

ARIZONA CHILD WELFARE WAIVER DEMONSTRATION SEMI-ANNUAL PROGRESS REPORT

I. Overview

Provide a brief summary of major demonstration activities completed to date, as well of any significant evaluation findings. Summarize any major changes to the design of the demonstration or to the evaluation since the previous semi-annual report (NOTE: Any significant changes to the design of the proposed demonstration or evaluation must be approved by the Children's Bureau before they are implemented).

The Arizona Department of Child Safety (DCS, Department) began initial implementation of Arizona's title IV-E waiver demonstration project, known as Fostering Sustainable Connections (FSC), on July 1, 2016. The reporting period of this semi-annual report is January 1, 2017, through June 30, 2017. During this time, the Department has begun initial implementation in three additional offices in Maricopa County, and has identified two additional offices in Pinal County that will begin initial implementation during the next reporting period.

The Department continues to employ three Family Engagement Specialists (FESs), and has contracted with a community partner for four FESs. To date, the FESs have worked with 72 children in Maricopa and Pima counties. Of these 75 children, 42 have closed from Fostering Sustainable Connections and 33 remain open with the program. Of the 42 children that have been closed from the program, there have been 15 (35.7%) placed with relatives, three (7.1%) placed in a less restrictive family-like setting, and 14 (33.3%) are pending placement with relatives.

Arizona State University is actively engaged in the evaluation of Fostering Sustainable Connections. Most of the evaluation work accomplished has been for the process evaluation study, although significant preparation for the outcome study and cost analysis has also taken place. Additionally, Arizona State University continues to collect data for the demonstration sub-study on child well-being.

II. Demonstration Status, Activities, and Accomplishments

Provide a detailed overview of the status of the demonstration in the following areas:

- A. Numbers and types of services provided to date. Note in particular the implementation status of any innovative or promising practices.

Fostering Sustainable Connections attempts to reduce the time children spend in congregate care settings by enhancing family/fictive kin search and engagement activities, introducing a new Team Decision-Making (TDM) type, and supporting the action plans created in partnership with the family/fictive kin with available in-home reunification, placement stabilization, and other needed services. The work of the Family Engagement Specialists (FES) is a key factor for achieving the desired outcomes. In order to track the work the FESs are completing, they are required, monthly, to enter data into the FES

Tracking Workbook. This assists the FES supervisors, the Department, and Arizona State University (ASU) to evaluate program fidelity and outcomes. The data collected in the workbook include:

- Total number of children referred to FSC
- Age of child
- 'Before FSC' placement type
- Engagement activities the FES completed with child/youth
- Pre-FSC Family/Supports identified
- Database searches used
- 'After FSC' placement type
- Post-FSC Family/Supports found
- Services identified & referred during FSC
- The number children receiving Blended Perspective and Life Long Connections Meetings

To date, the FESs have worked to engage 75 children and their family/fictive kin. The children's ages ranged from six to 17 years old, all of whom were in either shelter or group home settings at the start of the FES becoming involved. Innovative Family Finding activities have included 16 connectedness maps, one eco map, two genograms, 38 mobility maps, 17 safety circles, and seven trees of life, and Family Finding interviews of 65 children. Database searches have been conducted through the DCS Family Locate Unit, Lexis Nexis, Seneca, White pages, Zaba Search, and social media. For the 42 children whose services have been closed, these search and engagement activities have resulted in 15 (35.7%) children being placed with relatives, 14 (33.3%) pending placement with relatives, and three (7.1%) placed in less restrictive family-like settings. These activities also identified an additional 70 family members and other individuals as supports for the children. Upon working with the children and their family/fictive kin, services put in place included nine referrals for behavioral health services, four families connected to receive income support, and 17 linked to community-based services.

Ensuring a structure is in place to support implementation is essential to the success of FSC. The team continues to meet monthly to ensure implementation is occurring as intended. Each implementation office has a site-based team established, consisting of office leadership, DCS Specialists, TDM facilitators, provider liaisons, and others the office has identified to participate. Each team is supported by the Department's Program Development Unit.

Utilizing the FSC implementation guide, the process of orienting new sites has been streamlined so that three orientation meetings are held for each site. This is to provide in-depth training on Implementation Science, site readiness and assessment, the FSC evaluation process, and financial components of the title IV-E waiver. This occurs after the site receives the initial FSC overview training by the Department's training unit. During the orientation process, children are assigned by the site to the assigned FES. By the end of the six week orientation period, site leadership assumes responsibility for the site team. The Department's Program Development Unit continues to participate with the sites monthly to provide technical assistance as needed and ensure fidelity of the use of site-based teams.

Of the three offices that began initial implementation during this reporting period, one is actively operationalized while the other two offices are in the beginning stages of this process. It is expected one will be totally oriented and operational by mid-September while the other mid-October.

- B. Other demonstration activities begun, completed, or that remain ongoing (e.g., introduction of new policies and procedures, staff training).

With the advent of using contracted FESs to perform the work of FSC, the contracted staff needed to receive the same training as the Department's FESs. This is to maintain fidelity to the FSC model and to fully prepare them for this work. Four contracted staff, along with their supervisor and program director, received the FSC overview training, the Department's database training, and facilitation training at the end of May 2017. A second six-series Family Finding training started the first week in July 2017 and runs through December 2017.

In addition to training, contracted staff have begun participating in the statewide implementation team and site-based teams, and have received instruction about the data elements of the FES Tracking Workbook, and the Family Finding fidelity tool. Furthermore, two of the contracted FESs have begun working with children from the two newest Maricopa County offices, and it is anticipated the other two contracted FESs will be involved in the initial implementation activities with the identified Pinal County offices.

A peer-to-peer learning convening is offered quarterly as additional support to members of the site-based teams, most recently in March 2017. Success stories were shared by the FESs and common topics/challenges were discussed. Future learning collaborative will include members from the new site-based teams and the expansion offices.

The FSC communication committee is being reconvened and extended to include internal and community stakeholders, court representatives, Foster Care Review Board leadership, and child advocacy group representatives. The goal of the committee is to develop ongoing communication about the progress of FSC, which will include implementation updates and success stories. Additionally, the committee will assist in spreading the word about the impact FSC is having on children in congregate care and further orient stakeholders about the program.

Being a year into the demonstration projects, updates are needed to the FSC implementation guide, and forms. This task will be completed during the next reporting period. Recently, the Family Finding fidelity tool used by FESs and their supervisors for clinical supervision purposes required corrections to properly reflect actual practice. Updates were completed in collaboration between the Department's Program Development Unit and the FESs.

Fidelity monitoring of Blended Perspectives Meetings (BPMs) continues through observation by Program Development staff BPMs are facilitated by the FESs, and bring the family and other key participants together to connect or reconnect the child and family.

This meeting brings together the family network and others who support the child to provide a blended perspective so family/fictive kin that do not know the child or have not been in contact with the child for some time can learn about the child and his or her greatest strengths and needs. Thus far, there have been a total of 18 BPMs held with a total of 120 family members and supports. Two fidelity observations are completed each quarter.

At this milestone, the Department is starting to work with the Family Finding purveyor to transition training and coaching to Department staff. A two-day coaching skills training was provided by the Capacity Building Center for States at the end of May 2017, in preparation for the development of this aspect of the FSC program. More discussion is forthcoming in order to develop a plan that can be applied toward establishing sustainability of the program; therefore, this will be a focus for the next reporting period.

C. Challenges to implementation and the steps taken to address them.

Fostering Sustainable Connections has faced some challenges during this reporting period that required use of adaptive measures to continue the program with minimal interruption or negative effects. Challenges faced include:

- Change in site-based team leadership at two of the implementation sites
- Shift with the Maricopa County FES supervisor
- Another Department initiative with training starting in May and delaying FSC roll-out at the one of the Maricopa County offices from June to August 2017

Each site-based team has remained motivated and supportive of implementation. New staff and leadership have embraced FCS while balancing all priorities of the Department. The Department's Program Development Unit continues to be actively involved with each office to address and overcome barriers.

D. All demonstrations with a trauma focus (e.g., implementing trauma screening, assessment, or trauma-focused interventions) should report on each of the data elements listed below. For activities that are not being implemented as part of the demonstration, please indicate this with "N/A." If information is currently unknown, please indicate an approximate date that the data will be available.

- Target population(s) age range(s)
- Type of trauma screens used
- Number of children/youth screened for trauma
- Type of trauma/well-being assessments used¹
- Number of children/youth assessed for well-being/trauma
- Type of trauma-focused evidence-based interventions (EBI's) used
- Number of children/youth receiving trauma-focused EBIs²
- Percentage of children and youth receiving trauma-informed EBIs who report positive functioning at follow up³

¹ Include any trauma and well-being assessments for which data is available.

² Include all children that have received any portion of the EBI(s).

³ A jurisdiction may define "positive functioning" in any manner that is consistent with the definition used for the local evaluation of the waiver demonstration.

- Number of parents/caregivers:
 - Screened for trauma
 - Assessed for trauma
 - Treated for trauma
- Number of clinicians trained in trauma-focused EBIs⁴

Section II should address both activities and accomplishments that have been completed to date as well as any that remain in progress or that have been delayed. It may be helpful to include an updated work plan or Gantt chart that highlights progress in implementing the demonstration.

The Arizona Title IV-E waiver demonstration project does not include a trauma focus; thus this section does not apply.

III. Evaluation Status

Provide a detailed overview of the status of the evaluation in the following areas:

- A. Numbers of children and families assigned to the demonstration (including to any comparison/control groups if appropriate); note if current sample sizes differ significantly from original sample size estimates.

By the end of the first year of the waiver demonstration project, June 30, 2017, there have been 60 children interviewed for the child well-being sub-study, 30 from the Fostering Sustainable Connections and 30 from a matched comparison group. This met the goal of the first year substudy of the evaluation. In addition, 10 qualitative interviews with youth and four with caregivers were completed as part of the child well-being substudy, examining engagement and satisfaction.

During this reporting period, ASU met with DCS to discuss transfer of case record information that will allow evaluation of: 1) service needs, referrals, and timely access; and 2) number of family/fictive kin identified and involved in the case (includes number of searches). The secure file transfer protocol was developed and shared.

A DCS data file was received through the secure file transfer protocol. This data was used to 1) create a one-to-one matched sample using the propensity score matching for the child well-being sub-study, and 2) calculate the monthly number of entries and exits of children in group homes and shelters from January 1, 2014 to December 31, 2016.

With regard to the matched sample, ASU conducted the propensity score matching to create the comparison group sample for Year One of the project. However, the 30 intervention children were not randomly selected as planned as there were fewer FESs than anticipated and thus fewer children served. As a result, ASU interviewed children as they became available. A random procedure may be possible in Year 2 as additional FESs are engaged in the waiver demonstration project through Pima County and a contracted provider operating in Maricopa and Pinal Counties. ASU matched the entire waiver-

⁴ This may include initial training and follow-up training.

implemented population in the intervention offices (i.e., the Avondale and Tempe sites). As the selection of intervention children proceeded from the sampling frame of those families who were served by the Family Engagement Specialists, the matched partner from a comparison office was included in the matched comparison group ($n = 30$). This sampling procedure will be repeated in each year as long as there is a sufficient pool of comparison group children available to conduct the matching procedure.

The matching procedure involved determining the common variables available for the children/families in the intervention group and the pool of potential matches in the non-intervention offices. ASU used the birth age of the individual, age of the individual at removal, congregate care type, number of placements, number of removals, and gender and race as the pre-treatment covariates to match the children who have received treatment to those who have not received treatment.

Matching Results:

- Total Number of children in Maricopa County in group home or shelter, not from FSC intervention offices: 1,166
- Number of children in Maricopa County in group home or shelter, from the FSC intervention offices of Tempe and Avondale: 161
- The 161 children from the intervention group were matched to 322 children of the 1,166 from non-intervention offices. Two children were matched for each child to allow an alternate for those unwilling or not available to participate.

B. Major evaluation activities and events (e.g., primary and secondary data collection, data analysis, database development).

Process Evaluation Activities: The major process evaluation activities completed to date include the following:

- ASU completed the Implementation Drivers Assessment Process, National Implementation Research Network (NIRN) (Fixsen, Blasé, Naoom, & Duda, 2015) for the initial implementation stage and created an action plan (with individuals responsible, deadlines, and priority) from the NIRN process (see report attached).
- ASU conducted the second administration of the Wilder Collaboration survey (Mattessich, Murray-Close, & Monsey, 2001) and reported a comparison between Year 1 and Year 2 administrations of the Wilder (see report attached).
- Approval for youth and adult engagement/satisfaction questions was obtained DCS Evaluation Committee and IRB.
- Site visits were conducted (March -May 2017) at the Tempe and Avondale Office locations using a semi-structured interview guide to ask the team to discuss implementation strengths and challenges, and conducted observation of a Life Long Connections (LLC) meeting (March 20, 2017).

- Individuals for key stakeholder interviews were identified and ASU created semi-structured interview guide. Fifteen interviews were completed and the draft report was prepared for review by the evaluation committee.
- ASU conducted Organizational Readiness for Change (ORC) surveys at the Gilbert and Pima offices that are about to implement FSC – draft reports have been completed.

Outcome Evaluation Overview: The major outcome evaluation activities completed to date include the following:

- ASU developed an electronic scoring program for the BERS-2 instrument and scored all first year instruments.
- ASU met with DCS on transfer of case record information to evaluate: 1) Service needs, referrals, and timely access; and 2) Number of family/fictive kin identified and involved in the case (includes number of searches). The secure file transfer protocol information was shared. It was determined that a separate data sharing agreement is needed for the title IV-E waiver demonstration project.
- A draft case file review tool was developed to identify service needs and chart service referrals as well as receipt of services. This draft will be reviewed at the DCS evaluation meeting.
- ASU has drafted graphs of entry and exit from congregate care for each urban office in Maricopa County to be reviewed with DCS at the next evaluation meeting.

Cost Evaluation Overview: The major outcome evaluation activities completed to date include the following:

- The ASU evaluation team has established the expenditure elements for the cost analysis. Now that one year of cost data will be available, ASU will arrange a meeting with DCS financial staff to discuss transfer of cost data once the data sharing agreement has been finalized. The analysis will be reported by yearly cohort and the comparison group will be children served by those offices yet to implement FSC within county.

C. Challenges to the implementation of the evaluation and the steps taken to address them.

There are no barriers to report at this time.

IV. Significant Evaluation Findings to Date

Summarize any significant process, outcome, or cost evaluation findings available to date. (NOTE: Evaluation findings may also be presented in a separate report or addendum to the semi-annual progress report prepared by the jurisdiction's evaluator).

Reports include:

1. Combined Collaboration Survey report (Exhibit A)
2. NIRN Drivers Assessment action plan summary (Exhibit B)
3. Child Well-Being Presentation to the Waiver Conference in Washington, DC (Exhibit C and D)

V. Recommendations and Activities Planned for Next Reporting Period

Describe major demonstration and evaluation activities that will be started, continued, or discontinued during the subsequent reporting period. Highlight any recommendations for changes to the design and implementation of the demonstration or evaluation based on challenges encountered during the current or prior reporting period, or based on evaluation findings to date (please see earlier caveat about securing prior approval from the Children's Bureau).

As mentioned in the previous semi-annual report, the Department is in the process of onboarding additional FESs with a contacted provider. The contracted FESs have received foundational training and will receive the Family Finding techniques hands-on training beginning early in July. Initial implementation has begun in two offices in Maricopa County. Over the course of the next several weeks, the number of children receiving FSC services will increase. Initial implementation in Pinal County will follow shortly after a contracted FES is assigned to each office. The Family Finding training will also include DCS staff from the Northern and Southeast Regions, thus ensuring internal staff throughout the state have a strong understanding of the Family Finding model and FSC. This will assist with implementation in these last two regions.

The Department's Program Development Unit will continue to support each office by providing ongoing technical assistance and peer-to-peer learning opportunities. Members of each office's site-based team are also on the statewide implementation team, which allows for continual feedback to be provided to the team while working through any barriers. This support will be provided to the newest locations in the form of initial orientation (three in-depth sessions, bi-weekly for six weeks), as well as continuing technical support once leadership from each site assumes responsibility for the team.

Regarding the evaluation, ASU will review and finalize with the Program Development Team and the evaluation committee the following reports and tools:

1. Stakeholder survey report
2. Organizational Readiness for Change for Pima and Gilbert offices reports
3. Case review tool for service needs and receipt identification and involved individuals
4. Methodology and charts for entry and exit from congregate care graphs

ASU will conduct propensity score matching to create a comparison group sample for Year Two of the project. This will allow in-person data collection to proceed for the 30 additional comparison group children and their caretakers. The in-person data collection protocols are working well and will continue until the sample size ($n = 60$) is reached for

Year Two of the evaluation. Second year data collection will resume to follow up on the Year 1 sample (n = 60). Year 1 data will be analyzed and reported. Additional engagement/satisfaction interviews will be completed (in addition to the 10 youth and 10 caregivers, six caregivers will be included as only four were interviewed in Year 1).

A data sharing agreement will be drafted and negotiated with DCS in order for case file review data collection to proceed. Further, an action planning meeting will be scheduled with the Evaluation Committee to review the results of the Organizational Readiness for Change assessments. As new offices are included in Fostering Sustainable Connections, additional organizational readiness assessments will be administered.