 6, 12, 18 and 24 months after ending</p> <p>A3. Substance use: % of parents or caregivers who report a reduction in substance use</p> <p>F4. Coordinated case management: % of families that receive appropriate coordinated case management services. % of families that report active involvement in the case planning process, including identifying strengths, needs, and needed services, and establishing and evaluating progress toward goals. % of families who reported coordinated case management services coordinated between a substance abuse treatment provider and a child welfare agency. % of families receiving joint case management services who received a cross-agency assessment conference every 90 days or less</p> <p>Permanency</p> <p>C1. Children remain at home: % of children identified as at risk of removal from the home who are able to remain in the custody of a parent or caregiver through case closure</p> <p>A4. Parents or caregivers connected to supportive services: % of parents assessed for and received supportive services that include mental health, child care, transportation, housing assistance, parenting, nutritional development education, Domestic violence services, Employment or vocational reintegration, Continuing care/transition support services</p> <p>A5. Employment: % of parents participating in substance abuse treatment who are: Employed full time; Employment time: Continuity assessed in residential or residential treatment program</p> <p>A6. Criminal behavior: % of parents who show a decrease in criminal behavior</p> <p>A7. Mental health status: % of parents who show an improvement in mental health functioning</p>	<p>Well-being</p> <p>C8. Children connected to supportive services: % of children assessed for and received developmental services, Mental health or counseling, Educational Services</p> <p>C9. Improved child well-being: % of children who show an increase in socio-emotional, behavioral, and family functioning</p> <p>A2. Retention in substance abuse treatment: Percentage of parents or caregivers referred to substance abuse treatment who completed the treatment by 90/90, Average length of stay in treatment for referred parents or caregivers</p> <p>F1. Parenting: Percentage of parents or caregivers who demonstrate increased parental capacity to provide for their children's needs and family well-being</p> <p>F2. Family functioning and functioning: Percentage of parents or caregivers who show improved parent-child and other family relationships</p> <p>F3. Risk/protective factors: % of parents who show a decrease in risk factors and/or an increase in protective factors to prevent child maltreatment.</p> <p>Self-efficacy:</p> <p>B1. Collaborative capacity: Regions have new or increased ability to address parental or caregiver substance abuse and to affect on children, as measured by increased cross-systems understanding and collaborative activities.</p> <p>B2. Capacity to serve families: Regions have new or increased capacity to serve families in which a parent or caregiver has an identified substance use disorder and there is current or potential involvement with the child welfare system. % of regional parenting resource agencies that increased the number of appropriate treatment programs for the targeted region. Among those partner agencies, increase in the # or % of families served in the # or % of treatment slots available in the targeted region.</p>

Doing Delphi

Purpose → To obtain the most reliable consensus of group members' opinions

Delphi Steps



Data Collection: (6 weeks or 3 months) Administered By: _____
 Date: _____ DCID #: _____
 First Name: _____

Who Are My Supports?

First: Please rank as many as 5 people in your life who are important to you. The person with a ranking of "1" would be the most important; the person with a ranking of "5" would be the second most important person, etc.

Second: For each person you list, we want to know what your relationship is like. Please tell us if each statement is Very True (1), True (2), Somewhat True (3) or Not At All True (4) of your relationship.

Top 4 people (name and role)	What is my relationship like?			
	Very True (1)	True (2)	Somewhat True (3)	Not At All True (4)
1. _____				
2. _____				
3. _____				
4. _____				



Social Network Analyses: General Information

- A method of collecting and analyzing data from multiple individuals or organizations that may be interacting with one another
- Unit of analysis is the relationship – ego
- Data displayed and analyzed using a matrix, which reflects each organization's link with every other organization in the network
- Requires specialized software – Network Genie

Protecting children. Strengthening families.



Social Network Analyses: Questions / Issues Addressed

- Which agencies are most / least central in the network?
- Are critical network ties based on personal relationships or have they become formalized / sustainable?
- What is the level of trust among agencies?
- Are some agency relationships strong while others are weak?
- Which agencies have strong relationships?
- Has progress been made in building capacity?
- What have been the benefits / drawbacks of collaboration?

Protecting children. Strengthening families.



- Design social network surveys
- Create social network data collection projects
- Collect social network survey data
- Export data pre-formatted for social network analysis

Protecting children. Strengthening families.

Making It Happen

- Formal Methods

- Oversight Committees
- State Mandates
- Conference Calls
- Emails
- Web site



- Informal Methods

- Relationships
 - Top down
 - Bottom up

Protecting children. Strengthening families.

Challenges

- Different reporting requirements across agencies (i.e., satisfaction surveys)
 - Must have interagency coordination
- Full use of the web site → lots of “lurkers”
 - Must provide trainings and resources for use
- Miscommunications/misunderstandings
 - Place all decisions in writing and make available to all parties
 - Conduct ongoing communication checks

Protecting children. Strengthening families.

Sample References

- Durland, M.M. & Fredericks, K.A. (Fall 2005). *Social Network Analysis in Program Evaluation*. CA: Jossey-Bass.
- Fetterman, D.M. & Wandersman, A. (2005) *Empowerment Evaluation Principles in Practice*. Guilford Press.
- Fetterman, D.M., Kalfarian, S., & Wandersman, A. (1996) *Empowerment Evaluation : Knowledge and Tools for Self-Assessment and Accountability*. Thousand Oaks, CA: Sage Publications, Inc.
- Mattessich, P.W., Murray-Close, M., Monsey, B.R. (2001). *Collaboration: What Makes It Work* (2nd Edition). MN: Wilder Publishing Center.
- Provan, K. G., Veazie, M. A., Staten, L. K., & Teufel-Shone, N. (2005). The use of network analysis to strengthen community partnerships. *Public Administration Review*, 65 (5), 603-613.
- Steckler, A. & Linnan, L. (2002). *Process Evaluation for Public Health Interventions and Research*. CA: Jossey-Bass.
- <http://www.stanford.edu/~davidf/empowermentevaluation.html>
- <http://www.ehr.nsf.gov/EHR/REC/pubs/NSF97-153/start.htm>

Protecting children. Strengthening families.



SUPPORTING A COMMUNITY OF PRACTICE

CircleOfHope-MO.org

Matthew G. Hile, PhD
Director, Behavioral Health Division
Director, Behavioral Informatics
Research Associate Professor of Psychiatry
Missouri Institute of Mental Health
University of Missouri - Columbia

Protecting children. Strengthening families.



WHO DO WE SUPPORT?

- The Public

Protecting children. Strengthening families.

The screenshot shows a web browser window with the URL 'http://www.circleofhope.org'. The page title is 'Circle of Hope Recognized for Timely Data Submission'. The main content includes a 'Certificate of Appreciation' from the Missouri Department of Social Services, dated January 16, 2009. The certificate recognizes the Circle of Hope program for its timely data submission. Logos for 'kids hope united', 'Missouri Department of Social Services', and 'Missouri Institute of Mental Health' are visible. A sidebar on the left contains navigation links like 'Home', 'Calendar', 'About Us', and 'Public'.

Protecting children. Strengthening families.

kids.hope.united
Protecting children. Strengthening families.

Home Contact Us Events Reporting Contacts Agent Team Links System Staff About Us Donate Public Admin Staff Login

Recent uploads

2008_MOECC_Participant_Feedback_5-08-08	3/13/2009
2008_Mat_MeetingMinutes_Admin	3/13/2009
2008_Jan_Case_Review_Report	2/19/2009
2008_Case_MeetingMinutes_Admin	2/19/2009
2008_Jan_MeetingMinutes_Management	2/19/2009

ALL (92) Meetings (17) Reports (9)

Mac (9) Evaluation (19) Articles (3)

Presenter (6)

UPLOAD MODERATE (6)

Sort by: Date - BACK 1 of 3 (1/27)

File	Date	Size	
2008_MOECC_Participant_Feedback_1-08-08	03/13/2009 12:38	206 K	DOWNLOAD
2008_Mat_MeetingMinutes_Admin	03/13/2009 09:34	17 K	DOWNLOAD
2008_Jan_Case_Review_Report	02/19/2009 11:45	48 K	DOWNLOAD
2008_Case_MeetingMinutes_Admin	02/19/2009 11:43	42 K	DOWNLOAD
2008_Jan_MeetingMinutes_Management	02/19/2009 11:42	38 K	DOWNLOAD

Protecting children. Strengthening families.

kids.hope.united
Protecting children. Strengthening families.

SUPPORTING INFORMATION SHARING

- Calendar of important events
- FAQs and information about the project
- Links to relevant factual information
- Project related documents (e.g., meeting minutes)
- Announcements

Protecting children. Strengthening families.

kids.hope.united
Protecting children. Strengthening families.

SUPPORTING COMMUNICATION

- Getting information out through RSS feeds of announcements and blogs

Google Reader

CircleOfHope-MO

Show 2 new items - all (2/27) Search Feed settings Expanded view List view

Announcements - Regional Partnership Meeting - Agenda (30-Jan-2008)

This PDF file contains the agenda for a meeting to be held from 10-3:30 at Alternative Opportunities.

Announcements - Circle Of Hope-MO receives a \$5 million grant to help meth-addicted families (Posted 23-Oct-2007)

An article from the Springfield Missouri News Leader describing the new Circle of Hope grant award.

Protecting children. Strengthening families.



Thank you!

- Dr. Matthew G. Hile
 - Missouri Institute of Mental Health
 - Matthew.Hile@mimh.org
- Jill Meyer, MS, LCPC
 - Missouri Institute of Mental Health
 - Jill.Meyer@mimh.org
- Shannon Daily- Stokes, MPA
 - Kids Hope United
 - SStokes@kidshopeunited.org

Protecting children. Strengthening families.



www.CircleOfHope-MO.org

Protecting children. Strengthening families.
