Appendix A

Qualitative Methodology

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Appendix A
Qualitative Methodology

A.1 Introduction

This section discusses the qualitative methodology used for the evaluation of the On the Frontline (OTF) initiative. We conducted a document review, interviews and focus groups. These activities provided an in-depth, contextual understanding of implementation activities and perceptions of outputs, as seen by staff experiencing each of the three work streams.

A.2 Target Population and Sampling

We conducted interviews and focus groups in each site. The number and composition varied due to differences in the implementation process as well as the size and composition of the workforce (see Exhibit A-1). In addition to these, we conducted interviews with seven current and former Casey leaders and consultants (Casey informants), including the OTF technical assistance (TA) advisors involved in the initiative. We discuss each site and the unique aspects of data collection below.

Exhibit A-1. Interviews and Focus Groups

Qualitative data collection	Casey	Cuyahoga	Jefferson	Allegheny	Total
Individual Interviews					
On-site	—	4	7	—	11
Telephone	7	—	1	1	9
Focus Groups					
Work groups	—	2	3	—	5
Supervisors	—	1	—	—	1
Frontline caseworkers	—	1	1	—	2

A.3 Qualitative Recruitment

Recruitment activities were targeted to each participant type. For the individual interviews, we created an email invitation to be sent directly to each selected person. For the focus groups, each site developed lists of eligible participants. With assistance from each site, we sent email invitations for both the interviews and focus groups to all eligible staff. The invitations explained the purpose of the evaluation, the voluntary nature of the interviews and focus groups, the time and date of data

collection activities, a phone number for the Westat evaluation team for any study-specific questions and contact information for Westat's Institutional Review Board representative (see Appendix E for recruitment materials).

A.4 Qualitative Concepts and Measures

We developed qualitative measures through extensive document review of OTF materials and conversations with Casey consultants. The measures consist of interview and focus group guides, which include a short introductory overview explaining the purpose of the evaluation and standardized open-ended questions. The guides were designed so that they are applicable and relevant to each participant type and are worded to capture the broad range of perspectives of respondent groups. For example, the guides for Casey consultants, child welfare leaders and work group participants each have items that assess implementation activities and expected outputs. Questions for the county attorney were focused on OTF outputs that are directly related to frontline decision making as it relates to the court process. Questions for supervisors and frontline caseworkers were geared to how OTF affected their daily work and was targeted to outputs. Each qualitative protocol was designed so that information collected during data collection answered one of the overall evaluation questions. Appendix E contains the interview guides for each participant group by site.

A.5 Data Collection

A.5.1 Document Review

At the beginning of 2018, Westat worked directly with Casey staff and implementation consultants to identify key OTF documents to review. Examples of documents included procedural manuals, decision summaries for key meetings, progress reports and evaluation plans. Westat examined 122 separate documents, which assisted us in understanding the initiative's background and critical implementation activities. We entered key concepts and descriptive information about the documents into an Access database and organized them by OTF activity and by site. The evaluation team used the content of the documents as a foundation for building the qualitative measures, consent and recruitment materials and Implementation Timeline (see Appendix D). The evaluation

team also used the document review findings, in conjunction with the qualitative results, to design the quantitative survey (see Appendix E for a full listing of documents reviewed).

A.5.2 Cuyahoga County Interviews and Focus Groups

We conducted four individual interviews in Cuyahoga County. These included on-site interviews with the child welfare director, the chair of the OTF Steering Group, the lead data analyst and a single participant in one of the three planned work group focus groups. We facilitated four focus groups – two consisting of OTF work group members, one for non-OTF supervisors and one for non-OTF frontline caseworkers. We originally planned to conduct three work group focus groups (one representing each work stream), but only one participant was available for one of the OTF focus groups and agreed to participate in an individual interview instead. All individuals who participated in one of the two work groups were invited to participate in the most appropriate focus group. For example, if some individuals participated in more than one OTF work group, they attended the one that they had the most knowledge of and/or participated in the most so that efforts were not duplicated.

The supervisor and caseworker focus groups were for staff who did not participate in OTF work groups, so we could gain their unique perspective. For supervisors, we invited those who had been serving as a supervisor in short-term services since 2016, so that they had at least two years of experience supervising frontline staff. For caseworkers, we planned to facilitate two focus groups for those in short-term services positions. Group one was going to include those in short-term services who were in intake prior to January 2015, when OTF implementation began. Group two was going to consist of caseworkers in short-term services who were hired using behavioral-based interviewing, from mid-2016 forward. However, once we arrived on site, there were not enough frontline caseworkers available to conduct two focus groups, so we combined them into one focus group. We had a total of 43 agency staff participate in on-site interviews and focus groups. Participants had a wide range of experience (less than 1 to 20+ years), and most were supervisors (37%) or caseworkers (28%). Over half (58%) had participated in OTF implementation activities (see Exhibit A-2).

Exhibit A-2. Cuyahoga County Interview and Focus Group Participant Characteristics

	N	%
Total respondents	43	100
Interview	4	9
Focus group	39	91
Job title		
Caseworker	12	28
Supervisor	16	37
Senior supervisor	9	21
Other	6	14
Length of time in agency		
0-11 Months	1	2
1-2 Years	10	23
3-5 Years	2	5
6-10 Years	0	0
> 10 Years	30	70
Length of time in current position		
0-11 Months	2	5
1-2 Years	18	42
3-5 Years	8	19
6-10 Years	5	12
> 10 Years	10	23
Length of time with supervisor		
0-11 Months	13	30
1-2 Years	15	35
3-5 Years	11	26
6-10 Years	1	2
> 10 Years	3	7
Participated in On the Frontline implementation		
Yes	25	58
No	11	26
Missing	7	16

Percentages may not add to 100 due to rounding error.

A.5.3 Jefferson County Interviews and Focus Groups

We conducted eight individual on-site interviews in Jefferson County. These included the child welfare director and the associate director, the lead data analyst, the director of human resources and the lead county attorney, as well as three interviews with key OTF implementation leaders (one by telephone) who all had in-depth knowledge of the progression of the initiative. We facilitated four focus groups, one per work stream work group for a total of three, which also included members from a fourth work stream that was added during implementation. We also conducted one for frontline intake caseworkers who were not involved in an OTF work group. All individuals who participated in one of the three work groups were invited to participate in the most appropriate focus group, as was done in Cuyahoga County. For the caseworker focus group, we included only

those who had been in an intake position for at least 18 months. This is because Jefferson County had a much smaller workforce compared to Cuyahoga County, and some intake caseworkers were serving as members of a work group. We did not have a separate supervisor focus group because, in Jefferson County, almost all supervisors were participating in one of the work groups. We had a total of 40 agency staff participate in on-site interviews and focus groups.

Participants had a wide range of experience (less than 1 to 20+ years), and most were supervisors (35%), lead caseworker (15%), or caseworkers (25%). A significant percentage (85%) participated in OTF implementation activities (see Exhibit A-3).

Exhibit A-3. Jefferson County Interview and Focus Group Participant Characteristics

	N	%
Total respondents	40	100
Interview	8	20
Focus group	32	80
Job title		
Associate director/Program manager	5	13
Caseworker	10	25
Lead caseworker	6	15
Supervisor	14	35
Other	5	13
Length of time in agency		
0-11 Months	1	3
1-2 Years	5	13
3-5 Years	13	33
6-10 Years	6	15
> 10 Years	12	30
Missing	3	8
Length of time in current position		
0-11 Months	5	13
1-2 Years	12	30
3-5 Years	16	40
6-10 Years	6	15
> 10 Years	1	3
Length of time with supervisor		
0-11 Months	10	25
1-2 Years	15	38
3-5 Years	10	25
6-10 Years	4	10
> 10 Years	1	3
Participated in On the Frontline implementation		
Yes	34	85
No	5	12
Missing	1	3

Percentages may not add to 100 due to rounding error.

A.5.4 Allegheny County

We also conducted a small data collection effort in Allegheny County, which was one of the three original OTF sites and was involved at the start of the initiative, but chose to discontinue participation after two years. We conducted one interview with the county child welfare director to gain further insight into implementation of OTF and the barriers to success.

A.5.5 Casey Leaders and Consultants

We completed seven telephone interviews with key Casey leaders and consultants, including the two TA consultants for each of the sites, the director of the Child Welfare Strategy Group, the OTF data and human resources leads and the designer of the OTF initiative. The questions were designed to capture specific information about the conceptual development, site selection process and implementation activities.

A.6 Qualitative Data Analysis

Data collected during qualitative interviews and focus groups was recorded and transcribed so that it could be analyzed to identify themes within and across sites.[1] We loaded the transcribed results into NVivo11, a qualitative analysis software package, to expedite entry, organization and management of the data. We conducted a thematic qualitative analysis using a series of steps. First, we created an original coding scheme by carefully reading through the different data sources and developing logical thematic categories and subcategories by which to code or "tag" lines of data. The categories were derived directly from the structured interviews and focus group guides and aligned with key evaluation questions (see Exhibit A-4).[2] Relevant lines of data were cut from the original transcript and placed under the relevant category. This is known as the cut-and-paste technique as described by Stewart and Shamdasani (1990, p. 104).[3] We established interrater reliability by having two members of the research team independently perform open coding of four focus groups and three individual

[1] In one site, there were participants in two focus groups and one interview who declined the option to record. In these instances, two members of the research team took detailed notes and compiled them into one document for analysis.

[2] During qualitative analysis, the category of supervision and coaching was in alignment with the workforce work stream and data are presented in the workforce tables. We found out after qualitative analysis that supervision-related activities were all carried out in the worker decision-making work stream.

[3] Stewart, D. W., & Shamdasani, P. N. (1990). *Focus groups: Theory and practice* (Applied Social Research Methods Series). Thousand Oaks, CA: Sage Publications, Inc.

interviews. The team met to compare each instance of coded text and the associated category. Discrepancies were discussed and consensus reached. The team then continued the coding process with the remaining transcripts. Upon completion of coding, the team organized the categories into relevant emergent themes and reconciled them using a consensus-based "constant comparative analysis" technique. During this phase, each member of the team re-reviewed a subset of the original transcripts to ensure that the themes were in alignment with the original data (Padgett, 1998).[4] This way, the themes identified in the analysis stand on their own and reflect the "voice of the participants." This approach allowed us to capture similarities and differences in implementation across the two sites and critical information within each site.

Exhibit A-4. Comprehensive Coding Scheme

Conceptual development
What was the process of site selection? What resources were put in place for OTF?
Site selection
Resources
How do stakeholders define the OTF purpose, goals and key activities?
Goals
Benefits
Was the OTF initiative implemented as intended?
Strengthen System Decision Making
Agency data
System feedback mechanism
OTF tools and processes
Build a Strong Workforce
Hiring practices
Training–preparation for the job
Supervision and coaching
Strengthen Worker Decision Making
Resources for frontline caseworkers
Caseworker decision-making practices (includes supervisory input)
What results were observed in expected OTF outputs?
Workloads
Vacancies
Turnover
Decision making
What aspects of implementation have gone well? What have been the barriers?
Success
Challenges/barriers
Level of effort
What are the key lessons learned and recommendations?
Lessons learned
Sustainability
Recommendations

[4] Padgett, D. (1998). Qualitative methods in social work research: Challenges and rewards. Thousand Oaks, CA: Sage Publications, Inc.

A.7 Qualitative Results

The most salient themes and findings from thematic analysis of qualitative data are presented and discussed in the On the Frontline Evaluation report. A comprehensive presentation of these results was shared during the qualitative findings meeting held at The Annie E. Casey Foundation building on September 27, 2018, and then also with the child welfare leader in separate site-specific meetings in October 2018 (see Appendix F for the comprehensive presentation of qualitative findings). Detailed qualitative data tables are available from The Annie E. Casey Foundation upon request.

Appendix B.1

Web Survey Methods and Results

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Appendix B.1
Web Survey Methods and Results

B.1.1 On the Frontline Web-Based Survey Methods and Statistical Data Tables

Westat conducted web-based surveys of caseworkers and supervisors in each site to evaluate their perspective of specific implementation activities (e.g., supervision) and expected outputs (e.g., workload) of the On the Frontline (OTF) initiative. To minimize respondent burden, Westat collaborated with Jefferson County to build on their existing annual employee satisfaction survey, which covered some key concepts for the evaluation, and developed a module with additional concepts to append to the annual survey. Westat then worked with the second site, Cuyahoga County, to develop and administer a parallel survey for the county containing the same or similar questions, adjusting language where needed to be site specific. This appendix describes survey methods, findings and limitations and provides data tables with descriptive data from each site's survey questions. The main report triangulates findings from the surveys and other data sources to interpret and draw conclusions about evaluation questions.

B.1.2 Survey Population and Response Rate

Westat conducted a survey of intake and permanency caseworkers and supervisors in each site to supplement qualitative findings with a more representative perspective of implementation activities and outputs, beyond the subset of agency staff who participated in qualitative focus groups and interviews. Although the OTF initiative was intended to focus on frontline workers in child protective services, both sites expanded their efforts to include permanency workers; therefore, both intake and permanency workers were invited to participate in the survey. Staff in each site were sent invitations via email with two reminders that included prompting by the child welfare leader. Surveys were administered in September and October of 2018 (September 4 to September 20 in Jefferson County and September 26 to October 26 in Cuyahoga County).

In Cuyahoga County, the survey was administered to caseworkers and supervisors in short-term services, extended services and other areas (e.g., other services, division as a whole or other positions). Of 250 staff invited to complete the survey, 115 (45%) submitted a complete or useable

survey (e.g., at least 50% of the questions answered). In Jefferson County, the survey module was administered to staff in intake, permanency and specialized services, including caseworkers, supervisors and program managers and associate directors. Of the 164 staff invited to complete the module in Jefferson County, 137 (84%) submitted the survey and completed both the county's survey items and some or all of the questions in the Westat module.

The characteristics of survey participants are presented in Table 1 of Appendix B.2 (Cuyahoga County) and B-3 (Jefferson County). Most survey respondents were caseworkers, with 67.0 percent in Cuyahoga County and 76.6 percent in Jefferson County. Respondents' tenure at the agency varied by site, with more than half of Cuyahoga County's respondents (53%) at the agency more than 10 years, compared to just one-fifth (21.2%) in Jefferson County. Two-thirds of survey respondents in Cuyahoga County were hired before January 2015, when OTF began, compared to just under half of Jefferson County's survey respondents (45.3%). Just 23 percent of survey participants in Cuyahoga County and 36 percent in Jefferson County said they had participated in an OTF work group at some point, an indication that we were successful in gaining the voice of the broader population of staff who did not participate in the work groups. Survey participant characteristics differ across sites for various reasons, such as differing agency sizes, structures and compositions; more turnover in Jefferson County and a lower response rate in Cuyahoga County.

B.1.3 Survey Instruments

Survey instruments for Cuyahoga and Jefferson Counties are presented in Appendix E. Evaluation questions, the logic model and qualitative findings from interviews, focus groups and document review informed survey development, each helping to identify the key concepts for data collection.

Exhibit B-1 provides the content areas covered in the final surveys in both sites and the origin of questions. Survey items from Jefferson County's annual employee satisfaction survey that addressed key evaluation concepts were identified for inclusion in the evaluation. Westat added and adapted scales from an existing survey of frontline child protection caseworkers (Detlaff, Graham, Holzman, Baumann & Fluke, 2015), adapting some of the language, and developed additional items to cover remaining concepts in the appended module. We adjusted the language in the workload scale (Detlaff et al., 2015) so that more items were positive, whereas more of the original scale items were

negative. Westat developed a parallel survey for Cuyahoga County containing the same or similar questions from each source, adjusting language where needed to be site specific.

Exhibit B-1. Survey Content Areas and Origin of the Items

Content area		Jefferson County satisfaction survey	Adapted from Detlaff et al., 2015	Westat-developed items
Build a Strong Workforce	Hiring processes and practices	✓		✓
	Retention	✓		
	Job expectations and training			✓
Worker Decision Making	Workload		✓	
	Supervision experience and work unit scale		✓	
	Supervisory model: Topics covered/frequency			✓
	Supervision and performance management	✓		
	Collaboration in decision making and Information used			✓
	Self-perception of professional skills			✓
	Conflict management skills		✓	
	Removal decisions scale		✓	
System Decision Making	Agency decision-making consistency			✓
	Use of agency data			✓
Other	Perception of change in key outputs			✓
	Job satisfaction and organizational culture	✓		
	Respondent characteristics	✓		✓

Survey questions were closed ended, including many items with Likert-style scales (e.g., Strongly Agree to Strongly Disagree, or Much Better or Much Worse, five-point scales) and others with categorical answers (e.g., Yes, No, Not Sure and demographic categories). Because this was a retrospective evaluation, most survey items assessed the respondents' current perception of the implementation activity or output. One section asked respondents to rate on a Likert-style scale whether workload, supervision, use of data and other outputs were better, worse or remained the same compared to January 2015, when the OTF initiative began.

We conducted a brief pilot in each site and obtained feedback from the child welfare directors. The final surveys were reviewed and approved by Westat's Institutional Review Board. Jefferson County administered their satisfaction survey with the appended Westat module, and we entered into a data sharing agreement to receive data from both the satisfaction survey and the evaluation module. Westat programmed and administered the Cuyahoga County survey. Evaluators collaborated with agency leaders to develop an invitation to participate in the Westat module or survey. These invitations were emailed by sites to the population of eligible caseworkers, supervisors and, in

Jefferson County, managers. Three to four reminder messages were sent to encourage participation in these voluntary surveys (see Appendix E for the invitation template).

B.1.4 Data Analysis

Westat conducted descriptive analyses of survey data to describe caseworkers' perceptions of OTF activities and outputs, graphing some items to help visualize the data. Prior to analysis, we conducted quality assurance checks, calculated scores for aggregated scales and assessed the internal reliability for scale scores. Although many Likert-style survey items were analyzed as individual items, there were four aggregate scales incorporated into the survey. For aggregate scales, we reversed scored individual items as needed, then calculated the mean score across items (e.g., 6 workload items) for participants with complete data. Reliability analysis demonstrated high internal consistency (>0.80) for two scales – workload and supervision and work unit experience – and acceptable internal consistency (>0.60) for the other two scales (Exhibit B-2).

Exhibit B-2. Scale Reliability for Four Scales Used in Surveys

Scale	N of items	Cuyahoga County		Jefferson County	
		N of respondents	Cronbach's *alpha**	N of respondents	Cronbach's *alpha**
Workload	6	95	0.69	83	0.86
Supervision and Work Unit Experience	8	106	0.82	106	0.83
Conflict Management	7	87	0.60	81	0.64
Removal Decisions					
External Reference	5	93	0.67	85	0.73
Internal Reference	4	89	0.61	90	0.62

*Standardized alpha.

Descriptive data are summarized as percentages (e.g., % caseworkers) and average scale scores, including mean, median and range across survey participants' responses. We used chi-square or t-tests to test for significant differences in responses between four key groups of respondents:

- Hired before vs. after January 2015 (start of OTF);
- Caseworkers vs. other positions (e.g., supervisors, managers);
- Involved vs. not involved in OTF workgroups/steering committee; and
- Intake/Short-term services vs. other program areas.

Results of statistical tests are considered exploratory because the relatively large number of tests conducted (more than 100 in each site) could lead to false positives. We must also interpret survey findings cautiously due to potential non-response bias in the sample, particularly in Cuyahoga County, and other limitations (see section B.1.6 Limitations below). Findings from survey responses were triangulated with qualitative findings and administrative data to inform the evaluation questions, and the synthesized results are presented in the main report.

B.1.5 Survey Findings

This section summarizes survey findings. Descriptive data tables presenting results from all survey questions are presented in Appendices B.2 (Cuyahoga County) and B.3 (Jefferson County). Respondents provided the full range of responses (e.g., strongly agree to strongly disagree) on scaled items in both sites, but generally provided positive or neutral responses on average. Jefferson County had more positive responses more often, whereas Cuyahoga County had more mixed results. There were some differences by category, and these were highlighted in the quantitative findings presentation held at The Annie E. Casey Foundation on December 13, 2018, and then also with the child welfare leader in separate site-specific meetings in December and January (Appendix F).

Perception of Change. Participants were asked about their perception of change since OTF began in 2015 in workload, supervision quality and consistency, caseworker skills, caseworker understanding of policy, leaders' understanding of barriers, use of data and processes for feedback. We focused on responses from participants hired before 2015 because they had the opportunity to observe change before and after the initiative, but we also present responses of people hired more recently to see their perceptions of change since being hired. Respondents in Jefferson County were generally positive, indicating that things were somewhat better since 2015. Supervisors and managers were more positive than caseworkers regarding improvement in workload, supervision quality and the process for feedback. In Cuyahoga County, there were mixed findings regarding perceived change, depending on the output, with respondents indicating that things were about the same or somewhat worse. These survey responses should be viewed in the context of several contextual factors in this site, and in particular the potential that responses may have been negatively influenced by the tragic child fatality and, related to this, the negative media attention and staff losing their jobs, before the survey was administered.

Hiring Process. Respondents who participated in the hiring process were asked their perceptions of behavioral-based interviewing, introduced as part of the OTF initiative. Participants in both sites agreed that they were confident in their ability to conduct behavioral-based interviews and tended to agree that behavioral-based interviews help agencies hire the right people.

All respondents were asked about perceptions of hiring practices. Participants in Jefferson County generally felt positive about recruitment, hiring, orientation and training, whereas there were mixed findings in Cuyahoga County, with some positive, neutral and negative responses. Participants in both sites agreed they are a "good fit" for this work. When asked if they received sufficient training about the realities of the position, participants in Jefferson County averaged between agree and neutral, whereas participants in Cuyahoga County averaged between neutral and disagree.

Workforce Stability. Close to half of participants in Jefferson County(48%), and more than half in Cuyahoga County (57%), reported looking for a job in the past year. The rate was higher for short-term services staff in Cuyahoga County (64%), compared to extended services and other. All survey participants were asked to indicate reasons they would be motivated to leave (check all that apply). Salary was the top reason in Jefferson County (66%), with work-related stress or burnout the second reason (45%). Participants agreed, on average, that they have job security, the agency works to retain qualified staff and they would recommend the agency as an employer, but they were more neutral about seeking new employment.

In Cuyahoga County, work-related stress or burnout was the top motivation for leaving (75%) and lack of appreciation the second reason (57%). Participants were generally neutral in their responses about job security, seeking new employment in the next year and recommending the agency as an employer, and they tended to disagree that the agency works to retain qualified staff. Timing of survey administration is likely a factor in these responses. This agency recently experienced a child fatality and staff lost their jobs as a result. It is also the agency for which low turnover was observed in recent years in administrative data.

Supervision. At the time of the survey, respondents were positive about the supervision they received in both sites. On a supervision scale, participants agreed, on average, that their supervisor encourages creative solutions, makes consistent decisions, is knowledgeable, teaches the skills needed to do the job, clearly communicates, supports case decisions and takes time to review case

decisions. Participants were also generally positive, and sometimes neutral, about additional questions about supervision and coaching. For example, respondents in both sites agreed (or strongly agreed) that their direct supervisor cares about them, sets clear expectations, provides useful coaching and feedback, encourages a healthy work/life balance and assigns work fairly. Respondents were neutral about the consistency of supervisors in both sites.

The survey also asked about the frequency of supervisor check-ins in the last year regarding certain topics, consistent with the supervisory model established in Jefferson County. Participants in both sites reported weekly check-ins. On average, staff in Jefferson County reported that their supervisor checked in weekly to see how they were doing and to review specific cases, talk through case decisions, provide resources and support and discuss obstacles and solutions. Participants indicated that supervisors discussed strengths, successes and feedback for leadership or the organization monthly. They reported quarterly check-ins about professional goals, career planning and a resiliency plan. In Cuyahoga County, participants reported weekly check-ins to see how they are doing, discuss case obstacles and solutions and talk through case decisions. Participants reported that other topics were discussed monthly or quarterly and that professional goals were discussed yearly.

ShadowBox. ShadowBox was in its developmental infancy during OTF and was excluded from the implementation evaluation. We did, however, include one item in the survey that asked if participants perceived it to help improve decision making. Results (see Table 4 in Appendices B.2 and B.3) should be interpreted with caution because they reflect a very limited preliminary perspective of a *"not fully developed"* tool.

Workload. Survey participants were asked to agree or disagree to six items that comprise an aggregate measure of how manageable their workload is. On average, participants were neutral about their workload in Jefferson County and disagreed that their workload was manageable in Cuyahoga County. As noted earlier, when workers hired before 2015 were asked their perception of change in workload since 2015, survey respondents in Jefferson County felt that caseworker workloads have gotten somewhat better, whereas respondents in Cuyahoga County felt that workloads had gotten worse; responses in Cuyahoga County may have been influenced by the timing of the survey.

Worker Decision Making. The survey asked questions relevant to worker decision making, including items about conflict management and collaboration in decision making. Participants in

both sites agreed that they had the training and skills to manage conflict, on a seven-item aggregate scale of conflict management. Participants in Jefferson County indicated that they collaborate "often" in most decision making (e.g., removal, placement with relatives, opening a case, filing a court case), leaning towards "always" for screening decisions. In Cuyahoga County, participants indicated that they collaborate often or always about removal from home, often about placement with relatives and filing a court case, and sometimes about screening decisions, disposition, and closing a case.

System Decision Making. Survey participants were asked to indicate whether there is a process in place to review consistency in screening decisions, workload assignments and placement decisions. In Jefferson County, almost all participants (90%) indicated that there is a process to review consistency in screening decisions, and more than half said yes for workload assignments (56%) and placement decisions (66%). In Cuyahoga County, fewer than a third of participants indicated that there is a process to review consistency in screening decisions (30%), workload assignments (27%) and placement decisions (29%). In both sites, when participants did not respond yes, most indicated that they were not sure whether a process was in place.

Survey participants were also asked about agency use of data. In both sites, more than half (62% in one, 54% in the other) affirmed that staff at multiple levels of the agency routinely review data reports, and about one-third were not sure (36% and 33%, respectively). In the smaller site, 72 percent of participants indicated that staff at multiple levels of the agency routinely discuss how to adjust practices based on the data to improve outcomes, and most participants (86%) indicated that using data will help the agency improve outcomes for children, youth and families. In the larger site, just 39 percent said that staff discuss how to adjust practices based on the data, and another 39 percent were not sure. Similarly, about half (49%) said using data will help improve outcomes, whereas 35 percent were not sure.

Job Satisfaction and Organizational Culture. In Jefferson County, the workforce work stream developed an annual employee job satisfaction survey and, midway through implementation, added a fourth work stream to address organizational health. Based on this work, evaluators incorporated questions about job satisfaction and organizational culture into the survey. Job satisfaction (7-item aggregate scale) and organizational culture (12-item scale) were measured with the scales already being used by the site in their annual employee survey, which were based on validated scales.

At the time of the survey (September 2018), participants in that site agreed, on average, that they were satisfied with their jobs and felt positive about organizational culture. On individual items, they agreed with most job satisfaction items (e.g., satisfied with job, county benefits, positive impact on a family's life) and felt neutral about two (satisfied with pay, workload is achievable). Participants agreed on average with all individual organizational culture items.

Cuyahoga County felt neutral, on average, about job satisfaction and organizational culture. On individual items, they agreed with three job satisfaction items (co-workers get the job done, satisfied with county benefits and making positive impact in a family's life), were neutral about two items (satisfied with job, have proper equipment/supplies) and disagreed with two items (pay, workload). Participants in this site felt neutral about most items, but agreed on three and disagreed on two (see tables).

B.1.6 Limitations of Survey Findings

The OTF evaluation surveys aimed to capture the perspectives of the broader population of caseworkers and supervisors in two sites, beyond the purposive sample used in qualitative data collection, regarding the implementation and outputs of OTF. The surveys asked for self-report assessments of various concepts (e.g., workload, supervision and changes since OTF began) and did not objectively measure these concepts. The evaluation used this information together with selected objective measures (e.g., workload measured in administrative data) and more in-depth assessments of focus group participants. Beyond the self-reported nature of the survey, we must consider other limitations, including the retrospective nature of the survey, the extent to which findings are actually representative of the population of caseworkers and supervisors involved in and/or affected by OTF and the validity of statistical conclusions regarding comparisons of subgroups of respondents. These limitations are discussed below.

Cross-Sectional, Retrospective Survey and Recall Bias. For this evaluation, we administered cross-sectional, retrospective surveys at the end of the implementation period. The cross-sectional surveys cannot assess change over time (e.g., changes in perception of workload before and after the initiative began). Moreover, results from retrospective surveys are susceptible to recall bias, where participants may inaccurately or incompletely recall events from the past, which can impact the reliability and validity of the data. With no other way to gain staff's perception of OTF's impact of

certain outputs, we asked a set of questions about staff perception of change since January 2015, when OTF began (e.g., the extent to which caseworker workloads, supervision quality, agency use of data and the process for feedback have gotten better or worse). However, most survey items focused on the participants' current perception of key concepts (e.g., hiring practices, retention and supervisory experience). Responses may also be influenced by more recent contextual factors, which may influence recall and current perceptions. For example, in Cuyahoga County the staff's current perceptions may be negatively influenced by the experience of a tragic death of a child involved with child welfare services, and the negative media attention and staff changes (firings). To help address these limitations, results were triangulated with administrative data, a more objective measure of change over time, and qualitative data for a more in-depth understanding.

Representativeness of Survey Responses. The survey aimed to gain the perspective and experiences of the range of staff involved in and/or affected by implementation activities. Because this was a retrospective evaluation, the survey was administered at the end of the planned implementation period. As such, results may not be representative of all caseworkers' experiences and may be biased toward those who have remained in their jobs for longer while missing the experiences of those who left during implementation. The survey responses do offer a more representative perspective from the broader population of caseworkers and supervisors currently at the agency, compared to the focus groups and interviews, and include many staff not involved with the work groups. Jefferson County's strong response rate (84%) and respondent characteristics make it likely that responses were representative of current staff. However, Cuyahoga County had a low response rate (45%) and the majority of respondents had long tenure at the agency, including 53 percent with more than 10 years, so findings may not be representative. Results should be triangulated and interpreted with qualitative and administrative data sources, and with these limitations in mind.

Statistical Conclusion Validity. Conducting many statistical tests increases the chance of a "false positive," that is, concluding that an association between variables (e.g., respondent type and perception of workload) exists when in fact it does not. Survey analyses were descriptive in nature, but we did explore differences across subgroups of respondents. Given the substantial number of statistical tests (more than 100, with four subgroups for each scale or survey question), a small portion of these findings may be false positives. Survey findings regarding differences across subgroups are exploratory and should be interpreted cautiously.

B.1.7 Conclusion

Survey results reflect the perceptions of caseworkers, supervisors and managers in these two sites that implemented OTF and cannot be generalized beyond these sites. Building on this knowledge, future implementation and evaluation can further assess the extent to which the OTF initiative can influence outputs and, ultimately, child safety. Future evaluations would benefit from administering pre and post surveys, to assess change in perceptions over time. The reliability and validity of scales used should also continue to be assessed. In addition, more objective measures of some concepts assessed in the survey (e.g., supervision quality) could be added to the evaluation. The main report triangulates findings from the surveys, administrative data and qualitative data sources, providing interpretation and discussing conclusions and recommendations.

B.1.8 References

Dettlaff, A. J., Graham, J. C., Holzman, J., Baumann, D. J., & Fluke, J. D. (2015). Development of an instrument to understand the child protective services decision-making process, with a focus on placement decisions. *Child Abuse and Neglect, 49*, 24-34.

Appendix B.2

Cuyahoga County Survey Responses

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TABLE 1. Survey Participant Characteristics, Cuyahoga County, OH

	N	%
Total survey respondents	115	100
Program area		
Short-term services	70	61
Extended services	25	22
Other	20	17
Job title		
Senior Supervisor/Supervisor	28	24
Caseworker	77	67
Support Staff	10	9
Length of time in agency		
0-11 Months	2	2
1-2 Years	26	23
3-5 Years	21	18
6-10 Years	5	4
> 10 Years	61	53
Length of time in child welfare		
0-11 Months	2	2
1-2 Years	16	14
3-5 Years	27	24
6-10 Years	8	7
> 10 Years	61	53
Length of time in current position		
0-11 Months	4	3
1-2 Years	39	34
3-5 Years	27	23
6-10 Years	11	10
> 10 Years	34	30
Age		
18-29	26	23
30-39	20	17
40-49	40	35
50+	14	12
Prefer not to answer	15	13
Length of time with supervisor		
0-11 Months	30	26
1-2 Years	36	31
3-5 Years	34	30
6-10 Years	9	8
> 10 Years	6	5
Hiring Status before or after OTF		
Before	77	67
After	38	33
Participated in On the Frontline workgroups		
Yes	27	23
No	78	68
Missing	10	9

TABLE 2: Overall Perception of Change, for Workforce Hired Before and After January 2015, Cuyahoga County, OH[1]

	N	Mean	Median	Min	Max	SD
Hired before OTF						
Compared to January 2015, the extent to which you have seen change in:						
Manageable caseworker workloads	74	4.5	5.0	2	5	0.7
Quality of supervision of caseworkers	71	3.7	4.0	1	5	0.9
Consistency of supervision across supervisors	70	4.1	4.0	2	5	0.8
Caseworker skills to do the job well	75	3.5	3.0	2	5	1.0
Caseworker understanding of agency policies	71	3.6	4.0	2	5	0.9
Leadership understanding of barriers when making the best decisions for children/families	73	4.2	4.0	2	5	0.9
Use of data to improve agency practice	66	3.2	3.0	1	5	1.3
Processes for staff at all levels to share feedback or concerns with leadership	73	3.7	3.0	1	5	1.1
Hired after OTF began						
change in:						
Manageable caseworker workloads	36	4.3	4.5	3	5	0.8
Quality of supervision of caseworkers	33	3.0	3.0	2	5	0.8
Consistency of supervision across supervisors	35	3.6	4.0	2	5	0.9
Caseworker skills to do the job well	35	2.9	3.0	1	5	1.0
Caseworker understanding of agency policies	34	2.9	3.0	1	5	1.0
Leadership understanding of barriers when making the best decisions for children/families	34	3.6	4.0	1	5	1.2
Use of data to improve agency practice	33	3.5	3.0	2	5	0.9
Processes for staff at all levels to share feedback or concerns with leadership	31	3.5	3.0	2	5	1.0

[1]1-Much better, 2-somewhat better, 3-about the same, 4-somewhat worse, 5-much worse

TABLE 3. Perception of Hiring Practices, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Hiring						
Hiring and orientation process is streamlined, provided information to be ready for job	105	3.5	4.0	1	5	1.0
I am a "good fit" for this work	115	1.8	2.0	1	5	0.7
Agency does good job recruiting/hiring qualified people	111	3.4	3.0	2	5	1.0
Behavioral based competency interviews						
Confident in my ability to conduct them	20	2.0	2.0	1	4	0.8
Help us hire the right people	19	2.7	3.0	1	5	1.1
Who hires workers						
Hiring teams hire Short Term and Extended Services	20	2.7	2.0	1	5	1.3
Supervisors hire for their own caseworker vacancies	21	4.0	5.0	1	5	1.3
Supervisors choose new caseworkers for their units	21	3.5	3.0	2	5	1.1

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 4. Job Expectations and Training, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Job expectations and training						
Position is what I expected	114	3.1	3.0	1	5	1.3
Received sufficient training on realities of position	114	3.6	4.0	1	5	1.1
Received sufficient training to make right decision about safety and well-being	104	2.8	3.0	1	5	1.0
Training included "shadowing"	91	2.3	2.0	1	5	1.0
Supervisor provided on-the-job training	90	2.6	2.0	1	5	1.3
Assigned to transition unit for on-the-job training	51	3.3	3.0	1	5	1.5
ShadowBox helps improve my decision-making	74	3.5	3.0	1	5	1.1

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 5. Supervision, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Supervisor check-in: Frequency over the last year[1]						
Checked in to see how I am doing	115	1.4	1.0	1	5	0.8
Reviewed specific cases	113	1.8	2.0	1	5	1.0
Helped talk through case decisions	113	1.5	1.0	1	5	1.0
Provided resources and support to help with my cases	113	2.0	2.0	1	5	1.2
Discussed case obstacles and solutions	113	1.7	1.0	1	5	1.1
Discussed my strengths and successes	115	2.7	3.0	1	5	1.3
Discussed my professional goals/career planning	113	3.5	4.0	1	5	1.3
Inquired about feedback for leadership /the organization	114	3.4	3.0	1	5	1.5
Supervisor experience and work unit[2]						
Overall supervision experience/work unit scale score	106	2.2	2.2	1.0	3.9	0.7
Individual supervision experience and work unit items						
My supervisor…						
Encourages creative solutions	115	2.1	2.0	1	5	0.9
Decision-making consistent	113	2.7	2.0	1	5	1.2
Knowledgeable about effective ways to work with children and families	114	2.0	2.0	1	5	0.9
Teaches me the skills I need in this job	114	2.4	2.0	1	5	1.1
Clearly communicates what are acceptable case decisions	112	2.3	2.0	1	5	1.1
Supports my case decisions	112	2.0	2.0	1	5	0.8
Takes time to review case decisions	110	2.3	2.0	1	5	1.1
Advice I get from coworkers in my unit is important	112	2.1	2.0	1	5	0.9
Performance Management						
Direct supervisor maintains high standards about me	115	1.9	2.0	1	5	0.8
Direct supervisor cares about me	115	2.0	2.0	1	5	1.0
Direct supervisor sets clear job performance expectations	115	2.2	2.0	1	5	1.0
Direct supervisor provides useful coaching/feedback	115	2.3	2.0	1	5	1.0
Direct supervisor encourages healthy work/life balance	114	2.4	2.0	1	5	1.1
Direct supervisor assigns work fairly	112	2.5	2.0	1	5	1.1
Direct supervisor holds everyone accountable same performance/conduct	115	2.7	2.0	1	5	1.2
Direct supervisor assists professional development	115	2.7	3.0	1	5	1.1
Other supervisors compared to mine						
Direction is similar	113	3.1	3.0	1	5	1.1
Consistent expectations	112	2.8	3.0	1	5	1.0
Performance Review						
Job description accurately reflects duties actually perform	115	3.1	3.0	1	5	1.1
Adequate opportunities input on my performance	115	2.8	3.0	1	5	1.1
Last performance review recognized achievements/ identify areas to improve	114	2.6	2.0	1	5	1.0

[1]Supervision check-in frequency scale: 1-once a week, 2-once a month, 3-quarterly, 4-once a year, 5-did not receive

[2]Supervision experience and items thereafter: 1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 6. Perception of Job Retention, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Job Retention						
I feel a strong sense of job security	114	2.7	2.5	1	5	1.1
Agency works to retain qualified staff	113	3.8	4.0	1	5	1.0
I will not seek new employment outside agency within the next year	113	2.9	3.0	1	5	1.2
I would recommend agency as an employer to friends or family	114	3.2	3.0	1	5	1.1
Job seeking behavior						
	N	Yes	No			
Looked for a job outside the agency in the past year	115	57%	43%			

Job retention items use the scale 1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 7. Motivation to Take Job Outside of Agency, Cuyahoga County, OH

	N	%
Total survey respondents	137	100.0%
Top 5 motivations to take a job outside the agency*		
Work-related stress/burnout	86	74.8%
Lack of appreciation	66	57.4%
Lack of support	50	43.5%
Excessive work hours	49	42.6%
Salary	49	42.6%

* Survey asks: If you were to take a job outside the agency, what would be your primary motivation? (check all that apply). More than 20 options were provided.

TABLE 8. Agency Decision-Making Consistency, Cuyahoga County, OH

	N	%
Agency has a process in place to review consistency in screening decisions		
Yes	31	30.1
No	30	29.1
Not Sure	42	40.8
Agency has a process in place to review consistency in workload assignments		
Yes	28	27.2
No	35	34.0
Not Sure	40	38.8
Agency has a process in place to review consistency in placement decisions		
Yes	30	29.1
No	27	26.2
Not Sure	46	44.7

TABLE 9. Use of Agency Data, Cuyahoga County, OH

	N	%
Staff at multiple levels of the agency routinely review data reports		
Yes	56	53.9
No	14	13.5
Not Sure	34	32.7
Staff at multiple levels of the agency routinely discuss how to adjust practices based on the data, to improve outcomes		
Yes	41	39.4
No	22	21.2
Not Sure	41	39.4
Using data will improve our organizations' capacity to achieve better outcomes for children, youth and families in the child welfare system		
Yes	51	49.0
No	17	16.4
Not Sure	36	34.6

TABLE 10. Perception of Workload, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Perceptions of workload						
Overall workload measure	95	3.9	4.0	2	5	0.7
Individual workload items						
Able to finish work without overtime	115	4.4	5.0	1	5	0.9
Caseload manageable	102	4.2	4.0	1	5	1.0
Too many cases to do good job	102	3.9	4.0	1	5	1.2
Not enough time with clients	97	3.7	4.0	1	5	1.2
Able to keep up with policies/guidelines	112	3.4	4.0	1	5	1.2
Time to gather info for right decisions	104	3.4	3.5	1	5	1.2

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 11. Removal Decision Orientation, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
External orientation to removal decisions	93	1.9	2.0	1.0	3.8	0.6
Individual external orientation items						
Consider the short/long-term impact of removal on child	95	1.7	2.0	1	5	0.9
Removal can cause significant trauma	97	1.6	1.0	1	4	0.7
Understand how personal experiences influence	95	1.9	2.0	1	5	1.0
Try to understand child/family feeling	95	2.1	2.0	1	5	0.9
Consider culture affects parenting	95	2.0	2.0	1	5	0.8
Internal orientation to removal decisions						
Internal orientation to removal decisions	89	3.9	3.8	1.8	5.0	0.7
Individual internal orientation items						
The way I was raised can influence decisions to remove	93	3.6	4.0	1	5	1.1
Beliefs about parenting can influence my decision to remove	92	3.5	4.0	1	5	1.2
Decision to remove is the only sure way to be compliant with agency policies and standards	94	4.4	5.0	1	5	0.8
There are times when necessary to remove so the family will understand the seriousness of the situation and will cooperate with the investigation.	96	4.0	4.0	2	5	1.1

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 12. Conflict Management, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Conflict management scale						
Overall conflict management	88	2.4	2.4	1.3	4.0	0.5
Individual conflict management items						
Received adequate training in de-escalating hostile/intense situations	104	2.8	3.0	1	5	1.2
Important to understand the possible implications of how my client's culture may affect our interactions	103	1.7	2.0	1	4	0.7
Not uncomfortable when clients angry/hostile	101	3.0	3.0	1	5	1.1
Not scared when clients become angry/hostile	102	2.3	2.0	1	5	0.9
Client is angry/hostile does not affect decision to remove	98	2.2	2.0	1	5	1.0
Establish good relationships regardless of their initial response to CPS	98	2.2	2.0	1	5	0.9
Parents are angry/hostile, I am able to gather info for risk assessment	93	2.8	3.0	1	5	1.1

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 13. Conflict Management, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Seek input from team for the following:						
Screening decisions	43	3.3	3.0	1	5	1.3
Remove a child from home	100	1.7	1.0	1	4	1.0
Place with relatives	98	1.9	2.0	1	5	1.0
Disposition	86	3.2	3.0	1	5	1.2
Open a case	43	3.8	4.0	1	5	1.3
Close a case	97	2.9	3.0	1	5	1.3
File court case	99	2.0	2.0	1	5	1.2
How to engage with hostile family	98	2.9	3.0	1	5	1.2
How to engage with compliant family	97	3.5	4.0	1	5	1.3

1-Always, 2-often, 3-sometimes, 4-rarely, 5-never

TABLE 14. Job Satisfaction, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Job Satisfaction Scale						
Overall job satisfaction	99	3.0	3.0	1.4	4.7	0.6
Individual job satisfaction items						
I am satisfied with my job	103	3.0	3.0	1	5	1.2
I am satisfied with my pay	102	3.4	4.0	1	5	1.2
I am satisfied with the county benefits offered to me	102	2.4	2.0	1	5	1.1
I have the proper equipment and supplies to do my job well	102	3.2	3.0	1	5	1.2
My co-workers help me get the job done	102	2.2	2.0	1	5	0.9
My current workload is achievable with a 40 hour work week	103	4.3	5.0	1	5	1.1
I feel that I am making a positive impact in a family's life	103	2.4	2.0	1	5	1.0

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 15. Perception of Organizational Health, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Organization health scale						
Overall organizational heath	99	3.1	3.1	1.9	5.0	0.7
Individual organizational health items						
I receive recognition for my work when I deserve it.	102	3.3	3.0	1	5	1.2
The Division values my ideas on work-related areas.	102	3.5	3.5	2	5	1.0
Discrimination is not tolerated at my workplace.	101	2.6	2.0	1	5	0.9
Agency has a clearly stated practice model.	102	2.9	3.0	1	5	1.1
Communication is reciprocal and allows for staff feedback.	102	3.3	3.0	1	5	1.2
Agency has an effective system in place for communicating important information to staff.	102	3.4	3.0	1	5	1.2
Agency Management Team show care and concern for employees.	102	3.8	4.0	2	5	1.0
There is strong teamwork in my workplace.	101	2.9	3.0	1	5	1.1
Overall, staff act professionally and model appropriate behavior.	101	2.8	2.0	2	5	0.9
There are opportunities for professional growth within agency.	102	2.9	3.0	1	5	1.1
I would recommend agency to others as a good place to work.	102	3.4	3.0	2	5	1.1
Agency is an inclusive community that welcomes all people.	102	2.6	2.0	1	5	0.9

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

Appendix B.3

Jefferson County Survey Responses

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TABLE 1. Survey Participant Characteristics, Jefferson County, CO

	N	%
Total survey respondents	137	100
Program area		
Intake	47	34
Permanency	61	45
Specialized Services	29	21
Job title		
Caseworker	105	77
Supervisor, Program Manager, Associate Director	29	21
Visitation Facilitator, Support Staff	3	2
Length of time in agency		
0-11 Months	28	20
1-2 Years	23	17
3-5 Years	43	31
6-10 Years	14	10
> 10 Years	29	21
Length of time in child welfare		
0-11 Months	15	11
1-2 Years	13	9
3-5 Years	37	27
6-10 Years	27	20
> 10 Years	45	33
Length of time in current position		
0-11 Months	38	28
1-2 Years	38	28
3-5 Years	39	28
6-10 Years	12	9
> 10 Years	9	6
Missing	1	1
Age		
18-29	40	29
30-39	51	37
40-49	28	21
50+	10	7
Prefer not to answer	8	6
Length of time with supervisor		
0-11 Months	49	36
1-2 Years	43	31
3-5 Years	34	25
6-10 Years	8	6
> 10 Years	2	1
Missing	1	1
Hiring Status before or after OTF		
Before	62	45
After	74	54
Participated in On the Frontline workgroups		
Yes	49	36
No	72	52
Missing	16	12

TABLE 2: Overall Perception of Change, for Workforce Hired Before and After January 2015, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Hired before OTF						
Compared to January 2015, the extent to which you have seen change in:						
Manageable caseworker workloads	49	1.9	2.0	1	4	0.9
Quality of supervision of caseworkers	51	2.3	2.0	1	4	0.8
Consistency of supervision across supervisors	50	2.6	3.0	1	4	0.8
Caseworker skills to do the job well	52	2.6	3.0	1	5	0.8
Caseworker understanding of agency policies	48	2.5	3.0	1	4	0.8
Leadership understanding of barriers when making the best decisions for children/families	49	2.4	3.0	1	4	0.8
Use of data to improve agency practice	50	2.0	2.0	1	4	0.7
Processes for staff at all levels to share feedback or concerns with leadership	51	2.6	3.0	1	5	0.9
Hired after OTF						
Since you were hired, the extent to which you have seen change in:						
Manageable caseworker workloads	47	2.6	3.0	1	5	1.0
Quality of supervision of caseworkers	47	2.5	3.0	1	5	0.9
Consistency of supervision across supervisors	46	2.8	3.0	1	5	0.9
Caseworker skills to do the job well	48	2.4	2.5	1	3	0.7
Caseworker understanding of agency policies	46	2.5	3.0	1	4	0.8
Leadership understanding of barriers when making the best decisions for children/families	47	2.7	3.0	1	5	0.9
Use of data to improve agency practice	44	2.3	2.0	1	4	0.7
Processes for staff at all levels to share feedback or concerns with leadership	44	2.7	3.0	1	5	0.9

[1]1-Much better, 2-somewhat better, 3-about the same, 4-somewhat worse, 5-much worse

TABLE 3. Perception of Hiring Practices, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Hiring						
Hiring and orientation process is streamlined, provided information to be ready for job	137	2.4	2.0	1	5	0.9
I am a "good fit" for this work	137	1.6	2.0	1	4	0.6
Agency does good job recruiting/hiring qualified people	137	2.3	2.0	1	5	0.9
Behavioral based competency interviews						
Confident in my ability to conduct them	50	1.8	2.0	1	3	0.5
Help us hire the right people	50	2.1	2.0	1	4	0.6
Who hires workers						
Hiring teams hire for Intake and Permanency caseworker vacancies	50	1.7	2.0	1	4	0.7
Supervisors hire for their own caseworker vacancies	48	4.1	4.0	1	5	1.1
Supervisors choose new caseworkers for their units	46	4.0	4.0	1	5	1.1

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 4. Job Expectations and Training, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Job expectations and training						
Position is what I expected	114	2.7	3.0	1	5	1.0
Received sufficient training on realities of position	113	2.6	3.0	1	5	1.0
Received sufficient training to make right decision about safety and well-being	109	2.0	2.0	1	5	0.7
Training included "shadowing"	93	1.9	2.0	1	5	0.8
Supervisor provided on-the-job training	92	2.3	2.0	1	5	1.1
Learning leader/Casework Lead provided on the job training	87	2.5	2.0	1	5	1.3

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 5. Supervision, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Supervisor check-in: Frequency over the last year[1]						
Checked in to see how I am doing	125	1.4	1.0	1	5	0.7
Reviewed specific cases	106	1.5	1.0	1	5	0.9
Helped talk through case decisions	110	1.4	1.0	1	4	0.7
Provided resources and support to help with my cases	110	1.7	1.0	1	5	1.1
Discussed case obstacles and solutions	109	1.5	1.0	1	5	0.8
Discussed my strengths and successes	120	2.2	2.0	1	5	1.2
Discussed my professional goals/career planning	123	2.8	3.0	1	5	1.3
Inquired about feedback for leadership /the organization	122	2.8	2.0	1	5	1.4
Inquired about my resiliency plan	123	3.1	3.0	1	5	1.4
Supervision experience and work unit[2]						
Overall supervision experience/work unit scale score	106	1.9	2.0	1.0	3.4	0.6
Supervision experience and work unit individual items						
My supervisor…						
Encourages creative solutions	129	1.9	2.0	1	4	0.9
Decision-making consistent	129	2.3	2.0	1	5	1.1
Knowledgeable about effective ways to work with children and families	127	1.7	2.0	1	5	0.7
Teaches me the skills I need in this job	128	2.1	2.0	1	5	1.0
Clearly communicates what are acceptable case decisions	119	1.9	2.0	1	4	0.9
Supports my case decisions	112	1.7	2.0	1	4	0.7
Takes time to review case decisions	111	2.0	2.0	1	5	1.1
Advice I get from coworkers in my unit is important	114	1.8	2.0	1	5	0.7
Performance Management						
Direct supervisor maintains high standards about me	137	1.6	2.0	1	4	0.7
Direct supervisor cares about me	137	1.6	1.0	1	5	0.9
Direct supervisor sets clear job performance expectations.	137	1.9	2.0	1	5	0.9
Direct supervisor provides useful coaching/feedback	137	1.9	2.0	1	5	1.0
Direct supervisor encourages healthy work/life balance	137	1.7	1.0	1	5	0.9
Direct supervisor assigns work fairly	137	1.9	2.0	1	4	0.9
Direct supervisor holds everyone accountable same performance/conduct	137	2.0	2.0	1	5	1.1
Direct supervisor assists professional development	137	2.1	2.0	1	5	1.1
Conversation includes self-care/my self-care plan	137	2.3	2.0	1	5	1.1
Other supervisors compared to mine						
Direction is similar	137	2.5	2.0	1	5	1.0
Consistent expectations	137	2.6	2.0	1	5	1.1
Group supervision						
I participate weekly	137	2.3	2.0	1	5	1.1
Supervisor facilitates well	137	1.9	2.0	1	4	0.9
Beneficial	137	2.1	2.0	1	4	0.9
Performance Review						
Job description accurately reflects duties	137	2.1	2.0	1	5	0.8
Opportunity to provide input on my performance evaluation	137	2.0	2.0	1	5	0.8
Recognized my achievements, areas to improve	137	2.0	2.0	1	5	0.9

[1]Supervision check-in frequency scale: 1-once a week, 2-once a month, 3-quarterly, 4-once a year, 5-did not receive

[2]Supervision experience and items thereafter: 1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 6. Perception of Job Retention, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Job Retention						
I feel a strong sense of job security	137	1.9	2.0	1	4	0.8
Agency works to retain qualified staff	137	2.3	2.0	1	5	1.0
I will not seek new employment outside agency within the next year	137	2.7	3.0	1	5	1.2
I would recommend agency as an employer to friends or family	137	2.0	2.0	1	5	0.8
Job seeking behavior						
	N	Yes	No			
Looked for a job outside the agency in the past year	137	48%	52%			

Job retention items use the scale 1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 7. Motivation to Take Job Outside of Agency, Jefferson County, CO

	N	%
Total survey respondents	137	100.0%
Top 5 motivations to take a job outside the agency*		
Salary	91	66.0%
Work-related stress/burnout	61	45.0%
Lack of/Minimal advancement opportunities	47	34.3%
Lack of appreciation	33	24.0%
Excessive work hours	30	22.0%

* Survey asks: If you were to take a job outside the agency, what would be your primary motivation? (check all that apply). More than 20 options were provided.

TABLE 8. Agency Decision-Making Consistency, Jefferson County, CO

	N	%
Agency has a process in place to review consistency in screening decisions		
Yes	110	90.2
No	2	1.6
Not Sure	10	8.2
Agency has a process in place to review consistency in workload assignments		
Yes	68	56.2
No	16	13.2
Not Sure	37	30.6
Agency has a process in place to review consistency in placement decisions		
Yes	80	66.1
No	8	6.6
Not Sure	33	27.3

TABLE 9. Use of Agency Data, Jefferson County, CO

	N	%
Staff at multiple levels of the agency routinely review data reports		
Yes	76	61.8
No	3	2.4
Not Sure	44	35.8
Staff at multiple levels of the agency routinely discuss how to adjust practices based on the data, to improve outcomes		
Yes	89	72.4
No	4	3.3
Not Sure	30	24.4
Using data will improve our organizations' capacity to achieve better outcomes for children, youth and families in the child welfare system		
Yes	106	86.2
No	2	1.6
Not Sure	15	12.2

TABLE 10. Perception of Workload, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Perceptions of workload						
Overall workload measure	83	2.9	2.8	1.0	4.8	0.8
Individual workload items						
Able to finish work without overtime	119	3.5	4.0	1	5	1.3
Caseload manageable	106	2.8	2.5	1	5	1.0
Too many cases to do good job	95	2.9	3.0	1	5	1.1
Not enough time with clients	87	3.0	3.0	1	5	1.2
Able to keep up with policies/guidelines	115	2.4	2.0	1	5	0.9
Time to gather info for right decisions	97	2.3	2.0	1	5	0.8

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 11. Removal Decision Orientation, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
External orientation to removal decisions						
External orientation scale score	85	1.6	1.6	1.0	2.6	0.4
Individual external orientation items						
Consider the short/long-term impact of removal on child	91	1.4	1.0	1	3	0.5
Removal can cause significant trauma	104	1.3	1.0	1	3	0.5
Understand how personal experiences influence	97	1.6	2.0	1	4	0.6
Try to understand child/family feeling	91	1.9	2.0	1	4	0.7
Consider culture affects parenting	92	1.7	2.0	1	5	0.7
Internal orientation to removal decisions						
Internal orientation scale score	90	3.6	3.5	2.0	5.0	0.7
Individual internal orientation items						
The way I was raised can influence decisions to remove	96	3.0	3.0	1	5	1.3
Beliefs about parenting can influence my decision to remove	96	2.9	3.0	1	5	1.2
Decision to remove is the only sure way to be compliant with agency policies and standards	97	4.3	4.0	2	5	0.8
There are times when necessary to remove so the family will understand the seriousness of the situation and will cooperate with the investigation.	96	4.2	4.0	1	5	0.9

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 12. Conflict Management, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Conflict management scale						
Overall conflict management	81	2.4	2.3	1.1	3.4	0.5
Individual conflict management items						
Received adequate training in de-escalating hostile/intense situations	119	2.6	2.0	1	5	1.0
Important to understand the possible implications of how my client's culture may affect our interactions	118	1.6	2.0	1	4	0.6
Not uncomfortable when clients angry/hostile	116	2.8	3.0	1	5	1.1
Not scared when clients become angry/hostile	115	2.4	2.0	1	4	0.9
Client is angry/hostile does not affect decision to remove	91	2.1	2.0	1	4	0.9
Establish good relationships regardless of their initial response to CPS	103	2.0	2.0	1	4	0.8
Parents are angry/hostile, I am able to gather info for risk assessment	88	2.6	3.0	1	5	0.9

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 13. Collaboration in Decision Making, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Seek input from team for the following:						
Screening Decisions	90	1.8	2.0	1	4	1.0
Remove a child from home	92	2.2	2.0	1	5	1.1
Place with relatives	92	2.3	2.0	1	5	1.0
Disposition	78	2.6	3.0	1	5	1.1
Open a case	72	2.5	2.0	1	5	1.2
Close a case	89	2.7	3.0	1	5	1.3
File court case	72	2.3	2.0	1	5	1.2
How to engage with hostile family	101	2.5	2.0	1	5	1.1
How to engage with compliant family	99	3.0	3.0	1	5	1.2

1-Always, 2-often, 3-sometimes, 4-rarely, 5-never

TABLE 14. Job Satisfaction, Cuyahoga County, OH

	N	Mean	Median	Min	Max	SD
Job Satisfaction Scale						
Overall job satisfaction	137	2.2	2.3	1.0	3.4	0.5
Individual job satisfaction items						
I am satisfied with my job.	137	2.1	2.0	1	4	0.8
I am satisfied with my pay.	137	3.1	3.0	1	5	1.1
I am satisfied with the county benefits offered to me.	137	2.0	2.0	1	4	0.8
I have the proper equipment and supplies to do my job well.	137	1.8	2.0	1	4	0.7
My co-workers help me get the job done.	137	1.8	2.0	1	4	0.8
My current workload is achievable with a 40 hour work week.	137	2.8	2.0	1	5	1.3
I feel that I am making a positive impact in a family's life.	137	1.9	2.0	1	4	0.6

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

TABLE 15. Perception of Organizational Health, Jefferson County, CO

	N	Mean	Median	Min	Max	SD
Organization health scale						
Overall organizational heath	137	2.1	2.2	1.0	3.8	0.6
Individual organizational health items						
I receive recognition for my work when I deserve it.	137	2.4	2.0	1	5	1.1
The Division values my ideas on work-related areas.	137	2.4	2.0	1	5	0.9
Discrimination is not tolerated at my workplace.	137	1.8	2.0	1	5	0.8
I understand the practice model (the tree) as it relates to my job.	137	1.8	2.0	1	4	0.6
Communication is reciprocal and allows for staff feedback.	137	2.3	2.0	1	5	1.0
Agency has an effective system in place for communicating important information to staff.	137	2.2	2.0	1	5	0.9
Agency Management Team show care and concern for employees.	137	2.3	2.0	1	5	0.9
There is strong teamwork in my workplace.	137	2.0	2.0	1	5	0.9
Overall, staff act professionally and model appropriate behavior.	137	2.0	2.0	1	5	0.7
There are opportunities for professional growth within agency.	137	2.5	2.0	1	5	1.1
I would recommend agency to others as a good place to work.	137	2.0	2.0	1	5	0.7
Agency is an inclusive community that welcomes all people.	137	1.9	2.0	1	4	0.7
Agency promotes work resiliency in an effort to promote s	137	2.1	2	1	4	0.8

1-Strongly agree, 2-agree, 3-neither, 4-disagree, 5-strongly disagree

Appendix C

Administrative Data Analysis Methods and Findings

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Appendix C
Administrative Data Analysis Methods and Findings

The Annie E. Casey Foundation's On the Frontline (OTF) initiative aims to build a strong workforce, strengthen decision making, and ultimately improve child safety. As part of the OTF initiative in each site, with guidance from Casey technical assistance (TA) consultants, we developed a series of administrative data indicators to monitor progress on the outputs and safety outcomes in the OTF logic model. Each site developed automated reports to provide quarterly (or monthly) data for these indicators, as feasible. Later, the evaluation team used an interrupted time series (ITS) design with these administrative data indicators to assess whether implementation of OTF in two counties, Cuyahoga and Jefferson Counties, was associated with changes in selected outputs as expected. We also explored whether there is a trend toward more safety following OTF implementation, although we expect that may take more time to achieve after outputs improve. This appendix provides the methods, findings and limitations of the administrative data analyses. Findings from administrative data were triangulated with qualitative and survey data to evaluate the OTF initiative; synthesized findings are discussed in the main OTF evaluation report.

C.1 Evaluation Questions Addressed with Administrative Data

We used the sites' administrative data indicators to examine results observed in expected OTF outputs (EQ 5) and, on an exploratory basis, whether there are signs of a shift toward improvements in child safety (EQ6). More specifically, we examined the following questions:

EQ5. What results were observed in expected outputs? Is there a relationship between OTF implementation and change in indicators of outputs? Is the indicator trending in the desired direction?

- Change in workforce vacancies?
- Change in time to fill a position?[1]
- Change in workforce turnover?

[1] Time to fill a position was not an output in the logic model, but the workforce work groups identified it as an important barrier and developed strategies to address this. Thus, we added time to fill a position to the analyses.

- Change in workload?
- Change in timeliness of decisions?

EQ6. Is there a relationship between OTF implementation and change in child safety?

- Absence of repeat maltreatment within 12 months after substantiated child abuse/neglect and
- Absence of subsequent maltreatment within 12 months after a low-risk assessment.

For each question, we hypothesized improvements following implementation of the OTF initiative. However, we considered the safety analysis to be purely exploratory as we would not expect to see an effect in the limited time observed.

C.2 Methods

Data Sources. Each site developed administrative data indicators, with guidance from Casey TA consultants, to help assess outputs and safety outcomes identified in the logic model. The sites provided the aggregated quarterly (or monthly) administrative data for these indicators to Casey several times during implementation (Exhibit C-1). Both sites provided quarterly data for baseline (2014) and implementation (2015 to 2017/early 2018) periods for some indicators, only implementation period for others and historical data (2012-2013) for several in Cuyahoga County. Cuyahoga provided most data in Excel files and some in Word. Jefferson County initially provided some data in Word, but developed automated reports (in PDF), including the Position Tracking Summary (quarterly vacancy and turnover data), Scorecard (quarterly safety[2] and timely decision-making data) and Scorecard – WS2 (quarterly worker decision-making indicators and monthly workload data). Casey provided the data to evaluators, including some data compiled into presentations by Casey consultants. Jefferson County later provided evaluators with an updated Position Tracking report, with vacancy and turnover data through 2018 Q3. Evaluators conducted quality checks across data sources where quarters overlapped and discussed data questions with Casey and the data contacts in each site.

[2] For the safety data, evaluators adjusted the dates to reflect the date of initial referral, presented here, for consistency across sites. Dates on the Scorecard reflect the date of follow up e.g., 12 months after the initial referral).

Exhibit C-1. Quarters Available for Administrative Data

	Cuyahoga County		Jefferson County	
	Begin	End	Begin	End
Vacancy rates	2015 Q1	2018 Q2	2014 Q1±	2018 Q3±
External turnover	2015 Q1	2018 Q2	2014 Q1±	2018 Q3±
Workloads: New assessments per worker each month	–	–	Jan 2014±	June 2018±
Timely face-to-face contact with child	2015 Q1	2017 Q4	2015 Q1	2018 Q2
Timeliness of decision making				
CAN investigation/HRA dispositions	2012 Q1±	2018 Q1±	2014 Q2	2018 Q1
Non-investigative/FAR case decisions	2012 Q1±	2018 Q1±	2014 Q2	2018 Q1
Decision making consistency across units				
Screen-in rates	2015 Q1	2018 Q1	2015 Q1	2018 Q2
Case status change from AI to ongoing (vs. closed)	2015 Q1	2017 Q4	–	–
Decision-making quality				
Enter care w/in 30 days of assignment to ongoing	2015 Q1	2017 Q4	–	–
Short-term removal/termination w/in 30 days	2015 Q1	2017 Q4	2015 Q1	2017 Q4
Initial custody TDM per policy	2015 Q1	2017 Q4	2015 Q1	2018 Q2
Child safety within 12 months				
Repeat maltreatment following substantiation	2012 Q1±	2017 Q2*±	2014 Q1±	2017 Q1**±
Subsequent maltreatment following non-inv./FAR	2012 Q1±	2017 Q2*±	2014 Q1±	2017 Q1**±
Subsequent investigative and non-investigative/FAR referrals	2012 Q1±	2017 Q2±	2014 Q1±	2017 Q1±

HRA=High-risk assessments; FAR=Family assessment response; AI=Assessment or investigation.

*Cuyahoga County provided safety data through 2017 Q4 but complete 12-month follow-up data through 2017 Q2.

**Jefferson County's safety scorecard reports the 12-month follow-up date (e.g., 2018 Q1); we converted to the date of the initial report (e.g., 2017 Q1) for consistency with Cuyahoga County and standard maltreatment measures.

±Highlights indicators with at least 4 pre-intervention (baseline) time points available for analysis.

Analytic Methods. The evaluation team graphed quarterly indicator data and overlaid dates when key activities began, to provide visualization of any potential trends and look for patterns in the data (e.g., seasonal patterns and outliers). Next we conducted statistical analyses to explore the evaluation questions. Exhibit C-2 identifies each output or outcome, the indicator(s) available to help assess the output and the expected direction, and the type of statistical analysis.

When baseline data were available, we conducted ITS analysis to assess whether OTF was associated with a change in the trend of the indicator once the intervention was introduced. We used ITS when data were available for at least four pre-intervention time points, which is necessary to establish a pre-intervention trend while accounting for a potential outlier. ITS analysis provides a strong quasi-experimental design for evaluating the impact of an intervention or policy change on a population when a randomized trial is not feasible, but it does have limitations (Lopez Bernal, Cummins & Gasparrini, 2017; Penfold & Zhang, 2013). In ITS regression analysis, we can test for an association

between the intervention and outcome, but we cannot make a causal connection because we cannot rule out alternate explanations.

Exhibit C-2. Type of Analysis and Desired Direction of Output/Outcome Indicator

Output/outcome	Indicator/desired direction	Cuyahoga County	Jefferson County
Vacancy rates	Reduce vacancy rates	Trend	ITS
Turnover	Reduce external turnover	Trend	ITS
Time to fill a position[a]	Reduce time to fill a position	[b]	ITS
Workload	Reduce average number of new assessments per worker	[b]	ITS
Timely face-to-face contact	Increase percent with contact within indicated timeframe	Trend	Trend
Timely decision making	Increase investigations/HRAs completed within 60 days Increase non-investigative assessments/FAR completed within 60 days	ITS	Trend
Decision-making consistency	Reduce range between min and max across units		
	• % Screen-in rates	Trend	
	• % Case type change to ongoing (vs. closed)	Trend	Trend
Decision-making quality	Reduce proportion of children:		
	• Entering care within 30 days (if not removed)	Trend	
	• Removed for less than 30 days (if removed)	Trend	Trend
Understanding of policies	Increase percent with removal decision made within pre-removal meeting/per policy	Trend	Trend
Child safety	Increase percent safe:	ITS	ITS
	• No repeat maltreatment within 12 months of investigation		
	• No subsequent referrals within 12 months of low-risk assessment		

ITS=interrupted time series analysis; Trend=analysis of trends during implementation, when no baseline data.

[a]Time to fill a position was not identified on the logic model, but was added to the evaluation because it became an important part of OTF work to reduce vacancy rates.

[b]Cuyahoga County tracked time to fill and workload data manually for Workforce and System Decision Making work streams. An automated indicator is currently being developed but was not yet available for this analysis.

When baseline data were not available, we assessed whether indicators trended in the desired direction during the implementation period. For this trend analysis, we tested whether the slope of the regression line for the indicator was statistically different from 0, and thus was trending up or down. Results from this simple trend analysis must be interpreted with caution, as it provides information about the post-intervention trend for the indicator and does not account for any pre-intervention trend. If we see an upward trend, for example, it is possible that the indicator was already trending upward before implementation of OTF, and OTF did not impact the trend at all. Without baseline data, we are unable to separate any existing trend from the impact of OTF. Therefore, the simple trend analyses must be interpreted with caution.

Interrupted Time Series. ITS regression analysis tests whether an intervention is associated with changes in population outcomes by modeling those outcomes as a function of time and testing whether there is a significant change in the trend over time after the intervention is introduced (Lopez Bernal, Cummins & Gasparrini, 2017; Penfold & Zhang, 2013). We used the R Studio software to model outcomes using ITS regression analysis (R Core Team, 2017). For this study, most "outcomes" for ITS analysis are output variables from the logic model (e.g., vacancy rates). The intervention involved a series of strategies implemented by three to four work groups over time. Prior to each analysis, we hypothesized how we expected the intervention would impact each outcome and identified any key covariates to include in the model.

First, we tested for autocorrelation and seasonality when using monthly data. We tested for autocorrelation to verify that it was reasonable to use traditional linear regression, which assumes independent errors that are not strongly correlated across time. We tested for seasonality to ensure that any intervention effect detected was not simply due to seasonal trends. For example, when the workload data showed a seasonal drop each June and July, we added a variable to the ITS model to control for this seasonality. Quarterly data were available for most indicators. Given that there were only 13-19 observations available for baseline (2014) and implementation periods (2015+), the usual tests for autocorrelation and seasonality were unlikely to be able to detect any significant effects. Instead, we checked for a pattern across quarters to see whether any quarters had consistently higher or lower values for the outcome variable; if found, we would adjust for this in the model by adding an indicator variable for the quarter(s) identified.

Each regression analysis tested whether there was a statistically significant change in either the slope or the intercept of the linear regression modeling the outcome (output) as a function of time when the intervention was implemented. All models included, at minimum, a variable for time and an intervention indicator variable that was set to 0 before the intervention was implemented and 1 after implementation. If the exploratory analyses indicated that other covariates may be necessary, such as a covariate to adjust for seasonal effects or a control variable for authorized positions, those variables were also included in the model. We began by testing the most complex model, including the main effects for time and intervention and any covariates of interest, as well as an interaction between time and the intervention indicator, where both slope and intercept are allowed to vary post-intervention. If the interaction effect was not statistically significant ($p>0.10$), we dropped the interaction term and fit the main effects only model. Any covariates that were no longer statistically

significant after controlling for both time and intervention were also dropped from the model if it improved the overall fit, so that the final model was as parsimonious as possible. Exhibits C-3 and C-4 present variables included in ITS modeling in each site. Bold checkmarks (✓) specify the variables retained in the final model.

Exhibit C-3. Variables Included in ITS Modeling for Cuyahoga County

Output/outcome	Time*OTF interaction term	Time	OTF intervention	Model shift	Proportion of referrals investigated (AR roll out)
Outputs					
Timely decision making					
Increase % of investigative dispositions completed within 60 days	✓+	✓	✓	✓	
Increase % of non-investigative case decisions completed within 60 days	✓	✓	✓	✓	
Safety outcomes					
No subsequent maltreatment w/in 12 months					
Absence of repeat maltreatment after substantiated/indicated investigation	✓+	✓	✓	✓+	✓
Absence of subsequent maltreatment after non-investigative assessment	✓+	✓	✓	✓	✓

✓Included in final model, ✓+ Included in initial modeling, not significant.

Note: Preliminary analysis of Cuyahoga data indicated that a seasonality indicator was not needed for these analyses.

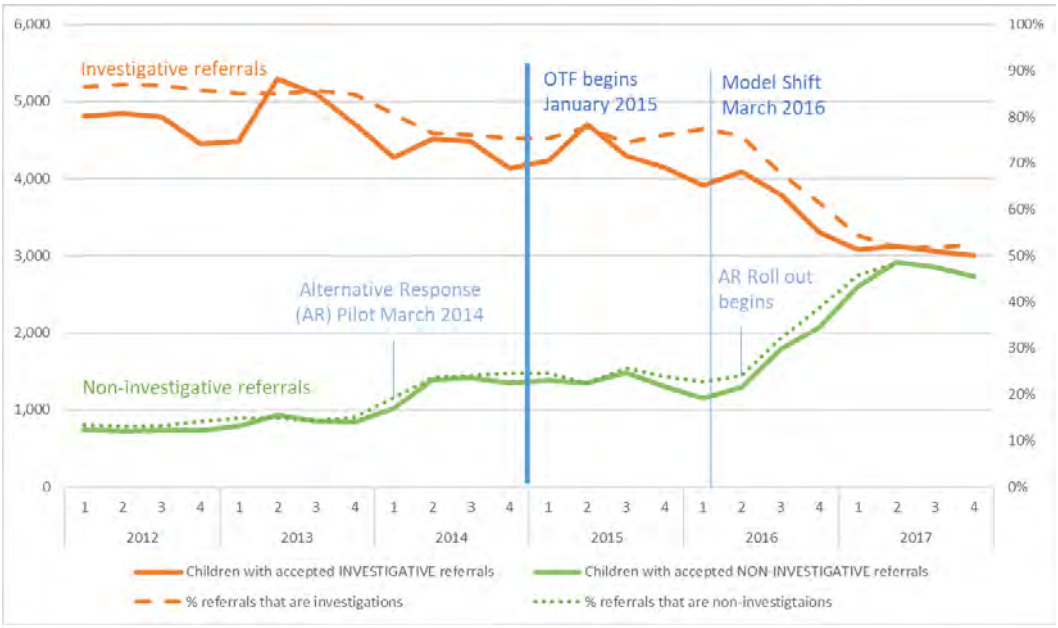
Exhibit C-4. Variables Included in ITS Modeling for Jefferson County

	Time*OTF interaction term	Time	OTF inter-vention	Season-ality indicator	Authorized positions	Number of referrals[a]
Outputs						
Decrease external turnover	✓+	✓	✓		✓+	
Decrease vacancy rates	✓+	✓	✓*		✓+	
Decrease time to fill position	✓+	✓	✓		✓+	
Improve workload	✓+	✓	✓*	✓	✓	
Safety outcomes						
No subsequent maltreatment						
Absence of subsequent maltreatment after founded HRA	✓+	✓	✓			✓+
Absence of maltreatment after FAR	✓+	✓	✓			✓+
No subsequent assessment						
Absence of assessment after HRA	✓+	✓	✓			✓+
Absence of assessment after FAR	✓+	✓	✓			✓+

✓Included in final model. *First intervention data point (January/Q1) dropped because it was very high, and influential and we would not expect change immediately. ✓+ Included in initial modeling.

Covariates Included in ITS Modeling. In each county, we identified important covariates that may influence changes in outputs or outcomes and controlled for these in the ITS analysis when necessary. In Cuyahoga County, we controlled for the model shift that began in March 2016, which changed the county's approach to frontline practice substantially. We added a dichotomous indicator (0, 1) with a value of 1 beginning in Q 2 of 2016 to correspond with the model shift. When modeling safety outcomes, we also controlled for the roll out of Alternative Response (AR), which changed how the agency responds to referrals. This practice change essentially alters the definition of the safety outcome in that some referrals that may have been investigated and substantiated previously now may meet the criteria for AR instead, reducing the number of children classified as maltreated. Exhibit C-5 illustrates how the number of investigative responses decreased and non-investigative responses increased during the time of the AR roll out. Historically, non-investigative responses included dependency and family in need of services referrals, but grew to include the new classification of AR referrals; the number increased somewhat during 2014 when AR was piloted, then increased more once AR was rolled out to the rest of the county in 2016. To control for the AR roll out, we calculated the proportion of referrals that were addressed with a traditional investigative response each quarter, versus a non-investigative response, and included this variable in the ITS models for child safety.

Exhibit C-5. Trends in Investigative and Non-investigative Referrals and Confounding Factors



In Jefferson County, we controlled for the number of authorized positions when modeling change in workload, vacancies and time to fill a position. This was important because the state authorized and rolled out additional intake positions during the study period, a confounding factor that could potentially influence these outcomes (outputs). We controlled for the number of referrals when modeling safety outcomes in Jefferson County. This was a another potential confounding factor, as the county experienced a substantial increase in the number of child protection referrals after the state rolled out a statewide hotline.

C.3 Findings in Cuyahoga County: Trends in Outputs

In Cuyahoga County, we used ITS analysis to assess changes in timely decision making after OTF was introduced, and trend analysis to assess the remaining indicators without baseline data. We examined timely decision making using two indicators: the percentage of **investigative dispositions** completed within 60 days and the percentage of **non-investigative case decisions** completed within 60 days.[3] We used ITS to model change in timely decision making once the OTF intervention was introduced, while controlling for the model shift. We hypothesized an increase in timely decision making following the introduction of OTF.

Investigative Dispositions Completed Within 60 Days. We used ITS to model change in timeliness of investigative decisions once OTF was introduced. Because historical data (2012-2013) were available in addition to baseline data (2014), we extended the modeling to include the historical data points and increase power, modeling quarterly data from 2012 through 2018 Q1. The final regression model was statistically significant (Exhibit C-6). The OTF initiative was not associated with a statistically significant increase in timely decision making for investigative dispositions after controlling for time and the model shift during the intervention period. The model shift was associated with a small increase in timeliness. Exhibit C-7 illustrates this relationship. The OTF intervention and the model shift are confounded, so it is impossible to conclusively assign any impact to one or the other alone. It is possible that the statistically significant effect of the model shift is partially or even mostly due to a delayed impact of OTF, but due to the timing and limited

[3] Cuyahoga County's policy prescribes a 45-day timeframe to complete an investigative disposition, but staff can apply for a waiver to extend the time to 60 days. For the evaluation, we used the 60-day timeframe, to account for waivers and for consistency with Jefferson County's 60-day timeframe. Cuyahoga County developed a report to track completion "on time," accounting for approved waivers, but baseline data are not available for ITS analysis.

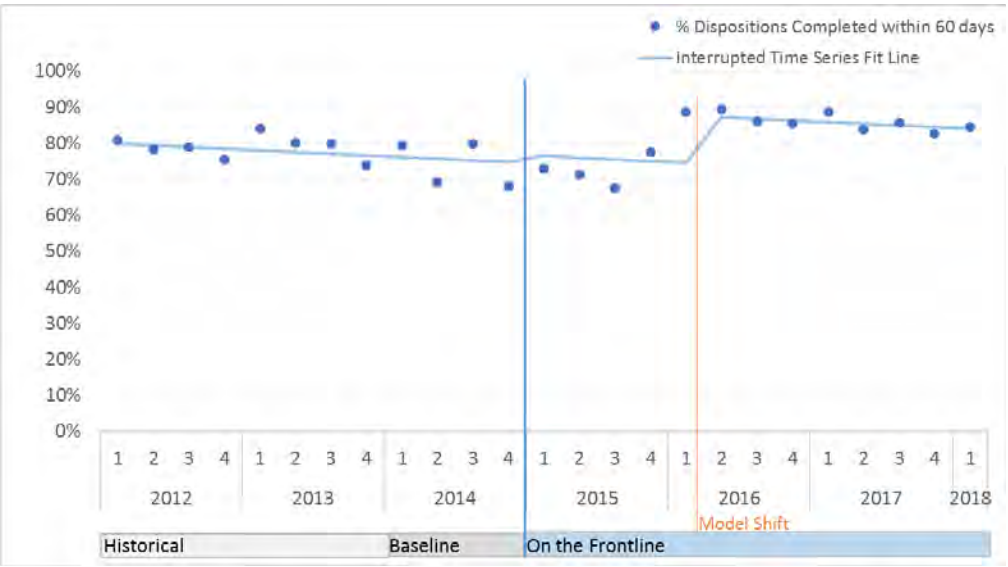
number of data points available, we cannot disentangle the effects. Findings should therefore be interpreted with caution.

Exhibit C-6. Timeliness of Disposition for Investigations of Abuse and Neglect in Cuyahoga County Before (2012-2014) and After (2015-2018 Q1) On the Frontline: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
Intercept	0.803	0.027	29.90	0.000***
Time	-0.005	0.004	-1.34	0.196
OTF intervention	0.023	0.040	0.57	0.575
Model shift	0.132	0.036	3.66	0.001**
F-statistic: 6.768 on 3 and 21 DF, p-value: 0.002 Multiple R-squared: 0.4916, Adjusted R-squared: 0.4189				

***p<.001, **p<.01.

Exhibit C-7. Timeliness of Disposition for Investigations of Abuse and Neglect in Cuyahoga County Before and After On the Frontline Began: Interrupted Time Series Fit Line



Non-investigative Case Decisions Completed Within 60 Days. We examined quarterly data for the baseline and implementation periods to assess timeliness of non-investigative case decisions. The final regression model was statistically significant and included an interaction term (Exhibit C-8). As illustrated in Exhibit C-9, the percentage of non-investigative assessments completed within 60 days was declining during baseline, then increased somewhat after the OTF intervention was introduced. Both the main effect for the intervention and the intervention*time interaction term were significant, indicating both that there was an immediate increase when the intervention was introduced and that the intervention seems to have leveled off the downward trend. The model shift

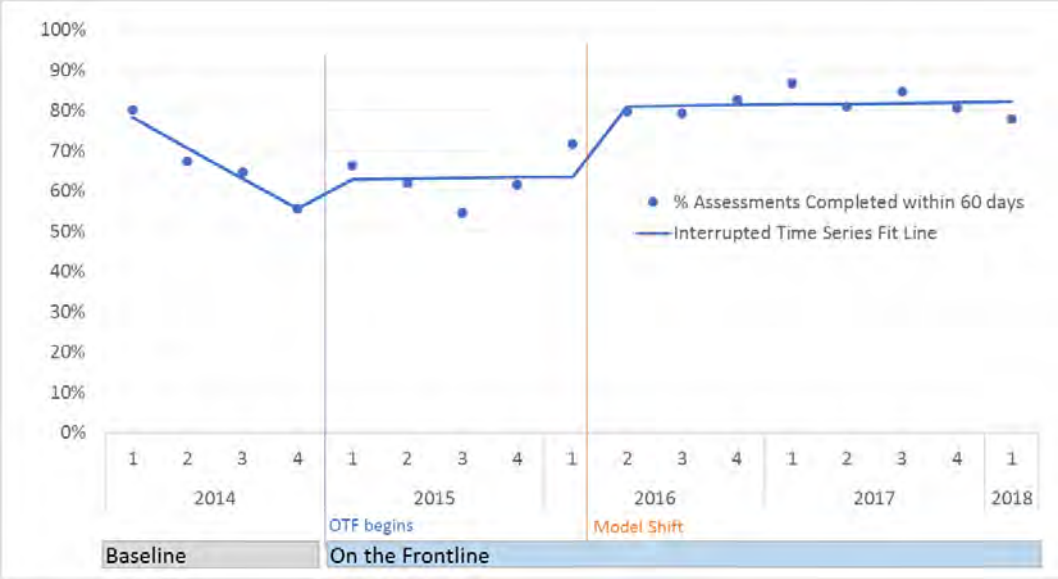
was also significant, accounting for a 17 percent increase in assessments completed within 60 days. However, as mentioned, the effect of the model shift is somewhat confounded with the intervention impact, so these results must be interpreted with some caution.

Exhibit C-8. Timeliness of Non-investigative Case Decisions (family assessments) in Cuyahoga County Before and After On the Frontline Began: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
(Intercept)	0.860	0.055	15.70	0.000***
Time	-0.076	0.020	-3.81	0.003**
OTF intervention	-0.238	0.073	-3.28	0.007**
Model shift	0.174	0.048	3.65	0.003**
Time*intervention	0.078	0.021	3.71	0.003**
F-statistic: 18.85 on 4 and 12 DF, p-value: <0.0001 Multiple R-squared: 0.8627, Adjusted R-squared: 0.8169				

***p<0.001, **p<0.01.

Exhibit C-9. Timeliness of Non-investigative Case Decisions (family assessments) in Cuyahoga County Before and After On the Frontline Began: Interrupted Time Series Fit Line



Are Outputs Trending in the Right Direction in Cuyahoga County? Exhibit C-10 illustrates which indicators measured with administrative data are trending in the right direction. The table includes findings from the ITS analysis, for indicators with baseline data, and findings from trend analysis, for indicators without baseline data. ITS analysis examines trends in the output before and after OTF and tests for an association between the intervention and output. Trend analysis does not tell us whether any improvement is associated with OTF; it merely tells us whether the indicator trended in the desired direction during the implementation period. Several indicators trended in the

right direction, while others showed no trend up or down. Exhibits C-11 to C-18 present descriptive data for the outputs without baseline data.

Exhibit C-10. Are Outputs Trending in the Right Direction in Cuyahoga County?

Outputs	Improvements associated with OTF (ITS)	Trend in desired direction, but no baseline
Decrease vacancy rates		✓
Decrease external turnover		NS
Increase timely face-to-face contact		NS[a]
Increase timely decision making		
Investigative assessments completed within 60 days	NS	
Non-investigative assessments completed within 60 days	✓+	
Increase decision-making consistency (across units)		
% screened in		NS
% assessments with case type changed to ongoing vs. closed		✓
Improve decision-making quality		
% entering care within 30 days of case type change to ongoing		NS
% placements terminated within 30 days of removal		
Improve understanding of policies by staff		NS

✓+ Association between OTF and trend toward improvement. ✓trend in the desired direction, but no baseline.

NS No significant finding. NS[a] Priority categories for timely contact changed; analysis is exploratory.

Vacancy and Turnover Rates. Vacancy and external turnover rates are presented for all Social Services Workers 3 positions in Cuyahoga County. Due to the model shift, which adjusted the positions and roles, data were not available consistently for frontline caseworkers over time. Vacancy rates (Exhibit C-11) ranged between 6.6 and 8.8 percent for five of six initial quarters, then declined. Overall, the vacancy rate trended down somewhat during the implementation period ($p=0.021$). Caseworker external turnover rates (Exhibit C-12) were low and relatively steady during the implementation period, fluctuating slightly between 2.5 percent and 4.1 percent. There was no statistically significant trend up or down ($p=0.728$).

Exhibit C-11. Caseworker Vacancy Rate in Cuyahoga County[4]: Social Services Workers 3 (descriptive data)

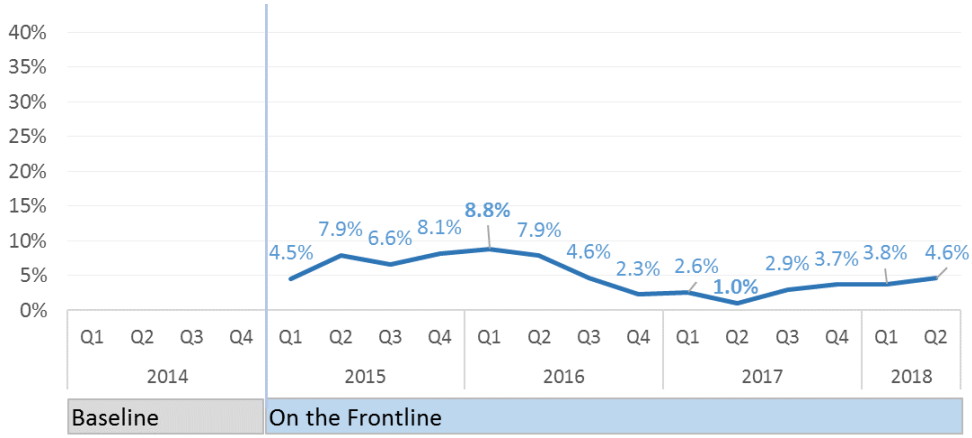
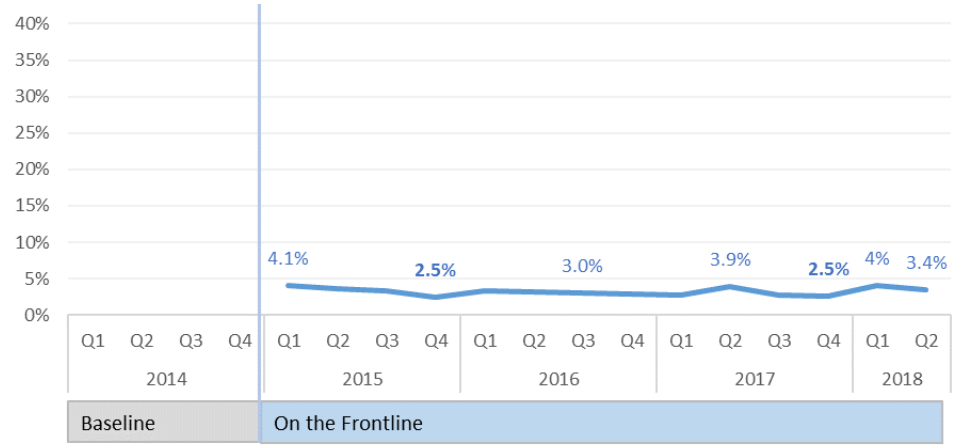


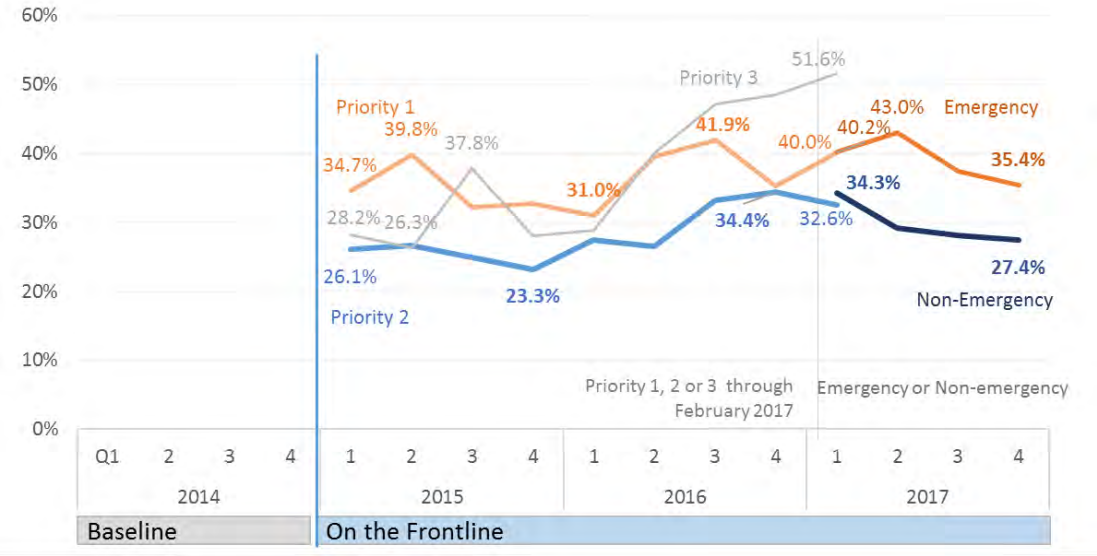
Exhibit C-12. Caseworker Turnover Rate in Cuyahoga County: External Turnover (descriptive data)



Timely Face-to-Face Contact with the Child. Exhibit C-13 illustrates the proportion of children seen face to face within the indicated timeframe following the referral. Prioritization categories changed between February and March 2017, from Priority 1, 2 and 3 to two-tier Emergency and Non-emergency. Timeliness fluctuated up and down throughout the implementation period. Although not the same, Priority 1 and Emergency cases are most similar, and Priority 2 and 3 are roughly similar to Non-emergency cases. On an exploratory basis, these groups were combined to assess trends, and there was no statistically significant trend up or down.

[4] Vacancy Rate for Social Services Workers 3 is the average number of vacancies per quarter divided by the number of allocated positions for that quarter.

Exhibit C-13. Percent with Timely Face-to-Face Contact with the Child in Cuyahoga County (descriptive data)



Decision-Making Consistency. Decision-making consistency was measured with two indicators in Cuyahoga County: consistency across units in the percentage of calls screened in and consistency in the percentage of assessments or investigations in which the case type was changed to ongoing, not closed. For both indicators, we examined the range between the minimum and maximum percentage across units to see if they trended downward toward more consistency. While variation is expected across units for various reasons (e.g., different case characteristics), the county worked to reduce the range to some extent to obtain more consistency.

The range in the percentage of calls screened in varies between 12 percent and 34 percent during the implementation period (Exhibit C-14). Overall, the range appears to trend downward, but the slope of the regression line was not statistically different from 0; there was, however, a trend toward significance ($p=0.083$). The range in the percentage of calls that became ongoing cases (short-term or extended services), compared to closed, varied between 9 percent and 26 percent over time (Exhibit C-15). The percentage with case type changed to ongoing trends downward toward more consistency; the trend was statistically significant ($p=0.016$).

Exhibit C-14. Consistency Across Units in the Percent of Calls Screened in Cuyahoga County (descriptive data)

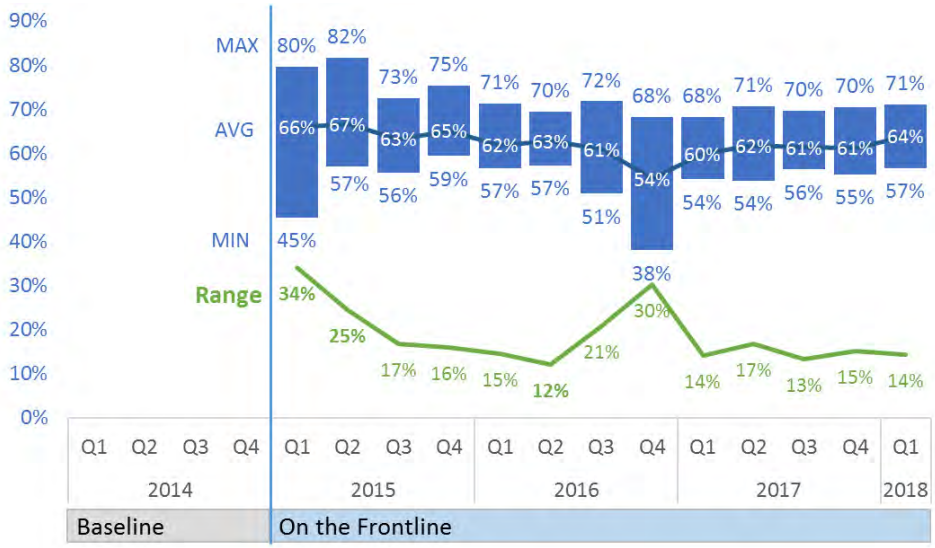
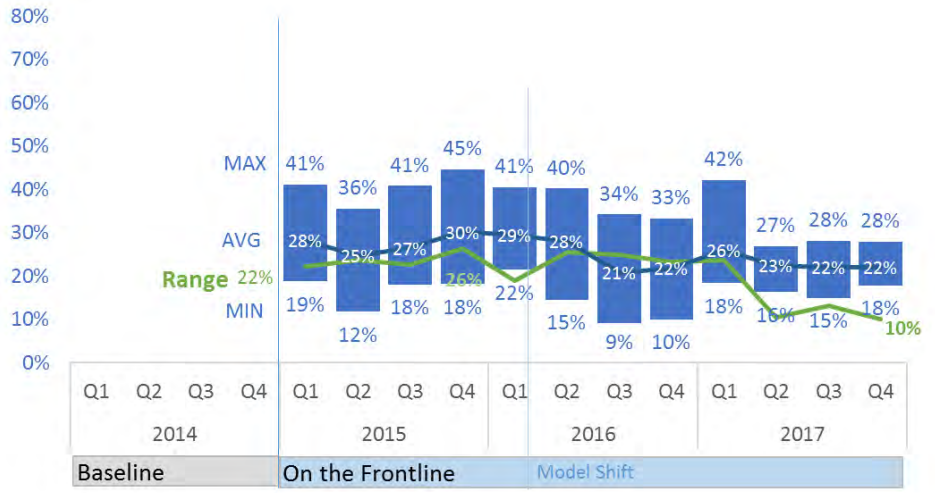


Exhibit C-15. Consistency in Percent with Case Type Change to Ongoing in Cuyahoga County (descriptive data)



Decision-Making Quality. Decision-making quality was assessed with two indicators during the OTF implementation period: percentage of children who entered care within 30 days of transfer to ongoing services[5] and percentage with placements terminated within 30 days of removal. Decision-making quality is a complex concept to measure; these indicators represent just two small aspects of

[5] Transfer to ongoing services refers to the case type changing to ongoing services, as opposed to being closed. Ongoing services refers to either short-term services or extended services.

decision-making quality. The percentage of children who entered care within 30 days varies between 2 percent and 5 percent, but was about 4 percent most quarters. The slope of the line is not significantly different from 0 (Exhibit C-16). The percentage with placements terminated within 30 days varied widely, between 6 percent and 25 percent (Exhibit C-17). There was no apparent trend, and the slope of the line is not significantly different from 0. Based on these two indicators, there was no apparent change in decision-making quality during the implementation period.

Exhibit C-16. Percent of Children Who Entered Care Within 30 Days of Transfer to Ongoing in Cuyahoga County

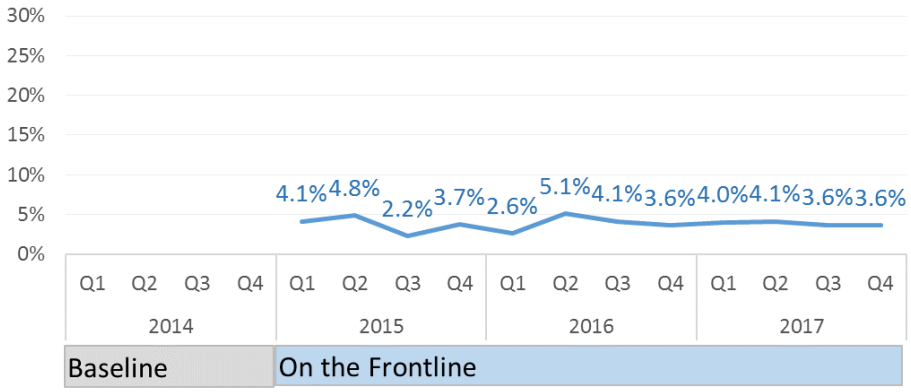
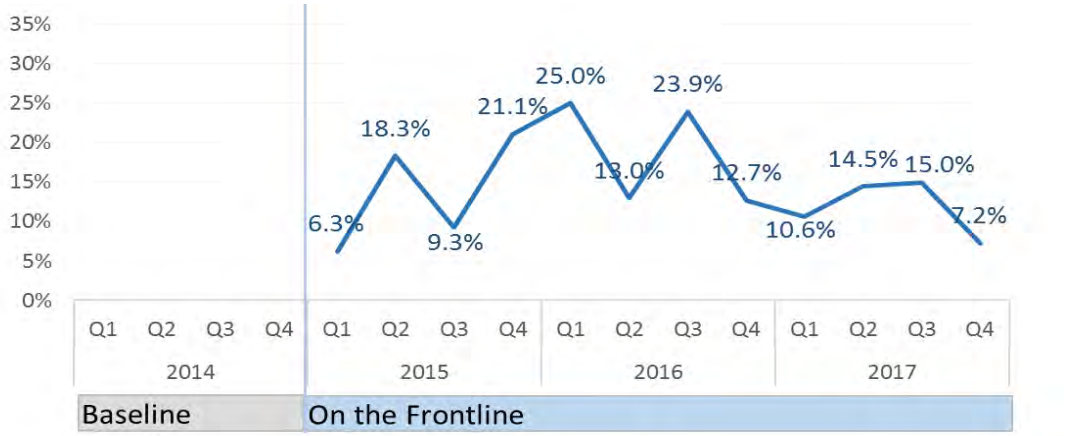


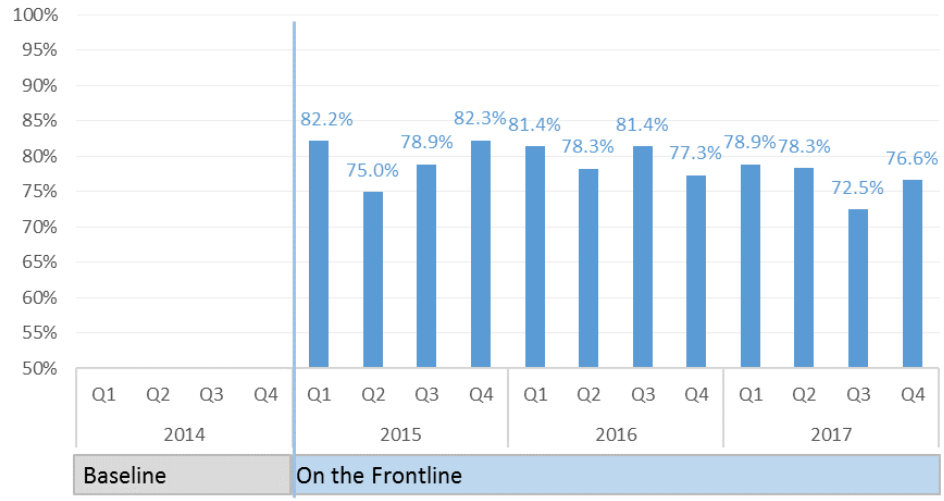
Exhibit C-17. Percent with Placements Terminated Within 30 Days of Removal in Cuyahoga County



Understanding of Policies by Staff. One administrative indicator in Cuyahoga County was relevant to improved understanding of policies by staff, although it speaks only to one small aspect of this output and is influenced in part by the court process. The indicator measures the percentage of cases in which an initial custody team decision meeting was held between the custody start date

minus 30 days and the custody start date plus seven days. The percentage with a pre-removal meeting in this timeframe fluctuates up and down between 73 percent and 82 percent, ending at 77 percent (Exhibit C-18). The slope of the line is not significantly different from 0, indicating no significant trend up or down.

Exhibit C-18. Decision to Remove Made Within a Pre-removal Meeting in Cuyahoga County



C.4 Findings in Jefferson County: Trends in Outputs

In Jefferson County, we used ITS analysis to test whether there was a significant change in vacancy rates, time to fill a position, turnover and workload after OTF began and trend analysis to assess the remaining outputs that lacked baseline data. Findings from ITS analysis are presented below, followed by descriptive analysis of trends for outputs that lacked baseline data. We also examined child safety outcomes, presented later in the appendix.

Reduce Vacancy Rates. Jefferson County provided quarterly vacancy data for the baseline (2014 Q1-Q4) and implementation periods (2015 Q1 to 2018 Q3). We conducted ITS to model change in vacancy rates in intake following introduction of the OTF intervention, hypothesizing a decrease in rates. Using the model-fitting process described (see Interrupted Time Series in Section C.2), we initially included time, intervention, authorized positions (covariate) and an interaction term for OTF intervention by time in the model. In the final model, we excluded the data point for the first quarter of 2015 because it has an extremely high value. Since it occurred at the beginning of the intervention period, it is also an influential point that substantially impacts the final fit of the line,

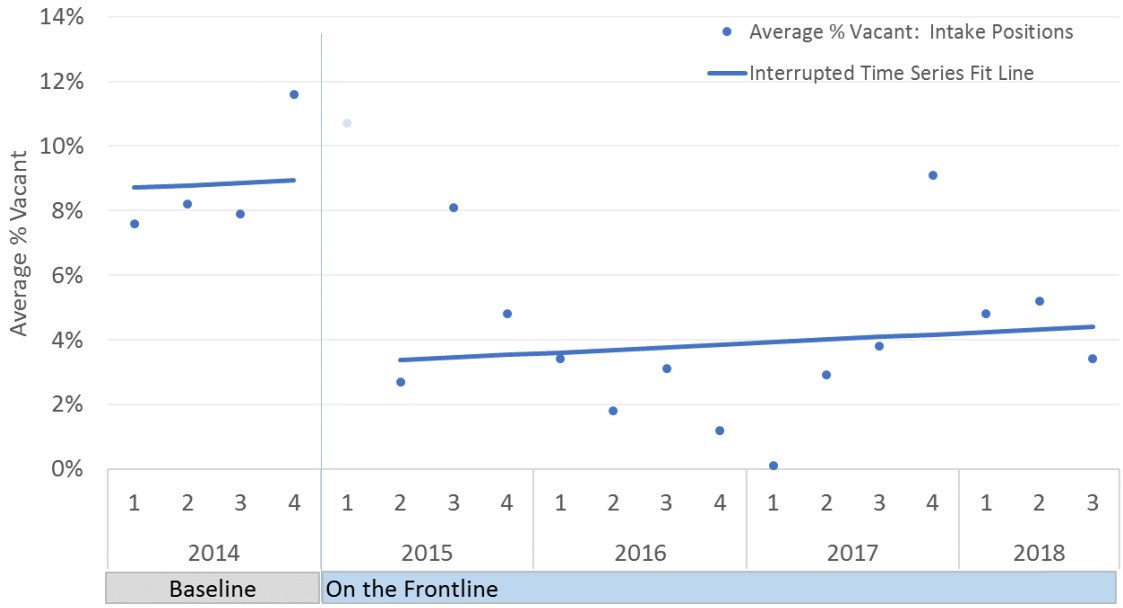
and the intervention was unlikely to influence outputs or outcomes during this first quarter of OTF when work groups were formed. The final regression model, with the most reasonable fit, was statistically significant (Exhibit C-19). The OTF intervention had a significant association with change in vacancy rate. After controlling for time, OTF was associated with a 5.7 percent decrease in vacancy rate, consistent with the hypothesis. Exhibit C-20 illustrates this relationship.

Exhibit C-19. Intake Caseworker Vacancy Rate in Jefferson County Before and After On the Frontline Began: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
Intercept	0.086	0.013	6.82	<0.0001***
Time	0.001	0.002	0.51	0.620
OTF intervention (drop 2015 Q1)	-0.057	0.021	-2.75	0.015*
F-statistic: 6.695 on 2 and 15 DF, p-value: 0.008 Multiple R-squared: 0.4716, Adjusted R-squared: 0.4012				

***p<0.001, *p<0.05.

Exhibit C-20. Intake Caseworker Vacancy Rate Before and After On the Frontline Began in Jefferson County: Interrupted Time Series Fit Line



Time to Fill a Position. Although time to fill a position was not identified as an output in the OTF logic model, the workforce work group in Jefferson County specifically worked to reduce the length of time to fill a position in their efforts to reduce vacancies and workloads. We conducted an ITS analysis to test whether the OTF intervention was associated with a statistically significant change in the average number of days to fill an intake caseworker position, using quarterly data from baseline

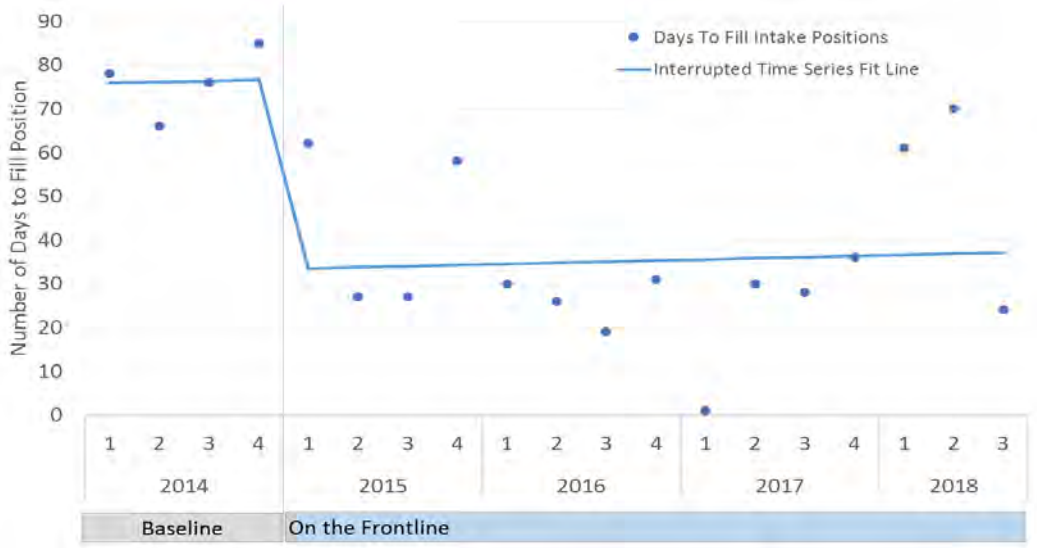
(2014 Q1 to Q3) and the implementation period (2015 Q1 to 2018 Q3). The final model was statistically significant (Exhibit C-21). After controlling for time, the OTF intervention was associated with a decrease of 43 days to fill a position, on average. Exhibit C-22 illustrates this relationship. During baseline, positions took more than two months to fill, whereas during OTF positions were filled in just over a month, on average.

Exhibit C-21. Time to Fill Intake Caseworker Positions Before and After On the Frontline Began in Jefferson County: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
(Intercept)	75.605	9.384	8.06	0.000
Time (T)	0.258	1.066	0.24	0.812
OTF intervention (X)	-43.367	14.321	-3.03	0.008
F-statistic: 8.193 on 2 and 16 DF, p-value: 0.004 Multiple R-squared: 0.5059, Adjusted R-squared: 0.4442				

***p<0.001, **p<0.01.

Exhibit C-22. Time to Fill Intake Caseworker Positions in Jefferson County: Interrupted Time Series Fit Line



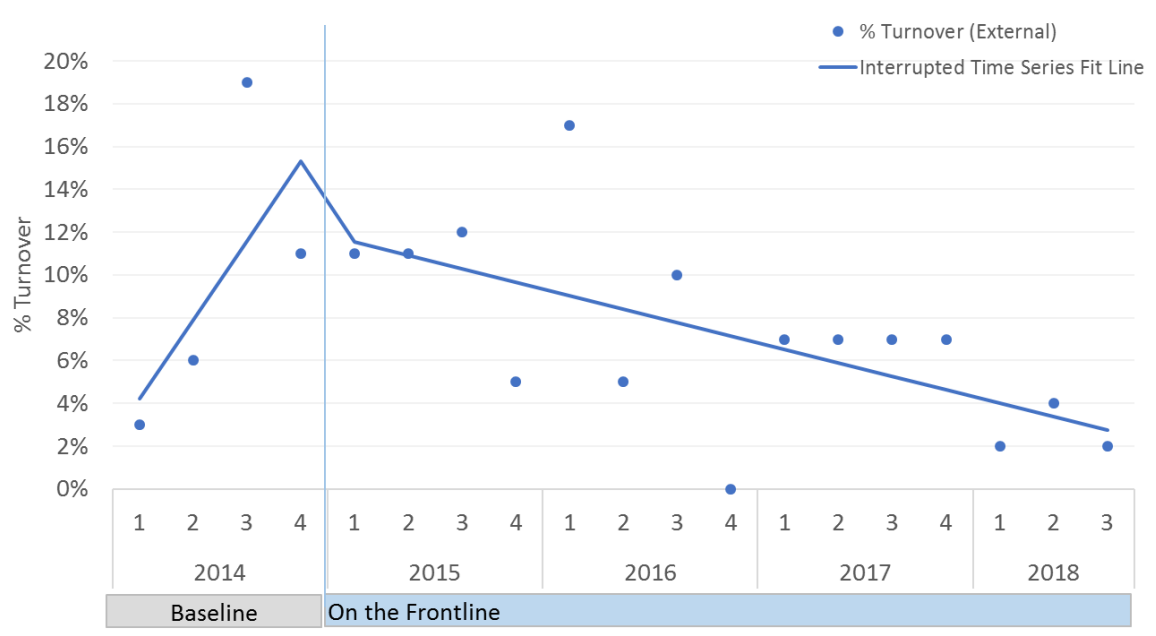
Turnover Rate. Next, we used ITS to test for an association between the OTF intervention and turnover rates during baseline (2014 Q1 to Q4) and the implementation period (2015 Q1 to 2018 Q3). Specifically, we examined external turnover among intake caseworkers. The final regression model was statistically significant and included a significant interaction term between time and intervention (Exhibit C-23). As illustrated in Exhibit C-24, during baseline the turnover rate was increasing, whereas the turnover rate began to decrease following the introduction of the OTF initiative.

Exhibit C-23. Intake Caseworker Turnover Rate Before and After On the Frontline Began in Jefferson County: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
(Intercept)	0.005	0.050	0.10	0.922
Time (T)	0.037	0.018	2.03	0.061
OTF intervention (X)*	0.142	0.059	2.41	0.029
Time*Intervention	-0.043	0.0184	-2.35	0.033
F-statistic: 4.024 on 3 and 15 DF, p-value: 0.02763 Multiple R-squared: 0.4459, Adjusted R-squared: 0.3351				

*p<0.05.

Exhibit C-24. Intake Caseworker Turnover Rates Among Intake Caseworkers Before and After On the Frontline Began in Jefferson County: Interrupted Time Series Fit Line



Improve Workload. Jefferson County provided monthly workload data for baseline (2014) and implementation periods (2015 to 2018, May) to assess whether workloads improved after the OTF initiative began. Specifically, we examined workload for intake workers, defined as the average number of new assessments per available[6] worker. Preliminary analysis identified some seasonal effects – a dip in average workload in June and July—so we created an indicator variable that was equal to 1 in June and July and 0 for all other months. We used ITS to model change in workload following the OTF intervention, hypothesizing a decrease in workload following OTF. In the final model, we excluded the data point for January 2015 because it has an extremely high average

[6]"Available" worker excludes new workers in training and workers on FMLA.

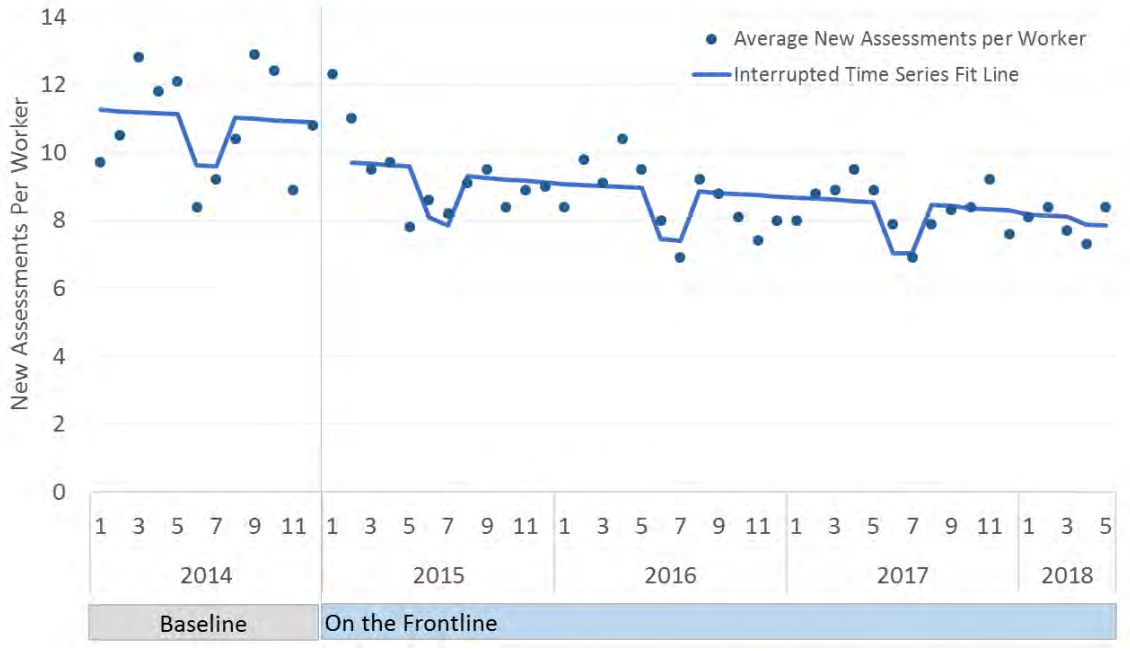
workload value. Since it occurred at the very beginning of the intervention period, it is also an influential point that substantially impacts the final fit of the line; however, during the first month of OTF, when work groups were first formed, the intervention is also unlikely to influence outputs or outcomes. The final regression model was statistically significant (Exhibit C-25). The OTF intervention was a statistically significant predictor of change in workload, after controlling for time, seasonality in June/July and the number of authorized positions. OTF was associated with a 1.1 increase in the average number of new assessments per worker at the time the intervention was introduced. Exhibit C-26 illustrates this relationship.

Exhibit C-25. Workload in Jefferson County: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
Intercept	13.350	3.740	3.57	0.001***
Time	-0.033	0.019	-1.79	0.080
OTF intervention (drop Jan. 2015)	-1.096	0.445	-2.46	0.018*
Authorized positions	-0.057	0.106	-0.54	0.591
June/July seasonality indicator	-1.467	0.341	-4.30	<0.0001***
Multiple R-squared: 0.6503, Adjusted R-squared: 0.6206 F-statistic: 21.85 on 4 and 47 DF, p-value: <0.0001				

***p<.001, *p<.05, p<.10.

Exhibit C-26. Workload (average new assessments per worker) Before and After On the Frontline Began in Jefferson County: Interrupted Time Series Fit Line



Are Outputs Trending in the Right Direction in Jefferson County? Exhibit C-27 summarizes whether outputs are trending in the right direction for all indicators examined with administrative data. This includes findings from ITS analysis that indicated improvements associated with OTF (column 2) and findings from trend analysis when baseline data were not available (column 3). When baseline data were not available, we examined trends during the implementation period to see if the output indicators were trending in the right direction. We used a statistical test to determine whether the slope of the trend line was different from 0, and we report on this in the text below. This does not inform us whether the trend is associated with the intervention; it merely tells us if the output is trending in the right direction. For example, the trend may have been present before the intervention was introduced or it may have actually worsened after the intervention was introduced; without baseline data, it is impossible to determine this. Several indicators without baseline data trended in the right direction while others showed no trend up or down. Exhibits C-28 to C-32 present descriptive data for the outputs without baseline data.

Exhibit C-27. Are Outputs Trending in the Right Direction in Jefferson County?

Outputs/indicators	Improvements associated with OTF (ITS)	Trend in desired direction, but no baseline
Decrease vacancy rates (intake)	✓+	
Decrease time to fill a position (intake)	✓+	
Decrease external turnover (intake)	✓+	
Improve workload: Average new assessments per worker	✓+	
Increase timely face-to-face contact (by indicated timeframe) Immediate response 3-Day response 5-Day response		 ✓ NS NS
Increase timely decision making % HRA completed/closed in 60 days % FAR completed/closed in 60 days		 ✓ ✓
Increase decision-making consistency across units % screened		NS
Improve decision-making quality % children with removal from home lasting less than 30 days		NS
Improve understanding of policies by staff % children removed in which decision to remove was made within a pre-removal meeting/held per agency policy		NS

✓+ Association between OTF and trend toward improvement. ✓trend in the desired direction, but no baseline data.

NS No significant finding.

Increase Timely Face-to-Face Contact. Jefferson County measured timely face-to-face contact as the percentage of cases in which the initial face-to-face contact with alleged victims was completed

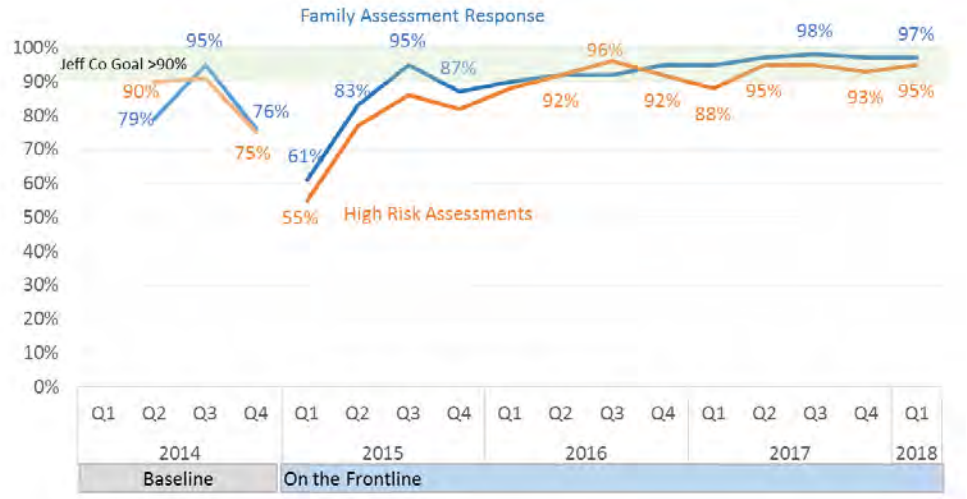
within the indicated timeframe: immediate (within 8 hours), within three days or within five days. They set a goal of 80 percent completion within the indicated timeframe. For cases requiring immediate response (Exhibit C-28), the percentage of cases with timely face-to-face contact ranged between 78 percent and 98 percent, with almost all quarters meeting the 80 percent goal. Timeliness for cases requiring immediate response improved over time, trending up during the implementation period (p=0.003). For cases requiring a response within three days, the percentage of cases with timely contact fluctuated up and down, between 78 percent and 93 percent. There was no significant trend up or down (p=0.983), but most quarters met the 80 percent goal. Cases requiring a response within five days often fell below the 80 percent goal, ranging between 67 percent and 85 percent with timely contact. Although there appears to be a slight trend upward, the increase was not statistically significant (p=0.177). In sum, the percentage of cases with timely initial face-to-face contact improved for cases requiring immediate response but not for those requiring three-day or five-day response.

Exhibit C-28. Timeliness of Initial Face-to-Face Contact with Alleged Victims in Jefferson County During On the Frontline Implementation: Percent Completed Within Indicated Response Time (descriptive data)

Increase Timely Decision Making. Jefferson County measured timely decision making as the percentage of child protection assessments completed and closed within 60 days, tracking this for high-risk assessments (HRA) and family assessment response (FAR) cases. Three-quarters of baseline data were available, which it was not enough for ITS analysis. Instead, we assessed the trend over time. Timely closure for both HRA and FAR cases varied widely, primarily due to a substantial drop in the first quarter of 2015 when OTF began (Exhibit C-29). From 2016 on, all FAR and most

HRA quarters met Jefferson County's goal of 90 percent completion within 60 days. Timely closure increased significantly over time for HRA (p=0.027) and FAR (p=0.005).

Exhibit C-29. Timely Assessment Closure in Jefferson County: Child Protection Assessments Completed and Closed Within 60 Days (descriptive data)



Increase Decision-Making Consistency. Jefferson County measured decision-making consistency as the consistency across units in the percentage of calls screened in. We examined the range between the minimum and maximum percentage across units to see if the range trended downward, that is, toward more consistency (Exhibit C-30). While variation is expected across units for various reasons (e.g., different case characteristics), the county worked to reduce the range to some extent to obtain more consistency. The range fluctuated somewhat between 15 percent and 29 percent. Although there appears to be a downward trend in the range during the last year, ending at the lowest point (15%), overall there was no significant trend down during the OTF implementation period (p=0.322).

Exhibit C-30. Percent of Calls Screened in for Assessment in Jefferson County: Minimum, Maximum and Range Across Units (descriptive data)

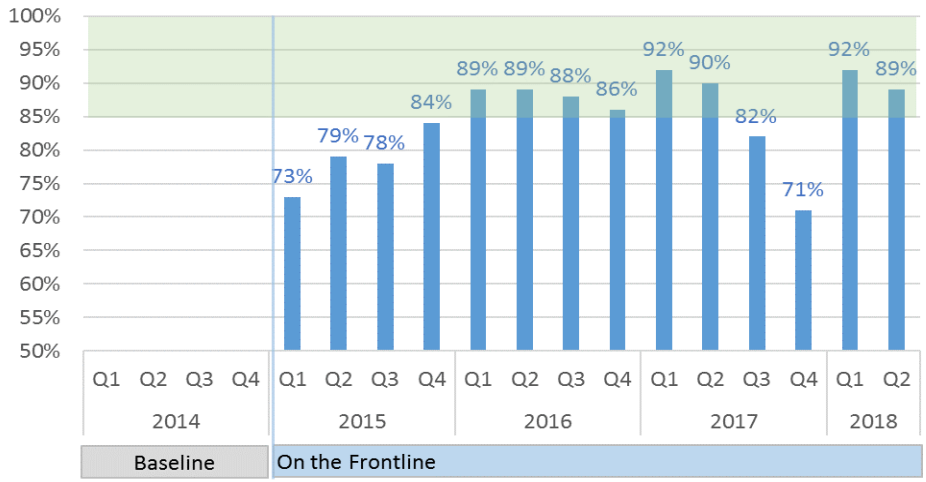
Improve Decision-Making Quality. Jefferson County assessed decision-making quality as the percentage of removals that were short-term, in which children were removed from home for less than 30 days. For this indicator, lower percentages indicate increased decision-making quality, with a goal of <5 percent. The percentage of removals that were short-term varied between 1 percent and 10 percent, with an average of 6 percent (Exhibit C-31). There was no significant trend up or down (p=0.573).

Exhibit C-31. Decision-Making Quality: Percent of Children Removed from Home in Jefferson County in Which the Removal Was Open for Less Than 30 days (short-term removals) (descriptive data)

Improve Understanding of Policies by Staff. One administrative indicator was relevant to improved understanding of policies by staff, although it speaks to only one small aspect of this output. Jefferson County's indicator assessed decisions to remove being made within a pre-removal

meeting. The indicator measures the percentage of children removed from home during the period in which the removal meeting was held per agency policy. The percentage with a pre-removal meeting per agency policy fluctuates up and down between 71 percent and 92 percent, ending at 89 percent (Exhibit C-32). The slope of the trend line is not significantly different from 0 (p=0.176). Most quarters are above Jefferson County's goal of >85 percent.

Exhibit C-32. Decision to Remove Made Within a Pre-removal Meeting in Jefferson County: Percent of Children Removed from Home in Which Removal Was Held Per Agency Policy (descriptive data)



C.5 Child Safety

Child safety was the driving force behind the OTF initiative; the theory was that implementing the three key strategies would improve front-end practices and ultimately increase child safety. Both sites tracked a series of safety indicators to examine the percentage of referrals in which children experienced repeat maltreatment or subsequent referrals. Jefferson County framed their indicators as safety, measuring the absence of subsequent maltreatment or referrals, whereas Cuyahoga County tracked the presence of subsequent maltreatment or referrals. For this evaluation, we reframed Cuyahoga County's indicators to measure safety as the absence of subsequent maltreatment or referrals, like Jefferson County.

Although child safety was the ultimate goal of OTF, for the evaluation the relationship between OTF and child safety was considered exploratory, for two reasons. First, implementation of OTF was formative, in its early stages, and involved ongoing development of some of the strategies.

Second, it was expected that child safety would take more than a few years to change. As such, even if OTF does influence child safety, as theorized, it would require long-term and consistent implementation to do so. Therefore, child safety was examined, but significant findings were not expected.

Child Safety in Cuyahoga County. Cuyahoga County tracked the presence of (1) repeat maltreatment after substantiated or indicated investigative referral, (2) subsequent maltreatment after a non-investigative referral and (3) four indicators of subsequent referrals: investigative referral after investigative referral, investigative referral after non-investigative referral, non-investigative referral after investigative referral and non-investigative referral after non-investigative referral. We conducted ITS analyses focusing on repeat maltreatment and subsequent maltreatment within 12 months. Prior to analysis, we reframed the data as child safety, counting the percentage remaining safe rather than the percentage with subsequent maltreatment. For the safety analyses, we included a covariate, the roll out of AR, operationalized as the proportion of referrals that were investigative vs. non-investigative. As discussed in the Covariates section (Section C.2), it was important to control for the AR roll out because this practice change essentially alters the definition of the safety outcome, in that some referrals investigated and substantiated previously may be tracked to AR under the new practice.

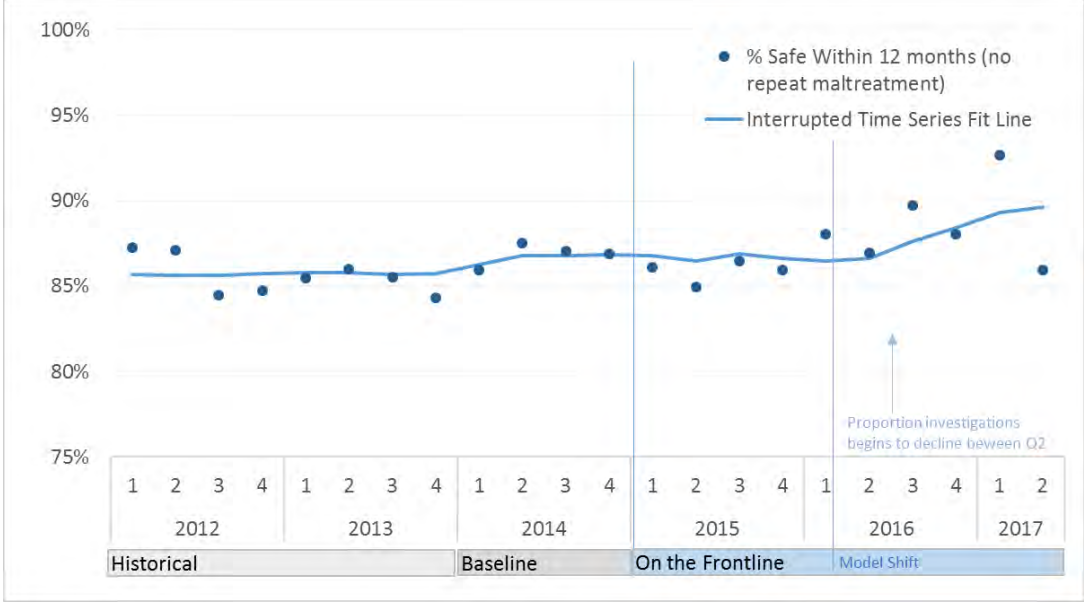
For the first safety analysis, percentage of children with no repeat maltreatment within 12 months, there were not enough baseline data points to fit a reliable ITS model, in part because of the variability in 2014. We expanded the analysis to include historical data (2012+) to get a reasonable model fit. Modeling data from 2012 through 2018 Q1, the final regression model was statistically significant; however, none of the individual factors were significant (Exhibit C-33). Based on the data available, the OTF was not associated with a statistically significant increase in child safety for children with prior substantiated or indicated maltreatment, after controlling for time and the AR roll out (measured as the proportion of accepted referrals that were investigative in this model). Moreover, neither time nor the proportion of accepted referrals that were investigative were significant. Exhibit C-34 presents the final model fit line. In this graph, the model fit line appears to increase somewhat beginning in 2016; however, the increase was not statistically significant after controlling for the proportion of referrals that were investigative.

Exhibit C-33. Cuyahoga County Children with No Repeat Maltreatment Within 12 Months of a Substantiated or Indicated Maltreatment Referral Before and After On the Frontline Began: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
(Intercept)	0.968	0.073	13.30	0.000***
Time	0.000	0.002	-0.14	0.889
OTF intervention	0.000	0.014	-0.02	0.984
Proportion of referrals investigated	-0.128	0.077	-1.66	0.113
F-statistic: 3.66 on 3 and 18 DF, p-value: 0.032 Multiple R-squared= 0.379, Adjusted R-squared= 0.276				

***p<.001.

Exhibit C-34. Cuyahoga County Children with No Repeat Maltreatment Within 12 Months of a Substantiated or Indicated Maltreatment Referral: Interrupted Time Series Fit Line



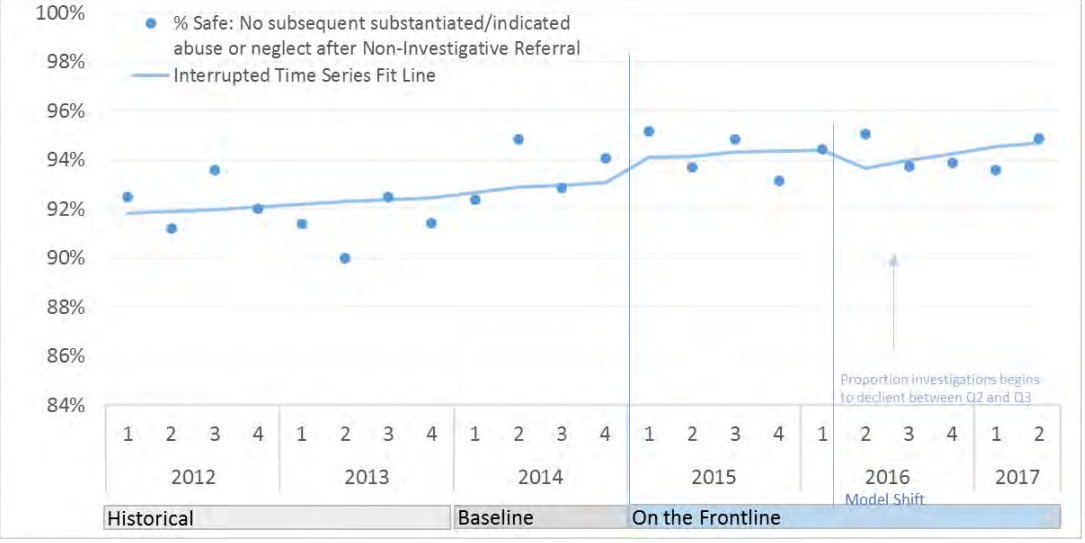
For the second analysis, percentage of children with no subsequent maltreatment within 12 months after a non-investigative referral, we also expanded the analysis to include historical data, modeling data from 2012 through 2018 Q1. The final regression model was statistically significant and fit the data reasonably well (Exhibit C-35), but none of the individual factors were significant. Based on the data available, the OTF initiative was not associated with an increase in child safety, nor were time, model shift or proportion of referrals investigated. Exhibit C-36 illustrates the final model fit line.

Exhibit C-35. Cuyahoga County Children with No Subsequent Substantiated or Indicated Abuse or Neglect Within 12 Months After Non-investigative Referral, Before and After On the Frontline Began: Interrupted Time Series Model

Variable	Parameter estimate	Std. error	t value	Pr(>|t|)
(Intercept)	0.942	0.057	16.49	0.000***
Time	0.001	0.001	0.71	0.489
OTF intervention	0.009	0.010	0.94	0.359
Model shift	-0.009	0.009	-0.91	0.377
Proportion of referrals investigated	-0.028	0.062	-0.46	0.653
F-statistic: 4.232 on 4 and 17 DF, p-value: 0.01474 Multiple R-squared: 0.499, Adjusted R-squared: 0.3811				

***p<.001.

Exhibit C-36. Cuyahoga County Children with No Subsequent Substantiated or Indicated Abuse or Neglect Within 12 Months After Non-investigative Referral: Interrupted Time Series Fit Line



Cuyahoga County provided four other indicators of child safety, examining the percentage of children with investigative referrals who had subsequent investigative referrals and the percentage who had subsequent non-investigative referrals, as well as examining the percentage of children with non-investigative referrals who had subsequent investigative referrals and the percentage who had subsequent non-investigative referrals. We did not analyze these data because they are confounded with the roll out of AR, and it is not feasible to adequately control for this confounding in these subgroups.

Child Safety in Jefferson County. Jefferson County framed their safety indicators as (1) the absence of repeat maltreatment (founded HRA for child abuse or neglect, after an initial founded

HRA), (2) the absence of subsequent maltreatment (founded HRA) after FAR and (3) two indicators of the absence of subsequent referrals: absence of subsequent accepted assessment after HRA and absence of assessment after FAR. They calculated and tracked the absence of repeat maltreatment and subsequent maltreatment within 6 months and within 12 months of the initial report. For the evaluation, we analyzed the indicators assessing child safety within 12 months, examining the data descriptively and using ITS analysis to assess whether these child safety indicators improved following the introduction of OTF (Exhibit C-37).

In most quarters, Jefferson County was already meeting their goal of >92 percent safe within 12 months after a FAR assessment, and there were only minor fluctuations in the data. For children with HRA-founded assessments, more than half of the quarters met the goal, and there were some fluctuations but no apparent trend over time. Nonetheless, we used ITS to test whether a (potential) change in child safety was associated with the OTF initiative. Neither the model for repeat maltreatment ($F=0.1083$ on 2 and 10 DF, $p=0.898$; Multiple R-squared=0.0212, Adjusted R-squared=-0.1746) nor the model for subsequent maltreatment after a FAR assessment ($F=0.887$ on 2 and 10 DF, $p=0.442$, Multiple R-squared=0.151, Adjusted R-squared: -0.0191) was significant, which means that time and the intervention alone do not adequately explain the (minor) variability in child safety over time in Jefferson County.

Jefferson County also had similar measures assessing an absence of subsequent accepted assessments for cases assigned to HRA and FAR (Exhibit C-38). Similarly, the data fluctuated over time, and the models for subsequent assessment within 12 months after HRA ($p=0.976$) and after FAR ($p=0.804$) were not significant.

Exhibit C-37. Child Safety in Jefferson County (descriptive data): Absence of Subsequent Founded Abuse/Neglect Within 12 Months

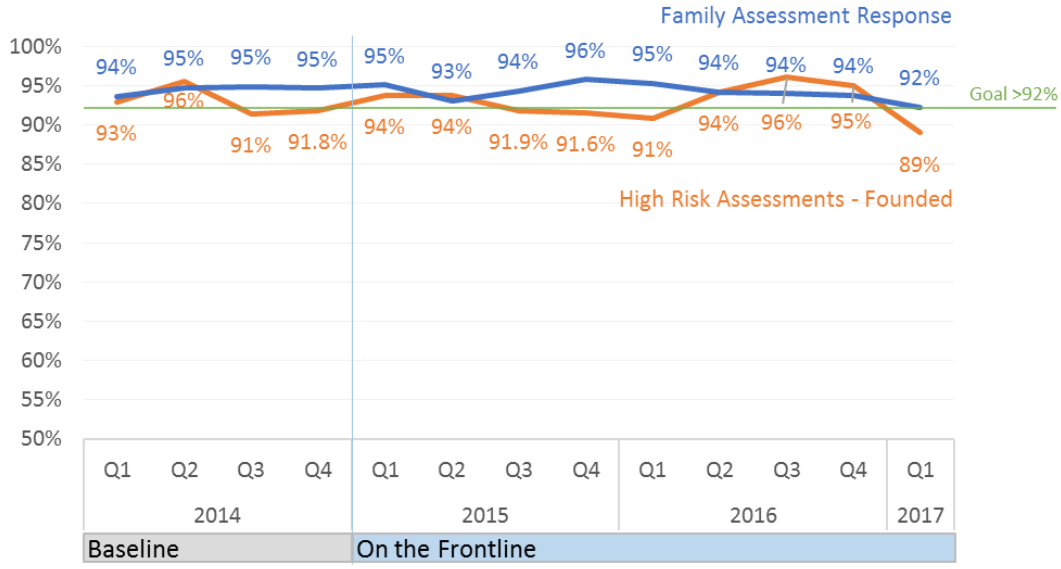
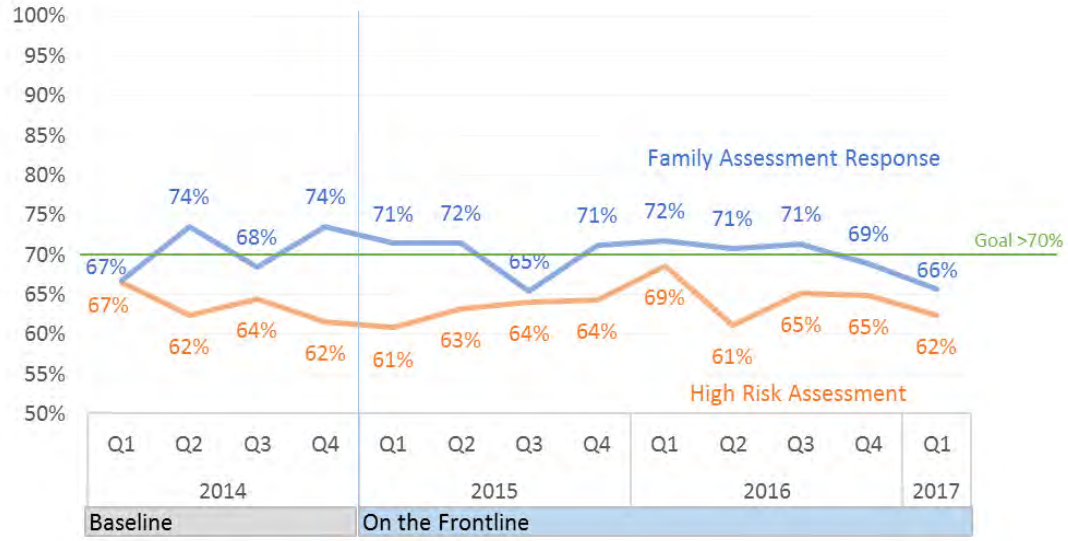


Exhibit C-38. Child Safety in Jefferson County (descriptive data): Absence of Subsequent Abuse/Neglect (PA5) Assessment Within 12 Months



Summary of Findings. Findings indicated no relationship between OTF and child safety outcomes within 12 months of the initial referral. The percentage of children considered "safe" was relatively consistent over time. In Cuyahoga County, the percentage of children with no repeat maltreatment appeared to trend toward improvement (descriptively), but this was not significant after controlling

for the AR approach, which essentially redefined what gets counted as maltreatment. In Jefferson County, child safety rates were already high according to these two measures.

As noted, we did not expect to find a significant relationship between OTF and child safety in this evaluation because OTF implementation was formative and the observation period was short. It is possible, of course, that OTF in its current form may have no effect on child safety, even if the strategies have other positive effects (which the evaluation has clearly demonstrated). However, there are plausible explanations for the lack of significant child safety outcomes, including the short implementation timeframe and formative nature of OTF and several other limitations with the analysis, including confounding factors, measurement challenges and statistical reasons (see Section C.6). Given these limitations, it is not possible to draw conclusions about the relationship between OTF and child safety. Further evaluation of OTF strategies implemented consistently over a longer period of time will better inform whether OTF does influence child safety, as theorized.

C.6 Limitations

Results from administrative data analyses must be interpreted within the context of several limitations of the research design, measurement challenges and potential concerns with statistical conclusion validity. When a randomized trial is not feasible, ITS is a strong quasi-experimental design for evaluating the impact of an intervention or policy change on a population, but it does have limitations (Lopez Bernal, Cummins & Gasparrini, 2017; Penfold & Zhang, 2013). In ITS regression analysis, we can test for an association between the intervention and outcome, but when we find an association we cannot make a causal connection. In other words, we cannot say the intervention caused the improved or worsened trends, because we cannot rule out alternate explanations for the changing trend. One threat to the validity of the analysis is history; we cannot rule out the possibility that other events or interventions influenced the outcome (Penfold & Zhang, 2013). To minimize this threat in the current study, we controlled for an overall trend of time (a standard approach in ITS analysis) and also identified and included "competing interventions" in the model – other practice changes that may confound findings such as the model shift and authorization of new positions in the OTF sites. Even so, we cannot make a causal connection between the OTF intervention and improvements in outcomes as there may be other confounders

we did not identify and some that were not feasible to measure, such as changes in caseworker salaries relative to surrounding counties.[7]

There are also several measurement issues to consider. Administrative data provided an objective measure of an output or outcome, but each indicator assesses only one aspect of the output or outcome. For example, for the output "improved understanding of policies by staff," the sites each tracked an administrative indicator measuring the percentage of cases in which an initial custody team decision meeting was held within the specified timeframe. Although the indicator is relevant to improved understanding of policies by staff, it speaks only to one specific policy; moreover, this measure is influenced in part by the court process, so there were some concerns about the validity of the measure. Also, as noted earlier, in Cuyahoga County a practice change – the introduction of AR – essentially changes the definition of maltreatment, and thus the safety measure, and changes in measurement of the outcome can threaten the validity of the analysis (Penfold & Zhang, 2013). Although the analyses did attempt to address this by controlling for the change in proportion of investigative versus non-investigative referrals, it is difficult to disentangle the definitional change from the actual safety outcome. Selection bias could be another threat to validity of the ITS analysis if the composition of the population changed during the study period (Penfold & Zhang, 2013). Based on qualitative data collection, there was no population change identified and thus no adjustments to the model. In Jefferson County, though, key informants noted an increase in the number of referrals, so we controlled for this in modeling outcomes.

Statistically, sufficient power to estimate the regression coefficients requires an adequate number of observations (e.g., Penfold and Zhang, 2013, recommend eight data points before and after the intervention) and an equal distribution of data points before and after (Lopez Bernal, Cummins & Gasparrini, 2017). In this study, the baseline period was four quarters in 2014, so there may not have been sufficient power to detect change in some analyses. And, for the safety analysis, Jefferson County had only four baseline time points and these varied with no clear trend. However, we did find associations in some analyses, and in Cuyahoga County we were able to incorporate additional historical data to achieve sufficient power when needed.

[7]According to qualitative data, before OTF began the county secured raises for caseworkers to be more competitive with surrounding counties. This change was perceived to help attract workers for a short time, but did not last as other counties raised their salaries. While theoretically important, it would be difficult to obtain the correct data to measure caseworker salary relative to surrounding counties over time.

In sum, the analytic models were carefully formed to minimize these threats to validity, but we must interpret findings with caution with the limitations in mind.

C.7 Discussion and Conclusions

Findings from administrative data analysis were shared in the quantitative findings presentation to The Annie E. Casey Foundation on December 13, 2018, and then also with the child welfare leader in separate site-specific meetings in December and January (Appendix F). Findings were triangulated with qualitative and survey data to inform evaluation questions, and these findings and conclusions regarding the OTF initiative are discussed in the main On the Frontline Initiative Evaluation report.

C.8 References

Lopez Bernal, J., Cummins, S., & Gasparrini, A. (2017). Interrupted time series regression for the evaluation of public health interventions: A tutorial. *International Journal of Epidemiology, 46* (1), 348-355. DOI: 10.1093/ije/dyw098.

Penfold, R. B., & Zhang, F. (2013). Use of interrupted time series analysis in evaluating health care quality improvements. *Academic Pediatrics, 13* (6S), S38-S44.

R Core Team. (2017). *R: A language and environment for statistical computing*. Vienna, Austria: R Foundation for Statistical Computing. Available at: https://www.R-project.org/.

Appendix D

OTF Implementation Timeline

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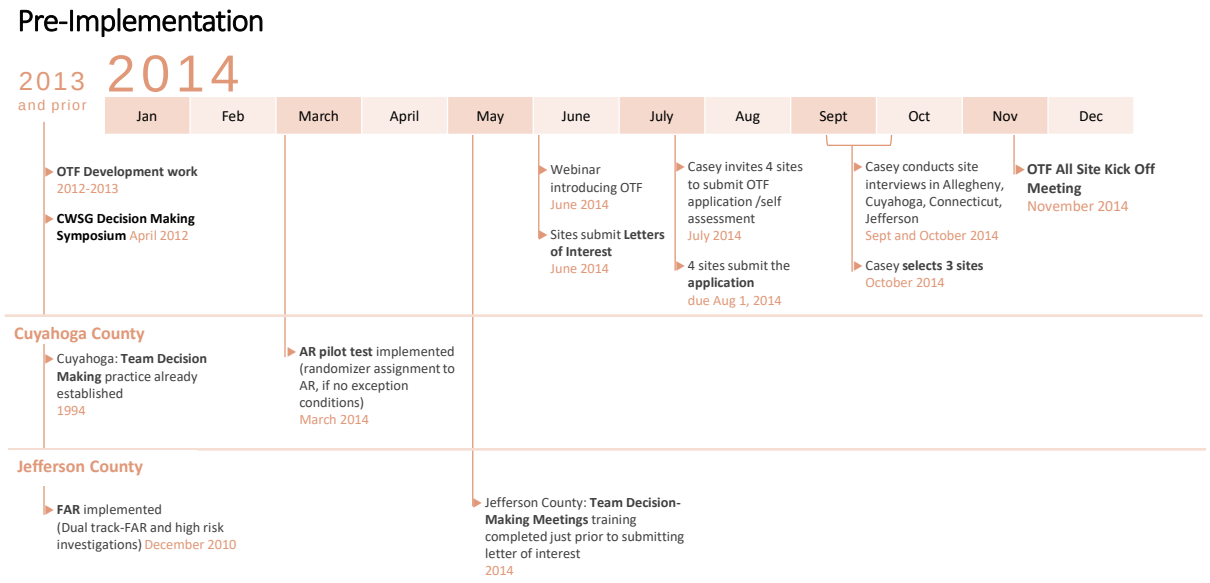
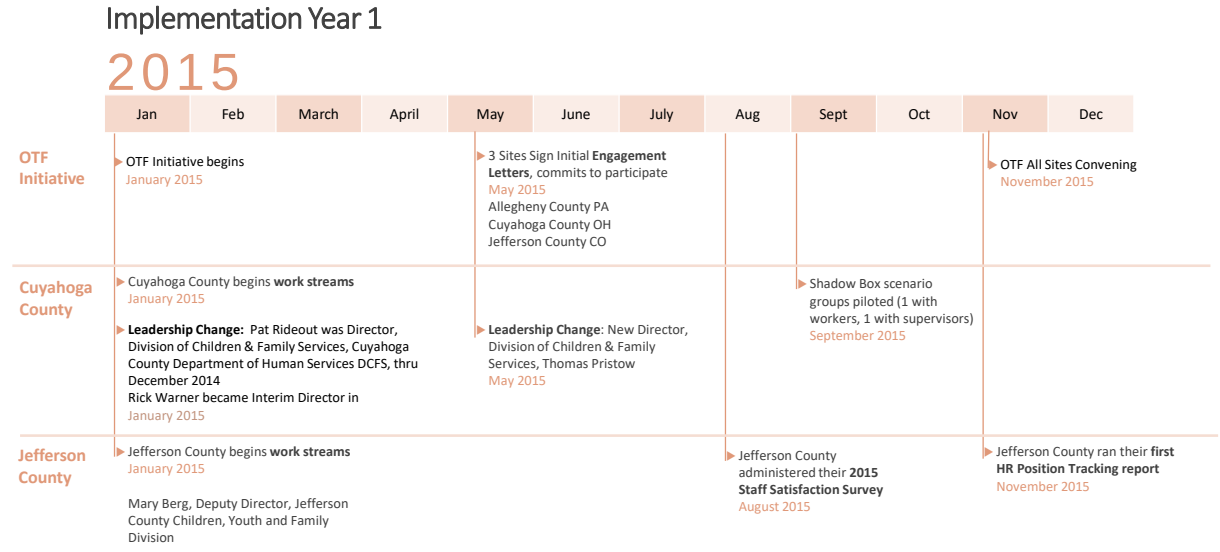
Appendix D
OTF Implementation Timeline

On the Frontline Implementation Timeline





Implementation Year 2

2016

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
OTF Initiative	TA continues 2016		3 Sites Sign **2016 Engagement Letters** March 2016			All sites Shadow Box meeting June 2016				OTF All Sites Convening Oct 2016	Allegheny County PA opts out of OTF November 2016 Shadow box: Trained facilitators in 3 sites, facilitators conducted group sessions Fall 2016	
Cuyahoga County	Cuyahoga County continues **work streams** 2016		**Model shift:** Cuyahoga reorganizes frontline units from Investigations/AR and Ongoing units to Short Term Services (blended caseloads for Inv./AR and potential 90 day service provision period) and Extended Services (only court involved cases-Ct. Ordered Supervision and Custody). Training and reassignments between 2 programs. March 2016				**Behavioral Based Interviewing begins:** First BBI cohort in July 2016		**Leadership change:** Cynthia Weiskittel becomes Director, Child and Family Services; she was Deputy Director, involved in OTF from the beginning. Prior Director Thomas Pristow becomes HHS Director. August 2016			
Jefferson County	Jefferson County continues **work streams** 2016								Jefferson County **2016 Staff Satisfaction Survey** August 2016		Jefferson County **OTF Turnover Project** (Analysis of departure data and interviews b/n Jan 1 and Aug 22, 2016) November 2016-January 2017 Jefferson County adds a fourth work stream: **Organizational Health** 2016	

On the Frontline Implementation Timeline

Implementation Year 3

Implementation Status

2017

2018

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
OTF Initiative	TA continues 2017			2 Sites Sign **2017 Engagement Letters** April 2017							No all site convening in 2017						
Cuyahoga County	Cuyahoga County continues **work streams** 2017		Cuyahoga **combines two work streams:** Systems and Worker Decision Making work streams combined February 2017										Child fatality March 2018 As of May 2018 2 work stream work groups continue TA still active in 2018. Workgroups have not transitioned yet, reorganization occurring with DCFS affecting OTF. ShadowBox implementation for all Short Term Services staff (all levels) to begin April 2018				
Jefferson County	Jefferson County continues **work streams** 2017								Jefferson County **2017 Staff Satisfaction Survey** August 2017				As of May 2018 4 work stream work groups continue TA still active Jefferson County administers **2018 Staff Satisfaction Survey** September 2018				

Appendix E

OTF Instruments

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Date: [Insert Date(s)]

To: [Insert Applicable Focus Group Participants]

From: [Insert Agency Director] and Westat

Subject: Invitation to Participate in a Focus Group [insert time/date]

We want your opinion!

We are seeking volunteers to participate in a focus group of [insert workgroup name/participant criteria here] [insert time/data/location].

Your participation in the focus group will assist us with the evaluation of the On the Frontline initiative, the one sponsored by the Annie E. Casey Foundation.

During the focus group, you will be asked questions about:

- [Participation in workgroup activities- for workgroups only]
- Decision-making
- Supervision
- Retention (worker turnover)
- Workloads
- Agency data
- Accomplishments

Participation is voluntary.

Your perspective will help us better understand the On the Frontline initiative and how it relates to improved decision-making and child safety.

To participate all you have to do is show up at [insert time/data/location]. The focus group will be facilitated by researchers from Westat, a research company in Rockville, MD and will last approximately 90 minutes. Your name will not be associated with any responses and your participation will be kept confidential. If you have any questions about participation, you may contact Bryan Williams at Westat [insert email and phone number]. We hope to see you there!

Date: [Insert Date(s)]

To: [Insert Participant name]

From: [Insert Agency Director] and Westat

Subject: Invitation to Participate in On the Frontline Interview [insert time/date]

Dear [insert name of participant here],

Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from [insert agency name]. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. The Foundation will use the results to inform implementation of On the Frontline in other child welfare agencies.

We are asking you to participate in one of the interviews because of your leadership role in the On the Frontline initiative. The interview will take approximately 60-90 minutes to complete. During the interview, you will be asked about On the Frontline implementation activities such as those related to workgroups and their actions, and other topics such as decision-making, supervision, retention, workloads, agency data, and all accomplishments related to the initiative.

Your participation in this interview is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences.

We would like to schedule your interview at **[insert time/data/location].** Please let us know if you are willing to participate and if the allotted time and date works for you. We look forward to hearing from you.

Sincerely,

Westat research team

Leanne Heaton, Ph.D., LCSW
Kristin Woodruff, Ph.D.
Bryan Williams, M.P.S.

Evaluation summary: Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from [insert agency name]. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

Your role in the evaluation: You have been asked to participate in a focus group that will last for approximately 90 minutes. During the focus group, you will be asked about decision-making, supervision, retention, workloads, agency data, and accomplishments related to the initiative.

Voluntary participation: Your participation in this focus group is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences.

Benefits and risks: The benefit of your participation in this research study is that you will contribute to the development of increased understanding of On the Frontline implementation activities and how they may translate into improved worker decision-making and child safety. Casey will use the results to inform implementation of On the Frontline strategies in other child welfare agencies.

There is minimal risk to your participation in the focus group. With your permission, we will record the focus group so that we capture the information accurately. The audio recordings will be transcribed so that we don't miss the important things that you say. The recording will only be used for transcription purposes and will not be shared with anyone at [insert agency name] or the Annie E. Casey Foundation. The recordings, transcripts, and any notes we have will be stored on Westat's secure servers and will be destroyed after the project is complete.

Privacy and confidentiality: The information you provide during the focus group will be kept confidential. Your contribution will be anonymous and your name will not appear in transcripts or any report that we write. Most data will be summarized and reported in aggregate. However, we may use some individual quotes for illustration but your name will never be associated with the quote. In addition, we ask that you do not repeat any of the information that is shared during the focus group with anyone outside of this group.

Additional information: If you have any questions about this research study, please contact Kristen Woodruff, the manager of the study, at 301-315-5921 or KristenWoodruff@westat.com. If you have questions about your rights and welfare as a research participant, please call the Westat Human Subjects Protections office at 1-888-920-7631. Please leave a message with your full name, the name of the research study that you are calling about (On the Frontline Evaluation), and a phone number beginning with the area code. Someone will return your call as soon as possible. You will receive a copy of this form for your records.

Agreements: Please indicate if you agree to participate in the study and if you give permission to record the focus group, and sign where requested.

☐ Yes, I agree to participate in the focus group and have it audio-recorded.

☐ Yes, I agree to participate in the focus group, but I do not want the focus group to be audio-recorded.

☐ No, I do not agree to participate in the focus group.

_____ _____

Signature Date

_____

Print Name

Evaluation summary: Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from [insert agency name/Casey]. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency and Casey hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

Your role in the evaluation: We are asking you to participate in one of the interviews because of your leadership role in the On the Frontline initiative. The interview will take approximately 60 to 90 minutes to complete. During the interview, you will be asked about On the Frontline [implementation activities such as those related to workgroups and their actions, and other topics such as decision-making, supervision, retention, workloads, agency data, and all accomplishments related to the initiative] OR [developmental/implementation activities].

Voluntary participation: Your participation in this interview is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences.

Benefits and risks: The benefit of your participation in this research study is that you will contribute to the development of increased understanding of On the Frontline implementation activities and how they may translate into improved worker decision-making and child safety. Casey will use the results to inform implementation of On the Frontline strategies in other child welfare agencies.

There is minimal risk to your participation in the interview. With your permission, we will record the interview so that we capture the information accurately. The audio recordings will be transcribed so that we don't miss the important things that you say. The recording will only be used for transcription purposes and will not be shared with anyone at [insert agency name] or Casey. The recordings, transcripts, and any notes we have will be stored on Westat's secure servers and will be destroyed after the project is complete.

Privacy and confidentiality: The information you provide during the interview will be kept confidential. Your contribution will be anonymous and your name will not appear in transcripts or any report that we write. Most data will be summarized and reported in aggregate. However, we may use some individual quotes for illustration but your name will never be associated with the quote.

Additional information: If you have any questions about this research study, please contact Kristen Woodruff, the manager of the study, at 301-315-5921 or KristenWoodruff@westat.com. If you have questions about your rights and welfare as a research participant, please call the Westat Human Subjects Protections office at 1-888-920-7631. Please leave a message with your full name, the name of the research study that you are calling about (On the Frontline Evaluation), and a phone number beginning with the area code. Someone will return your call as soon as possible. You will receive a copy of this form for your records.

Agreements: Please indicate if you agree to participate in the study and if you give permission to record the interview, and sign where requested.

☐ Yes, I agree to participate in the interview and have the interview audio-recorded.

☐ Yes, I agree to participate in the interview, but I do not want the interview to be audio-recorded.

☐ No, I do not agree to participate in the interview.

_____ _____

Signature Date

_____

Print Name

INTRODUCTION

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews with Casey Staff and Consultants to gain important information about the development of the initiative. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes Casey hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary].

The questions we will be asking are broadly focused so if there is a question that you cannot answer, just let us know and we will skip it. Let's get started. Do you have any questions for us before we begin? [Start Recording]

1. Tell us about your role with the On the Frontline initiative. How has it changed over time?

   Probe: In the development phase

   Probe: In the site selection phase

   Probe: Over the last three and half years

2. Tell us about the conceptualization and the development of the On the Frontline initiative.

   Probe: What were reasons Casey decided to focus on decision making?

   Probe: How were the three key strategies developed?

   Probe: Who were the key Casey staff and outside experts involved in developing the three strategies?

3. When On the Frontline was initially conceptualized what were the main goals? How have the goals changed over the last three and a half years? **[EQ2]**

   Probe: How was the idea to focus specifically on 3 workstreams developed? Why was this considered important? What's your current thinking about whether it's important to reform frontline practice by focusing on these three workstreams together?

4. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

5. How were the three original On the Frontline sites selected? **[EQ1]**

   Probe: Was priority given to sites that were involved in other Annie E. Casey initiatives? What about other kinds of child welfare initiatives?

   Probe: Who conducted the initial interviews with the sites?

   Probe: What criteria were used?

   Probe: What the same process used for each site?

6. How have you been involved in the implementation of the three workstreams in each of the three original On the Frontline sites?

   Probe: Specific to each site and workstream

[Interviewer note: There are two aspects based on participant type. 1. The site level: what sites did and how that went. 2. The foundation level: how Casey carried out its role and engaged sites but also coordinated internal resources (consultants, staffing, other TA) and fleshed out an agreed-on approach.]

7. What aspects of implementation of On the Frontline have gone well? [Focus this question towards the participant – at the site- or Foundation-level] **[EQ4]**

   Probe: Specific to each workstream

8. What aspects of implementation of On the Frontline have been challenging? What have been barriers to success? [Focus this question towards the participant – at the site- or Foundation-level] **[EQ4]**

   Probe: Specific to each site and workstream

9. If Casey were to start the On the Frontline process over from the beginning—what would be done differently? **[EQ7]**

10. What is the one thing (can be more than one) you want to know about implementing On the Frontline?

    Probe: Specifically, what question(s) do you want answered from this evaluation?

INTRODUCTION

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews with the Casey Technical Assistance Consultants for each of the selected sites [insert agency names]. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes Casey hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary].

Do you have any questions for us before we begin? [Start Recording]

CLARIFYING THE TIMEFRAME & INVESTIGATION FOCUS

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the participant so they are focused on the last 3.5 years].

Again, please think mostly about the past three and a half years unless specifically responding to questions about the development of On the Frontline and the site selection process. Please look at the timeline to help you remember.

Also, when we use the term "caseworker" or "frontline caseworker," we are referring to caseworkers assigned to "[intake/short term service]" units because of the original focus of On the Frontline. As you answer keep this in mind, but do not limit your responses if they apply to other parts of the site. Also, if there is a question that you cannot answer and/or you think it does not apply to On the Frontline, just let us know and we will skip it. Let's get started.

1. Tell us about your role with the On the Frontline initiative. How has it changed over time?

   Probe: In the development phase

   Probe: In the site selection phase

   Probe: Over the last three and half years

2. Think about the development of the On the Frontline initiative, from your perspective, what were the main goals when it was initially conceptualized? How have the goals changed over the last three and a half years? **[EQ2]**

   Probe: How was the idea to focus specifically on 3 workstreams developed? Why was this considered important? What's your current thinking about whether it's important to reform frontline practice by focusing on these three workstreams together?

3. How were the three original On the Frontline sites selected? **[EQ1]**

   Probe: Was priority given to sites that were involved in other Annie E. Casey initiatives? What about other kinds of child welfare initiatives?

   Probe: Who conducted the initial interviews with the sites?

   Probe: What criteria were used?

   Probe: What the same process used for each site?

4. What staffing resources did the site designate for On the Frontline? What technical resources? Were the right resources put in place, why or why not? Were others needed and if so, what resources? **[EQ1]**

   Probe: Human resources representation?

   Probe: Logistical support in organizing and scheduling group meetings?

   Probe: Administrative support and sanction for On the Frontline as a priority?

5. How were the key child welfare leaders/decision makers at the site involved in On the Frontline? Were any key leaders missing or less supportive? If so, please explain. **[EQ1]**

6. What benefits did the site expect to see as a result of On the Frontline? Have these changed over time? If so, in what ways? **[EQ2]**

7. What benefits did you expect to see in the site as a result of On the Frontline? Have these changed over time? If so, in what ways? **[EQ2]**

8. How were the workstreams implemented in this site? Was one more important than the others? Did this site define the workstreams the same way as the other sites? Why or why not, please explain? **[EQ4]**

   Probe: Were they implemented at the same time or did the site prioritize them?

   Probe: What was the connection between workstreams?

Probe: What is your perspective of the benefit in having the 3 implemented during the same time period?

Probe: [What were the reasons for adding a workstream (Jeff Co)] [What were the reasons for combining workstreams (Cuyahoga)]

9. How did the site go about constructing workgroups to support implementation of the On the Frontline workstreams? How many work groups did it take? Were the right people involved on the workgroups? Were there any roles missing? Which roles were the most important for implementation of the workstreams? What was your role in the workgroups? **[EQ1]**

10. What kinds of activities has the site implemented for On the Frontline? **[EQ3]**

    Probe: Activities by workgroup

11. How has the site changed the way it hires caseworkers since On the Frontline began? What type of staff are they looking for today compared to three and a half years ago? Are they looking for very different characteristics in staff today than they were before? What are the challenges associated with locating and hiring qualified staff? **[EQ3]**

    Probe: What were the original problems they intended to address?

    Probe: How have they expanded recruitment?

    Probe: What kinds of behavioral competencies (Behavioral Based Interviewing) are they looking for?

    Probe: What are main reasons frontline caseworkers leave the site?

    Probe: What is the site's experience with caseworker vacancies? How has this changed over the last three and a half years?

12. In what ways has On the Frontline's efforts influenced/changed or supported training practices? **[EQ3]**

    Probe: Process for [state-mandated training/certification], [training units/Red Team], shadowing, supervisor support, behavioral-based training.

13. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

    Probe: What kinds of behaviors do they demonstrate?

14. What kinds of resources are available in the site to support frontline caseworkers' in their decision making? Are there areas where you think staff need more training or support to inform decision making? **[EQ3]**

    Probe: How are practice standards and behavioral competencies used by frontline caseworkers? What about supervisors? And managers?

    Probe: How is team decision making (TDM) used to support frontline caseworkers? [What about group supervision?]

    Probe: What kinds of coaching opportunities are available to frontline caseworkers?

    Probe: What about a supervision model?

15. What kinds of specific tools/processes did the site generate to inform agency practices because of On the Frontline? **[EQ3]**

    Probe: For top level managers? Supervisors? Frontline caseworkers?

    Probe: How are agency managers/leaders informed of frontline caseworkers' concerns?

    Probe: What about for system decision making [Red Teams/ChildStat]

16. How has the site used data generated from On the Frontline to inform agency practices? **[EQ3]**

    Probe: CQI or QA, [Red Team QA/ChildStat]

    Probe: For top level managers? Supervisors? Frontline caseworkers?

    Probe: What about use of data from the On the Frontline workgroups?

    Probe: Competency surveys

17. How does the agency approach consistency in decision making? How are decisions documented? To what extent has On the Frontline made a difference in decision making? **[EQ5]**

    Probe: [Red Team/ChildStat], Team Decision Making, [Group supervision], etc.

    Probe: Does everyone have to follow the same process or do some supervisors/units do things differently? If differently, how has this been addressed?

18. How are assessments/investigations assigned? How are individual caseworker workloads managed? To what extent has On the Frontline made a difference in these processes? **[EQ5]**

    Probe: Are workloads manageable? Why or why not, please explain.

19. What aspects of implementation of On the Frontline have gone well at this site? **[EQ4]**

    Probe: What successes or outcomes did the agency achieve?

20. What aspects of implementation of On the Frontline have been challenging at this site? What have been barriers to success? **[EQ4]**

    Probe: In the past three and half years, what kinds of agency-specific circumstances limited implementation of On the Frontline?

    Probe: What other initiatives were going on in the agency in the past three and half years and how did this impact implementation of On the Frontline?

    Probe: In the past three and a half years, did anything happen outside of the agency- such as in the community- that affected implementation of On the Frontline?

21. What kinds of assistance did Casey provide to this site during implementation? What kinds of assistance is needed to do this in another site/agency? **[EQ4]**

    Probe: What kind of technical assistance is needed for each phase of implementation of On the Frontline? (readiness, resource allocation, use of new skills/practices, broadening and sustaining skills/practices)

    Probe: What about planning On the Frontline?

    Probe: What kind of training is needed from outside the agency, at least initially, to implement OTF elsewhere? (e.g., behavioral based competency training, shadow box)

    Probe: Any other resources?

22. How would you describe the level of effort the site invested in On the Frontline? Was the level of effort the site put in to implement On the Frontline worth it? Why or why not? **[EQ4]**

23. If the site had to implement On the Frontline again, what would you recommend the site do differently? What would you do differently to support implementation? **[EQ4]**

24. How is the site planning to continue the work they are doing with the On the Frontline implementation strategies? **[EQ7]**

    Probe: Is the site planning to continue these efforts without Casey Technical Assistance/Support?

    Probe: What are the challenges for the site to continue the On the Frontline implementation strategies?

25. What is the one thing you would want another agency to know about implementing On the Frontline? **[EQ7]**

INTRODUCTION

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from [insert agency name]. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, and length of time in agency.

Do you have any questions for us before we begin? [Start Recording]

CLARIFYING THE TIMEFRAME & INVESTIGATION FOCUS

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the participant so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline out to help you remember.

Also, when we use the term "caseworker" or "frontline caseworker," we are referring to caseworkers assigned to "[intake/short term service]" units because of the original focus of On the Frontline. As you answer keep this in mind, but do not limit your responses if they apply to other parts of the agency. Also, if there is a question that you cannot answer, just let us know and we will skip it. Let's get started.

1. Think about your agency's efforts over the last three and a half years with the Annie E. Casey Foundation's On the Frontline initiative – the one that's designed to build a stronger, more stable workforce and strengthen decision making. From your perspective, what are the main goals? **[EQ2]**

2. What staffing resources did your agency designate for On the Frontline? What technical resources? Were the right resources put in place, why or why not? Were others needed and if so, what resources? **[EQ1]**

   Probe: Human resources representation?

   Probe: Logistical support in organizing and scheduling group meetings?

   Probe: Administrative support and sanction for On the Frontline as a priority?

3. How were the key child welfare leaders/decision makers at your agency involved in On the Frontline? Were any key leaders missing or less supportive? If so, please explain. **[EQ1]**

4. What benefits did your agency expect to see as a result of On the Frontline? Have these changed over time? If so, in what ways? **[EQ2]**

5. How were the workstreams implemented? Was one more important than the others? **[EQ4]**

   Probe: Were they implemented at the same time or did your agency prioritize them?

   Probe: What was the connection between workstreams?

   Probe: What is your perspective of the benefit in having the 3 implemented during the same time period?

   Probe: [What were the reasons for adding a workstream (Jeff Co)] [What were the reasons for combining workstream (Cuyahoga)]

6. How did your agency go about constructing workgroups to support implementation of On the Frontline workstreams? How many workgroups did it take? Were the right people involved on the workgroups? Were there any roles missing? Which roles were the most important for implementation of the workstreams? **[EQ1]**

7. What kinds of activities has your agency implemented for On the Frontline? **[EQ3]**

   Probe: Activities by workgroup

8. How has your agency changed the way it hires frontline caseworkers since On the Frontline began? What type of staff are you looking for today compared to three and a half years ago? Are you looking for very different characteristics in staff today than you were before? What are the challenges associated with locating and hiring qualified staff? **[EQ3]**

   Probe: What were the original problems you intended to address?

   Probe: How have you expanded recruitment?

   Probe: What kinds of behavioral competencies (Behavioral Based Interviewing) are you looking for?

   Probe: What are main reasons frontline caseworkers leave the agency?

   Probe: What is your agency's experience with caseworker vacancies? How has this changed over the last three and a half years?

   Probe: What are your plans for sustainability?

9. In what ways has On the Frontline's efforts influenced/changed or supported training practices? **[EQ3]**

   Probe: What has been done to supplement [state-mandated training/certification] as a result of On the Frontline?

10. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

    Probe: What kinds of behaviors do they demonstrate?

11. What kinds of resources are available in your agency to support frontline caseworkers' in their decision making? Are there areas where you think staff need more training or support to inform decision making? **[EQ3]**

    Probe: How are practice standards and behavioral competencies used by frontline caseworkers? What about supervisors? And mangers?

    Probe: How is team decision making (TDM) used to support frontline caseworkers? [What about group supervision?]

    Probe: What kinds of coaching opportunities are available to frontline staff?

    Probe: What about a supervision model?

12. What kinds of specific tools/processes did your agency generate to inform agency practices because of On the Frontline? **[EQ3]**

    Probe: For top level managers? Supervisors? Frontline caseworkers?

    Probe: How are agency managers/leaders informed of frontline caseworkers' concerns?

    Probe: What about for system decision making [Red Teams/ChildStat]

13. How has your agency used data generated from On the Frontline to inform agency practices? **[EQ3]**

    Probe: CQI or QA, [Red Team QA/ChildStat]

    Probe: For top level managers? Supervisors? Frontline caseworkers?

    Probe: What about use of data from the On the Frontline workgroups?

    Probe: Competency surveys?

14. How does the agency approach consistency in decision making? How are decisions documented? To what extent has On the Frontline made a difference? **[EQ5]**

    Probe: [Red Team/ChildStat], Team Decision Making, [Group supervision], etc.

    Probe: Does everyone have to follow the same process or do some supervisors/units do things differently? If differently, how has this been addressed?

15. How are [assessments/investigations] assigned? How are individual caseworker workloads managed? To what extent has On the Frontline made a difference in these processes? **[EQ5]**

    Probe: Are workloads manageable? Why or why not, please explain.

16. What aspects of implementation of On the Frontline have gone well? **[EQ4]**

    Probe: What successes or outcomes did the agency achieve?

17. What aspects of implementation of On the Frontline have been challenging? What have been barriers to success? **[EQ4]**

    Probe: In the past three and a half years, what kinds of agency-specific circumstances limited implementation of On the Frontline?

    Probe: What other initiatives were going on in the agency in the past three and half years and how did this impact implementation of On the Frontline?

    Probe: In the past three and a half years, did anything happen outside of the agency- such as in the community- that affected implementation of On the Frontline?

18. What kinds of assistance did the Annie E. Casey Foundation provide during implementation? What kinds of assistance is needed to do this in another agency? **[EQ4]**

    Probe: What kind of technical assistance is needed for each phase of implementation of On the Frontline? (readiness, resource allocation, use of new skills/practices, broadening and sustaining skills/practices)

    Probe: What about planning On the Frontline?

19. How would you describe the level of effort your agency invested in On the Frontline? Was the level of effort your agency put in to implement On the Frontline worth it? Why or why not? **[EQ4]**

20. If you had to implement On the Frontline again, what would your agency do differently? **[EQ4]**

21. How is your agency planning to continue the work you are doing with the On the Frontline implementation strategies? **[EQ7]**

    Probe: Is your agency planning to continue these efforts without Casey Technical Assistance/Support?

    Probe: What are the challenges for your agency to continue the On the Frontline implementation strategies?

22. What is the one thing you would want another agency to know about implementing On the Frontline? **[EQ7]**

INTRODUCTION [5 minutes]

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from CYF in Jefferson County. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you all are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, length of time with current supervisor, length of time in agency, type of workgroup, length of time participating in workgroup so we can describe the range of staff participating. Do not put your name on the questionnaire so that your answers remain anonymous.

GROUND RULES [2 minutes]

Before we begin, I want to review a few ground rules for our discussion.

1. There are no right or wrong answers in today's discussion. We want to know your honest opinions and experiences.
2. Everyone's participation is important; we want to hear from everybody. Please remember to keep the conversation confidential and do not share what others say outside of this focus group.
3. It is OK to disagree.
4. Please speak up (speak loudly).
5. Please speak one at the time so we can hear all the responses.
6. Please turn off your cell phones or anything else that may make it difficult to concentrate.
7. If at any point you feel uncomfortable with my questions, simply let me know that you prefer not to answer.
8. [If everyone consents] As a reminder, we will be recording your responses. The recording will only be used for transcription purposes and will not be shared.

Do you have any questions for us before we begin? [Start Recording]

INTRODUCTION OF PARTICIPANTS [5 minutes]

I'm here to facilitate and guide our discussion but I mainly want to hear from you, about your experiences and opinions. Before we begin, though, let's introduce ourselves; please tell me your first name; your position here, and how long have you worked in this position?

CLARIFYING THE TIMEFRAME & INVESTIGATION FOCUS [2 minutes]

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the group so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline posted to help you remember.

Also, when we use the term "caseworker" or "frontline worker," we are referring to caseworkers assigned to "intake" units because of the original focus of On the Frontline. As you answer keep this in mind, but do not limit your responses if they apply to other parts of the agency. Let's get started.

OPENING QUESTION [5 minutes]

1. Think about your agency's efforts over the last three and a half years with the Annie E. Casey Foundation's On the Frontline initiative – from your perspective, what is the main goal? **[EQ2]**

   [Have participants write down a few words then have them share with the group]

   Probe: The one that's designed to build a stronger, more stable workforce and strengthen decision making.

KEY QUESTIONS ABOUT IMPLEMENTATION ACTIVITIES [25 minutes]

2. What benefits did your agency expect to see as a result of On the Frontline? Have these changed over time? If so, in what ways? **[EQ2]**

3. What kinds of activities has your agency implemented for On the Frontline? What have been this workgroup's key activities? **[EQ3]**

4. How does your agency recruit and hire frontline caseworkers? What are the challenges associated with locating and hiring qualified caseworkers? What about retaining caseworkers? **[EQ3]**

   Probe: How has this changed over the last three and a half years?

   Probe: What type of caseworkers are you looking for? How have you expanded recruitment?

   Probe: What kinds of behavioral competencies (Behavioral Based Interviewing) are you looking for?

   Probe: What are main reasons frontline caseworkers leave the agency?

   Probe: What is your agency's experience with caseworker vacancies? How has this changed over the last three and a half years?

5. How are new frontline caseworkers trained? In what ways has On the Frontline's efforts influenced/changed or supported training practices? **[EQ3]**

   Probe: Process for [state-mandated training/certification], [training units/Red Team], shadowing, supervisor support, behavioral-based training.

   Probe: What kinds of training topics are covered?

6. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

7. What kinds of resources are available in your agency to support frontline caseworkers' in their decision making? Are there areas where you think staff need more training or support to inform decision making? **[EQ3]**

   Probe: How are practice standards and behavioral competencies used by frontline caseworkers? What about supervisors?

   Probe: How is team decision making (TDM) used to support frontline caseworkers? What about group supervision?

   Probe: What kinds of coaching opportunities are available to frontline staff?

   Probe: What about a supervision model?

8. What kinds of specific tools/processes have been generated from On the Frontline to inform agency practices? **[EQ3]**

   Probe: For top level managers? Supervisors? Frontline caseworkers?

   Probe: How are agency managers/leaders informed of frontline caseworkers' concerns?

   Probe: What about for system decision making – Red Teams

9. How has your agency used data generated from On the Frontline to inform agency practices? **[EQ3]**

   Probe: CQI or QA, Red Team QA

   Probe: For top level managers? Supervisors? Frontline caseworkers?

   Probe: What about use of data from the On the Frontline workgroups?

   Probe: Competency surveys.

KEY QUESTIONS ABOUT EXPECTED OUTPUTS [10 minutes]

10. How does the agency approach consistency in decision making? How are decisions documented? To what extent has On the Frontline made a difference?

    Probe: Red Team, Team Decision Making, Group supervision, etc.

    Probe: Does everyone have to follow the same process or do some supervisors/units do things differently?

11. How are assessments assigned? How are individual caseworker workloads managed? To what extent has On the Frontline made a difference in these processes? **[EQ5]**

    Probe: Are workloads manageable? Why or why not, please explain.

KEY QUESTIONS ABOUT LESSIONS LEARNED [25 minutes]

12. What aspects of implementation of On the Frontline have gone well? What successes or outcomes did the agency achieve? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

13. What aspects of implementation of On the Frontline have been challenging? What have been barriers to success? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

    Probe: In the past 3 years, what kinds of agency-specific circumstances limited implementation of On the Frontline?

    Probe: What other initiatives were going on in the agency in the past three and half years and how did this impact implementation of On the Frontline?

    Probe: In the past 3 years, did anything happen outside of the agency- such as in the community- that affected implementation of On the Frontline?

14. What kinds of assistance did the Annie E. Casey Foundation provide during implementation? What kinds of assistance are needed to do this in another agency? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

15. How would you describe the level of effort your agency invested in On the Frontline? Was the level of effort your agency put in to implement On the Frontline worth it? Why or why not? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

16. If you had to implement On the Frontline again, what would your agency do differently? What about your workgroup? **[EQ4]**

17. How is your agency planning to continue the work you are doing in this workgroup [name workgroup here]? What about other On the Frontline implementation strategies? **[EQ7]**

    Probe: Is your agency planning to continue these efforts without Annie E. Casey Technical Assistance/Support?

    Probe: What are the challenges for your agency to continue the On the Frontline implementation strategies?

CLOSING QUESTION [5 minutes]

18. What is the one thing you would want another agency to know about implementing On the Frontline? **[EQ7]**

[Ask for someone to volunteer to go first then go around the room clockwise until all persons have answered]

We've come to the end of the focus group. Thank you so much for your time today. The information you provided will be an important part of our evaluation.

INTRODUCTION [5 minutes]

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from CYF in Jefferson County. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

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[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, length of time with current supervisor, length of time in agency so we can describe the range of staff participating. Do not put your name on the questionnaire so that your answers remain anonymous.

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3. It is OK to disagree.
4. Please speak up (speak loudly).
5. Please speak one at the time so we can hear all the responses.
6. Please turn off your cell phones or anything else that may make it difficult to concentrate.
7. If at any point you feel uncomfortable with my questions, simply let me know that you prefer not to answer.
8. [If everyone consents] As a reminder, we will be recording your responses. The recording will only be used for transcription purposes and will not be shared.

Do you have any questions for us before we begin? [Start Recording]

INTRODUCTION OF PARTICIPANTS [5 minutes]

I'm here to facilitate and guide our discussion but I mainly want to hear from you, about your experiences and opinions. Before we begin, though, let's introduce ourselves; please tell me your first name; your position here, and how long have you worked in this position?

CLARIFYING THE TIMEFRAME [2 minutes]

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years. It is ok if you have not been employed at CYF during this entire time, think only about the time during this period that applies to you.

[Show a timeline with key events over the past 3.5 years. Note the key events for the group so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline posted to help you remember. Let's get started.

OPENING QUESTION [5 minutes]

1. Think about your agency's efforts over the last three and a half years with the Annie E. Casey Foundation's On the Frontline initiative – from your perspective, what is the main goal? **[EQ2]**

   [Have participants write down a few words then have them share with the group]

   Probe: The one that's designed to build a stronger, more stable workforce and strengthen decision making.

KEY QUESTIONS ABOUT DECISION MAKING [20 minutes]

Now I'd like to ask you about casework decision making and supervision.

2. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

3. What kinds of assessment/case decisions or recommendations are you responsible for in your position? How do you make decisions about assessments? In what ways does your supervisor support or **guide** your recommendations or decisions? **[EQ3]**

   Probe: High Risk Assessments and Family Assessment Response

   Probe: Assessing risk & safety, substantiation, referral to services, placement

4. What opportunities or resources are available to help you improve your decision-making skills? **[EQ3]**

   Probe: Group supervision, coaching, Red Team, Team Decision Making, Family Engagement Meetings, data, information, history about the case

   Probe: Would you consider individual supervision one of these opportunities? Why or why not?

5. What kinds of topics do you discuss in supervision with your supervisor? Are you coached in specific practice behaviors such as building trust, communication, conflict management, problem-solving etc.? **[EQ3]**

   Probe: Do you review your individual cases?

   Probe: In what ways is supervision helpful in assessment and decision making? In what ways could it be improved?

KEY QUESTIONS ABOUT WORKFORCE [20 minutes]

Now I'd like to ask you about training and caseworker retention.

6. What kinds of training have you received related to decision-making? **[EQ3]**

7. How are new caseworkers trained? How well are new caseworkers prepared for their job? **[EQ3]**

   Probe: Process for certification, shadowing, supervisor support

8. What are the reasons caseworkers stay in their positions? What are the challenges to remaining in their positions? What about in your unit – do caseworkers stay in their positions or is there a lot of turnover? Please expand on your answer. What are the challenges when caseworkers leave your unit? **[EQ3]**

KEY QUESTIONS ABOUT SYSTEM DECISION MAKING AND WORKLOADS [20 minutes]

Now I'd like to ask about how data is used and how workloads are distributed.

9. What types of data do you have access to? How do you use it? How does your agency use data? **[EQ3]**

   Probe: TRAILS, CAT; criminal records: city, county, state, and federal, person locator database, Juvenile Court records, police reports, school records, mental health services, and benefits?

10. In what ways can caseworkers share feedback and/or concerns with managers/agency leaders? **[EQ3]**

    Probe: Concerns about their work, their workload, and other work-related matters

    Probe: Is there a formal process?

11. How are assessments assigned? How are workloads managed in your agency? How manageable are caseloads? How prevalent are overdue assessments? What are the reasons for assessments being closed beyond 60 days? **[EQ5]**

    Probes: How many new cases do you get per month? What's your average case load?

12. How does the agency approach consistency in decision making? How are decisions documented? **[EQ5]**

    Probe: Red Team, Team Decision Making, Family Engagement Meetings

CLOSING QUESTION [5 minutes]

13. What is the one thing you want your agency leaders to know about the On the Frontline initiative and efforts to do this work in your agency? **[EQ7]**

[Ask for someone to volunteer to go first then go around the room clockwise until all persons have answered]

We've come to the end of the focus group. Thank you so much for your time today. The information you provided will be an important part of our evaluation.

INTRODUCTION [5 minutes]

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from Cuyahoga County DCFS. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you all are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, length of time with current supervisor, length of time in agency, type of workgroup, length of time participating in workgroup, and office location so we can describe the range of staff participating. Do not put your name on the questionnaire so that your answers remain anonymous.

GROUND RULES [2 minutes]

Before we begin, I want to review a few ground rules for our discussion.

1. There are no right or wrong answers in today's discussion. We want to know your honest opinions and experiences.
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3. It is OK to disagree.
4. Please speak up (speak loudly).
5. Please speak one at the time so we can hear all the responses.
6. Please turn off your cell phones or anything else that may make it difficult to concentrate.
7. If at any point you feel uncomfortable with my questions, simply let me know that you prefer not to answer.
8. [If everyone consents] As a reminder, we will be recording your responses. The recording will only be used for transcription purposes and will not be shared.

Do you have any questions for us before we begin? [Start Recording]

INTRODUCTION OF PARTICIPANTS [5 minutes]

I'm here to facilitate and guide our discussion but I mainly want to hear from you, about your experiences and opinions. Before we begin, though, let's introduce ourselves; please tell me your first name; your position here, and how long have you worked in this position?

CLARIFYING THE TIMEFRAME & INVESTIGATION FOCUS [2 minutes]

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the group so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline posted to help you remember.

Also, when we use the term "caseworker" or "frontline worker," we are referring to caseworkers assigned to "short term service" units because of the original focus of On the Frontline. As you answer keep this in mind, but do not limit your responses if they apply to other parts of the agency. Let's get started.

OPENING QUESTION [5 minutes]

1. Think about your agency's efforts over the last three and a half years with Annie E. Casey's On the Frontline initiative – the one that's designed to build a stronger, more stable workforce and strengthen decision making. From your perspective, what is the main goal? **[EQ2]**

   [Have participants write down a few words then have them share with the group]

KEY QUESTIONS ABOUT IMPLEMENTATION ACTIVITIES [25 minutes]

2. What benefits did your agency expect to see as a result of On the Frontline? Have these changed over time? If so, in what ways? **[EQ2]**

3. What kinds of activities has your agency implemented for On the Frontline? What have been this workgroup's key activities? **[EQ3]**

4. How does your agency recruit and hire frontline caseworkers? What are the challenges associated with locating and hiring qualified caseworkers? What about retaining caseworkers? **[EQ3]**

   Probe: How has this changed over the last three and a half years?

   Probe: What type of caseworkers are you looking for? How have you expanded recruitment?

   Probe: What kinds of behavioral competencies (Behavioral Based Interviewing) are you looking for?

   Probe: What are main reasons frontline caseworkers leave the agency?

   Probe: What is your agency's experience with caseworker vacancies? How has this changed over the last three and a half years?

5. How are new frontline caseworkers trained? In what ways has On the Frontline's efforts influenced/changed or supported training practices? **[EQ3]**

   Probe: Process for [state-mandated training certification], [training units], shadowing, supervisor support, behavioral interview training.

   Probe: What kinds of training topics are covered?

   Probe: What training was specifically the result of On the Frontline?

6. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

7. What kinds of resources are available in your agency to support frontline caseworkers' in their decision making? Are there areas where you think staff need more training or support to inform decision making? **[EQ3]**

   Probe: How are practice standards and behavioral competencies used by frontline caseworkers? What about supervisors?

   Probe: How is team decision making (TDM) used to support frontline caseworkers? What about CAPMIS?

   Probe: What kinds of coaching opportunities are available to frontline staff?

   Probe: What about a supervision model?

8. What kinds of specific tools/processes have been generated from On the Frontline to inform agency practices? **[EQ3]**

   Probe: Worker tool on tablets?

   Probe: For top level managers? Supervisors? Frontline caseworkers?

   Probe: How are agency managers/leaders informed of frontline caseworkers' concerns?

9. How has your agency used data generated from On the Frontline to inform agency practices? **[EQ3]**

   Probe: Child Stat

   Probe: For top level managers? Supervisors? Frontline caseworkers?

   Probe: What about use of data from the On the Frontline workgroups?

   Probe: Competency surveys.

KEY QUESTIONS ABOUT EXPECTED OUTPUTS [10 minutes]

10. How does the agency approach consistency in decision making? How are decisions documented? To what extent has On the Frontline made a difference?

    Probe: Team Decision Making, etc.

    Probe: Does everyone have to follow the same process or do some supervisors/units do things differently?

11. How are assessment/investigations assigned? How are individual caseworker workloads managed? To what extent has On the Frontline made a difference in these processes? **[EQ5]**

KEY QUESTIONS ABOUT LESSIONS LEARNED [25 minutes]

12. What aspects of implementation of On the Frontline have gone well? What successes or outcomes did the agency achieve? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

13. What aspects of implementation of On the Frontline have been challenging? What have been barriers to success? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

    Probe: In the past 3 years, what kinds of agency-specific circumstances limited implementation of On the Frontline?

    Probe: What other initiatives were going on in the agency in the past three and half years and how did this impact implementation of On the Frontline?

    Probe: In the past 3 years, did anything happen outside of the agency- such as in the community- that affected implementation of On the Frontline?

14. What kinds of assistance did the Annie E. Casey Foundation provide during implementation? What kinds of assistance are needed to do this in another agency? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

15. How would you describe the level of effort your agency invested in On the Frontline? Was the level of effort your agency put in to implement On the Frontline worth it? Why or why not? **[EQ4]**

    Probe: Specifically as it relates to [name workgroup here]

16. If you had to implement On the Frontline again, what would your agency do differently? What about your workgroup? **[EQ4]**

17. How is your agency planning to continue the work you are doing in this workgroup [name workgroup here]? What about other On the Frontline implementation strategies? **[EQ7]**

    Probe: Is your agency planning to continue these efforts without Casey Technical Assistance/Support?

    Probe: What are the challenges for your agency to continue the On the Frontline implementation strategies?

CLOSING QUESTION [5 minutes]

18. What is the one thing you would want another agency to know about implementing On the Frontline? **[EQ7]**

[Ask for someone to volunteer to go first then go around the room clockwise until all persons have answered]

We've come to the end of the focus group. Thank you so much for your time today. The information you provided will be an important part of our evaluation.

INTRODUCTION [5 minutes]

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from Cuyahoga County DCFS. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

[Hand out consent form]. I'd like to review the consent information with you now to make sure you all are aware of the study and procedures we will follow before you participate.

[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, length of time in agency, number of staff you supervise and number of these that are short term service caseworkers, and office location so we can describe the range of staff participating. Do not put your name on the questionnaire so that your answers remain anonymous.

GROUND RULES [2 minutes]

Before we begin, I want to review a few ground rules for our discussion.

1. There are no right or wrong answers in today's discussion. We want to know your honest opinions and experiences.
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INTRODUCTION OF PARTICIPANTS [5 minutes]

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CLARIFYING THE TIMEFRAME [2 minutes]

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the group so they are focused on the last 3.5 years].

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OPENING QUESTION [5 minutes]

1. Tell us about your agency's efforts over the last three and a half years to build a stronger, more stable workforce and to strengthen decision making. What do you know about it? From your perspective, what is the main goal? **[EQ2]**

   [Have participants write down a few words then have them share with the group]

KEY QUESTIONS ABOUT DECISION MAKING [20 minutes]

Now I'd like to ask you about casework decision making and supervision.

2. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

3. What kinds of cases are you responsible for in your position? What is your role in decision-making on cases? How do you evaluate your worker's decisions? How do you support their decisions? **[EQ3]**

4. What resources are available to help you supervise and guide your caseworkers' decisions about their cases? Are the resources enough? If not, what kinds of resources do you need to help inform your decisions? **[EQ3]**

   Probe: Team Decision Making, CAPMIS, data, information, history about the case

5. What opportunities are available to help you improve your supervisory skills? **[EQ3]**

   Probe: What kinds of guidance and/or training/ tools do you receive to support supervision with your caseworkers?

6. How do you structure your supervision? What kinds of topics do you discuss in supervision with your caseworkers? What kinds of coaching strategies do you use? **[EQ3]**

   Probe: Do you review individual cases?

   Probe: Coaching in specific practice behaviors such as building trust, communication, conflict management, problem-solving etc.?

KEY QUESTIONS ABOUT WORKFORCE [20 minutes]

Now I'd like to ask you about training and caseworker retention.

7. What kinds of training have your caseworkers received related to decision-making? What other kinds are trainings are needed to assist your caseworkers in decision-making? **[EQ3]**

   Probe: Training units

8. What kinds of training have you received related to supervising, coaching and/or hiring caseworkers? **[EQ3]**

9. How are new caseworkers trained? How well are new caseworkers prepared for their job? **[EQ3]**

   Probe: Process for state-mandated training, training units, shadowing, supervisor support.

10. How are caseworkers hired? What is your role in hiring? **[EQ3]**

    Probe: How is consistency maintained in the hiring process?

    Probe: How are new candidates rated?

11. What are the reasons caseworkers stay in their positions? What are the challenges to remaining in their positions? **[EQ3]**

KEY QUESTIONS ABOUT SYSTEM DECISION MAKING AND WORKLOADS [20 minutes]

Now I'd like to ask about how data is used, how workloads are distributed, and how agency decision are made.

12. How does your agency use data? What types of data do you have access to? How do you and your caseworkers use it? What kinds of data systems do you and/or other supervisors/managers have access to that are not accessible to frontline caseworkers? **[EQ3]**

    Probe: OH's SACWIS, criminal records: city, county, state, and federal, Accurint (person locator database), and ICase (Juvenile Court records), police reports, school records, mental health services, and financial benefits (e.g. TANF, SSI, SSDI, etc.).

13. How are assessments/investigations assigned? How is the workload managed in your agency? How do you manage the caseloads in your unit? How manageable are your caseworkers' caseloads? How prevalent are overdue cases? What are the reasons for overdue cases? **[EQ5]**

    Probe: How do you ensure caseworkers can manage their individual cases?

    Probe: How many new cases do they get per month? What's their average caseload? How has this changed over the last three and a half years?

    Probe: What is your experience with caseworker vacancies in your unit? What are the challenges for your unit due to these vacancies?

14. In what ways can your caseworkers share feedback and/or concerns with you? What about with managers/agency leaders? **[EQ3]**

    Probe: Concerns about their work, their workload, and other work-related matters

    Probe: Is there a formal process?

15. How does the agency approach consistency in decision-making? How are decisions documented? **[EQ5]**

    Probe: Team Decision Making, CAPMIS, ChildStat

CLOSING QUESTION [5 minutes]

16. What is the one thing you want your agency leaders to know about efforts to build a stronger, stable workforce and to strengthen decision making? **[EQ7]**

[Ask for someone to volunteer to go first then go around the room clockwise until all persons have answered]

We've come to the end of the focus group. Thank you so much for your time today. The information you provided will be an important part of our evaluation.

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CLARIFYING THE TIMEFRAME [2 minutes]

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years. It is ok if you have not been employed at CCDCFS during this entire time, think only about the time during this period that applies to you.

[Show a timeline with key events over the past 3.5 years. Note the key events for the group so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline posted to help you remember. Let's get started.

OPENING QUESTION [5 minutes]

1. Tell us about your agency's efforts over the last three and a half years to build a stronger, more stable workforce and to strengthen decision making. What do you know about it? From your perspective, what is the main goal? **[EQ2]**

   [Have participants write down a few words then have them share with the group]

KEY QUESTIONS ABOUT DECISION MAKING [20 minutes]

Now I'd like to ask you about casework decision making and supervision.

2. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

3. What kinds of case decisions or recommendations are you responsible for in your position? How do you make decisions about cases? In what ways does your supervisor support or **guide** your recommendations or decisions? **[EQ3]**

   Probe: Assessments and Investigations

   Probe: Assessing risk & safety, substantiation, referral to services, placement

4. What opportunities or resources are available to help you improve your decision-making skills? **[EQ3]**

   Probe: Team Decision Making, CAPMIS, data, information, history about the case

   Probe: Would you consider individual supervision one of these opportunities? Why or why not?

5. What kinds of topics do you discuss in supervision with your supervisor? Are you coached in specific practice behaviors such as building trust, communication, conflict management, problem-solving etc.? **[EQ3]**

   Probe: Do you review your individual cases?

   Probe: In what ways is supervision helpful in assessment and decision making? In what ways could it be improved?

KEY QUESTIONS ABOUT WORKFORCE [20 minutes]

Now I'd like to ask you about training and caseworker retention.

6. What kinds of training have you received related to decision-making? **[EQ3]**

   Probe: Training units

7. How are new caseworkers trained? How well are new caseworkers prepared for their job? **[EQ3]**

   Probe: Process for state-mandated training, training units, shadowing, supervisor support.

8. What are the reasons caseworkers stay in their positions? What are the challenges to remaining in their positions? What about in your unit – do caseworkers stay in their positions or is there a lot of turnover? Please expand on your answer. What are the challenges when caseworkers leave your unit? **[EQ3]**

KEY QUESTIONS ABOUT SYSTEM DECISION MAKING AND WORKLOADS [20 minutes]

Now I'd like to ask about how data is used and how workloads are distributed.

9. What types of data do you have access to? How do you use it? How does your agency use data? **[EQ3]**

   Probe: OH's SACWIS; criminal records: city, county, state, and federal, Accurint (person locator database), and ICase (Juvenile Court records), police reports, school records, mental health, and benefits

10. In what ways can caseworkers share feedback and/or concerns with managers/agency leaders? **[EQ3]**

    Probe: Concerns about their work, their workload, and other work-related matters

    Probe: Is there a formal process?

11. How are assessments/investigations assigned? How are workloads managed in your agency? How manageable are caseloads? How prevalent are overdue cases? What are the reasons for overdue cases? **[EQ5]**

    Probes: How many new cases do you get per month? What's your average case load?

12. How does the agency approach consistency in decision making? How are decisions documented? **[EQ5]**

    Probe: Team Decision Making, CAPMIS

CLOSING QUESTION [5 minutes]

13. What is the one thing you want your agency leaders to know about efforts to build a stronger, stable workforce and to strengthen decision making? **[EQ7]**

[Ask for someone to volunteer to go first then go around the room clockwise until all persons have answered]

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INTRODUCTION

Thank you very much for agreeing to meet with us today. I'm _____ and this is _____ and _____ from Westat, a Research Company based in Rockville, Maryland. We are collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline (OTF) initiative. As part of the evaluation we are conducting interviews and focus groups with staff from [insert agency name]. We are speaking to you because of your role as a county attorney representing a broad range of [intake/short term services] caseworkers and their cases and are interested in your perspective on their decision-making. The information we obtain will help us better understand OTF implementation efforts and how they relate to improved caseworker decision-making and child safety. Casey will also use the results to inform implementation of On the Frontline in other child welfare agencies.

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[Read consent and have them sign, if they agree to participate. Participation is voluntary]. We also have a brief questionnaire that includes a few questions about your current position, length of time in position, and length of time in agency.

Do you have any questions for us before we begin? [Start Recording]

CLARIFYING THE TIMEFRAME & INVESTIGATION FOCUS

As you answer the questions, think about the time period of January 2015 until now- the last three and a half years.

[Show a timeline with key events over the past 3.5 years. Note the key events for the participant so they are focused on the last 3.5 years].

Again, please think about the past three and a half years only as you respond. We will leave the timeline out to help you remember.

Also, when we use the term "caseworker" or "frontline caseworker," we are referring to caseworkers assigned to "[intake/short term service]" units because of the original focus of On the Frontline. As you answer keep this in mind, but do not limit your responses if they apply to other parts of the agency. Also, if there is a question that you cannot answer, just let us know and we will skip it. Let's get started.

1. Tell us about the structure of the County Attorney's office and how it fits together organizationally with [CYF's/DCFS]? Tell us about your day-to-day involvement with agency staff?

   Probe: Agency leaders/managers, supervisors, frontline caseworkers?

Probe: Do you report directly to the [CYF's/DCFS] agency director or is there some other organizational management structure in place?

2. Tell us about [CYF's/DCFS's] efforts over the last three and a half years to build a stronger, more stable workforce and to strengthen decision making. What do you know about it? From your perspective, what is the main goal? **[EQ2]**

   Probe: If they cannot provide an answer or do not know what this question is about, ask "do you know anything about the agency's efforts to reduce caseworker turnover and/or improve caseworkers' decision-making and/or improve the way systemic decisions and changes are made?"

3. What kinds of [case/assessment] decisions or recommendations are frontline caseworkers responsible for in their position? How do they make decisions about cases/assessments? How well are new caseworkers prepared for their job? **[EQ3]**

   Probe: Is there consistency in decision-making? Why or why not, please explain further.

   Probe: In what ways has decision-making changed over the last three and half years?

4. How do frontline caseworkers prepare a case for court? What is your role in helping them prepare a case for court? How does frontline caseworker decision-making impact the court process? What about your ability to do your job? **[EQ5]**

   Probe: In what ways has the court process changed over the last three and half years?

5. From your perspective, what is quality decision-making by frontline caseworkers? **[EQ2]**

   Probe: What kinds of behaviors do they demonstrate?

6. What kinds of resources are available in the agency to support frontline caseworkers' in their decision making? In what ways do their supervisors support or guide their recommendations or decisions? Are there areas where you think staff need more training or support to inform decision making? **[EQ3]**

   Probe: How is team decision making (TDM) used to support frontline caseworkers? [What about group supervision?]

7. What do you think about frontline caseworker vacancies in the agency? What are the challenges for the agency due to these vacancies? **[EQ5]**

Probe: Do frontline caseworkers stay in their positions or is there a lot of turnover?

Probe: Are caseloads manageable? If yes or no, please explain.

Probe: How has this changed over the last three and a half years?

8. What types of data do frontline caseworkers have access to? How do they use it? What about their supervisors? And managers? **[EQ3]**

   Probe: [CQI or QA, Red Team QA or ChildStat]

9. How can the County Attorney's office share feedback and/or concerns with managers/agency leaders about frontline caseworkers' decision making? **[EQ3]**

   Probe: Concerns about their work, their workload, and other work-related matters

   Probe: How does the County Attorney's office share feedback and/or concerns? Is there a formal process?

   Probe: Do you attend management meetings?

10. What is the one thing you want agency leaders to know about their efforts to build a stronger, more stable workforce and strengthen decision making? **[EQ7]**

    Probe: If they cannot provide an answer or do not know what this question is about, ask "do you know anything about the agency's efforts to reduce caseworker turnover and/or improve caseworkers' decision-making and/or improve the way systemic decisions and changes are made?"

1. What is your job title? *Please choose only <u>one</u> of the following:*

a. Associate Director/Program Manager
b. Supervisor
c. Lead Caseworker
d. Caseworker
e. Associate Caseworker
f. Support Staff
g. Visitation Facilitator
h. Other (please write in) _____

2. In what program area do you work? *Please choose only one of the following:*

a. Intake
b. Permanency
c. Specialized Services
d. Support Staff
e. Division as a whole
f. Other (please write in) _____

3. How long have you worked in your current position?

_____ # of years and _____ # of months

4. How long have you been with your current supervisor?

_____ # of years and _____ # of months

5. How long have you worked at CYF?

_____ # of years and _____ # of months

6. Which OTF workgroups have you participated in? (Check all that apply.)

Workforce

Worker Decision Making

System/Agency Decision Making

Organizational Health

7. How long have you participated in the [insert name of current workgroup]?

_____ # of years and _____ # of months

1. What is your job title? *Please choose only <u>one</u> of the following:*

a. Director/Deputy Director
b. Senior Supervisor
c. Supervisor
d. Caseworker
e. Support Staff
f. Case Review Facilitator
g. Other (please write in) _____

2. In what program area do you work? *Please choose only one of the following:*

a. Short term services
b. Extended services
c. Other Services
d. Support Staff
e. Division as a whole
f. Other (please write in) _____

3. How long have you worked in your current position?

_____ # of years and _____ # of months

4. How long have you been with your current supervisor?

_____ # of years and _____ # of months

5. How long have you worked at CCDCFS?

_____ # of years and _____ # of months

6. Which OTF workgroups have you participated in? (Check all that apply.)

Workforce

Worker Decision Making

System/Agency Decision Making

7. How long have you participated in the [insert name of current workgroup]?

_____ # of years and _____ # of months

Jefferson County Children, Youth, Families & Adult Protection Division
2018 Employee Satisfaction Survey

As part of the Children Thrive in Families and Adults Thrive in Communities Workforce Planning and Development Initiative, initially started with Annie E. Casey as On the Frontline, we are asking all CYFAP staff to complete an anonymous survey on several important issues. The categories include:

- Demographic Information
- General Job Satisfaction
- Supervision and Performance Management
- Organizational Culture
- Training and Professional Development
- Workplace Safety
- Hiring
- Retention

All responses and comments are being received through Lime survey and will remain confidential. No identifying information will be associated with the responses.

The survey should take approximately 5 minutes to complete. We appreciate your contribution to this effort, value your input, and thank you for your time. This information will assist us in assessing our organizational culture to aid in both retention and addressing organizational secondary trauma. A number of changes have been made in our organization over the past few years as a result of the information shared in this survey.

The Annie E. Casey Foundation is also using this fourth year of On the Frontline Workforce Planning and Development Initiative to evaluate this initiative. The final part of the evaluation includes responses from this survey and some additional questions added to the end of this survey. Participation is voluntary, but integral to the success of this survey and the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences.

Demographic Information

1. What is your job title?

☐ Associate Director/Program Manager
☐ Supervisor
☐ Lead Caseworker
☐ Caseworker
☐ Associate Caseworker
☐ Support Staff/Visitation Facilitator

2. In what program area do you work?

☐ Intake
☐ Permanency
☐ Specialized Services
☐ Support Staff
☐ Adult Protection

3. How long have you worked at JCDCYFAP?

- ☐ 0 - 6 months
- ☐ 7 months – 11 months
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4 - 5 years
- ☐ 6 - 10 years
- ☐ 11 - 15 years
- ☐ 16 - 20 years
- ☐ 21 - 25 years
- ☐ More than 25 years

4. How long have you worked in the field of child welfare?

- ☐ 0-6 Months
- ☐ 7 months – 11 months
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ 21-25 years
- ☐ More than 25 years

5. What is your age?

- ☐ 18-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60+
- ☐ Prefer not to answer

5. General Job Satisfaction

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I am satisfied with my job.	☐	☐	☐	☐	☐
I am satisfied with my pay.	☐	☐	☐	☐	☐
I am satisfied with the county benefits offered to me.	☐	☐	☐	☐	☐
I have the proper equipment and supplies to do my job well.	☐	☐	☐	☐	☐
My co-workers help me get the job done.	☐	☐	☐	☐	☐
My current workload is achievable within a 40 hour work week?	☐	☐	☐	☐	☐
I feel that I am making a positive impact in a family's life.	☐	☐	☐	☐	☐

6. Please add any comments and/or suggestions you may have about general job satisfaction:

7. Supervision and Performance Management

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My direct supervisor sets clear job performance expectations.	☐	☐	☐	☐	☐
My direct supervisor provides useful coaching and feedback on my work.	☐	☐	☐	☐	☐
My direct supervisor assigns work fairly to all employees.	☐	☐	☐	☐	☐
I participate in group supervision weekly.	☐	☐	☐	☐	☐
My direct supervisor facilitates group supervision well.	☐	☐	☐	☐	☐
Group supervision is beneficial to my work and professional development.	☐	☐	☐	☐	☐
If I get direction from another supervisor, the direction is similar to what I would receive from my direct supervisor.	☐	☐	☐	☐	☐
The supervisors in my section have consistent expectations.	☐	☐	☐	☐	☐
My job description accurately reflects the duties I actually perform.	☐	☐	☐	☐	☐
I have adequate opportunities to provide input on my performance plan, goals, and evaluation.	☐	☐	☐	☐	☐
My last performance review recognized my achievements and helped me identify areas where I need to improve.	☐	☐	☐	☐	☐
My direct supervisor holds everyone accountable to the same performance and conduct standards.	☐	☐	☐	☐	☐
My direct supervisor maintains high standards of performance in his/her own work.	☐	☐	☐	☐	☐
My direct supervisor cares about me as an individual.	☐	☐	☐	☐	☐
My direct supervisor encourages and supports me to maintain a health work/life balance.	☐	☐	☐	☐	☐
Self-care and my self-care plan are regular topics of conversation in supervision.	☐	☐	☐	☐	☐
My direct supervisor assists me in my professional career development.	☐	☐	☐	☐	☐

8. Please add any comments and/or suggestions you may have about Supervision and Performance Management:

_____

_____

_____

9. Organizational Culture

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I receive recognition for my work when I deserve it.	☐	☐	☐	☐	☐
The Division values my ideas on work-related areas.	☐	☐	☐	☐	☐
Discrimination is not tolerated at my workplace.	☐	☐	☐	☐	☐
I understand the practice model (the tree) as it relates to my job.	☐	☐	☐	☐	☐
Communication is reciprocal and allows for staff feedback.	☐	☐	☐	☐	☐
JCDCYFAP has an effective system in place for communicating important information to staff.	☐	☐	☐	☐	☐
CYFAP Management Team show care and concern for employees.	☐	☐	☐	☐	☐
There is strong teamwork in my workplace.	☐	☐	☐	☐	☐
Overall, staff act professionally and model appropriate behavior.	☐	☐	☐	☐	☐
There are opportunities for professional growth within JDCYFAP.	☐	☐	☐	☐	☐
I would recommend JCDCYFAP to others as a good place to work.	☐	☐	☐	☐	☐
JCDCYFAP is an inclusive community that welcomes all people.	☐	☐	☐	☐	☐
JCDCYFAP promotes work resiliency in an effort to promote self-care and positive morale in the work place.	☐	☐	☐	☐	☐

10. Please add any comments and/or suggestions you may have about Organizational Culture.

_____

_____

_____

Training and Professional Development

11. I am made aware of training opportunities through (check all that apply):

☐ JCDCYFAP Training Update
☐ Human Resources Department Training
☐ Other email
☐ Child Welfare Training System Website
☐ Regional Postings
☐ My Supervisor
☐ Other, please specify: _____

12. Training and Professional Development

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I have been provided with the training I need to be successful in my work.	☐	☐	☐	☐	☐
I am routinely informed of current training opportunities.	☐	☐	☐	☐	☐
My requests to attend training are supported by my supervisor and the Division.	☐	☐	☐	☐	☐
JCDCYFAP encourages participation in educational and professional development opportunities.	☐	☐	☐	☐	☐
I am given sufficient guidance and/or training to help me along my career path.	☐	☐	☐	☐	☐
JCDCYFAP offers quality training and professional development opportunities.	☐	☐	☐	☐	☐
I understand the tools and techniques of Partnering for Safety (PFS).	☐	☐	☐	☐	☐
I feel competent in my knowledge and ability to implement PFS tools and techniquesin my daily practice.	☐	☐	☐	☐	☐
I feel by my supervisor/manager supports me in implementing PFS tools and techniques in my daily practice.	☐	☐	☐	☐	☐
I understand the principles of Trauma Informed Care .	☐	☐	☐	☐	☐
I feel competent in my knowledge and ability to implement Trauma Informed Care practice.	☐	☐	☐	☐	☐
I feel my supervisor/manager supports me in implementing Trauma Informed Care in my daily practice.	☐	☐	☐	☐	☐

13. I would like to receive more training on (check all that apply):

- ☐ Child Development
- ☐ Effects of Trauma on Children and Families
- ☐ Communication
- ☐ Community Resources
- ☐ Workplace Safety
- ☐ Computer Classes
- ☐ Conflict Resolution
- ☐ Crisis Intervention
- ☐ Cultural Inclusivity
- ☐ Family Engagement
- ☐ Domestic Violence
- ☐ Diversity
- ☐ Food Assistance and Medicaid benefits
- ☐ Gang Awareness
- ☐ Human Resources, including FMLA
- ☐ Effective Management/Coaching Skills
- ☐ Permanency Options for Families
- ☐ Medical Impact of Abuse and Neglect
- ☐ Mental Health Issues
- ☐ Medical Aspects of Maltreatment
- ☐ Sex Offenders/SOMB
- ☐ Secondary Trauma/Self-Care
- ☐ Substance Abuse and Its Effects
- ☐ Court Process
- ☐ Human Trafficking, including Sex & Labor Trafficking
- ☐ Other, please specify:

14. Please add any comments and/or suggestions you may have about Training and Professional Development, especially as related to PFS and TIC:

15. Workplace Safety

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I feel safe performing my job duties.	☐	☐	☐	☐	☐
I feel confident that my coworkers are willing and able to provide the necessary assistance in the event my safety is threatened at work.	☐	☐	☐	☐	☐
I have concerns about my personal safety in the community connected to my work.	☐	☐	☐	☐	☐
Adequate measures in place to ensure the safety and security of employees and clients in my workplace.	☐	☐	☐	☐	☐
The safety training I receive at work is adequate and effective.	☐	☐	☐	☐	☐
JCDCYFAP is responsive to staff concerns about safety.	☐	☐	☐	☐	☐

16. Hiring Practices

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The hiring and orientation process is streamlined and provided the initialinformation to be ready for the job.	☐	☐	☐	☐	☐
I believe I am a “good fit” for the type of work I do here at JCDCYFAP.	☐	☐	☐	☐	☐
I think JCDCYFAP does a good job of attracting, recruiting and hiring qualified people.	☐	☐	☐	☐	☐

17. Please add any comments and/or suggestions you may have about Safety and Hiring Practices:

_____

_____

18. Retention

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I feel a strong sense of job security.	☐	☐	☐	☐	☐
JCDCYFAP works to retain qualified staff.	☐	☐	☐	☐	☐
I will seek new employment outside of JCDCYFAP within the next year.	☐	☐	☐	☐	☐
I would recommend JCDCYFAP as an employer to friends or family.	☐	☐	☐	☐	☐

Have you looked for a job outside of CYF in the past year? Yes No

19. If you were to take a job outside of JCDCYFAP, what would be your primary motivation? (check all that apply):

- ☐ Benefits
- ☐ Client population
- ☐ Co-workers
- ☐ Complexity of the regulations and policies
- ☐ Conflicts with management
- ☐ Health reasons
- ☐ Job is not what I expected
- ☐ Lack of advancement opportunities
- ☐ Lack of appreciation
- ☐ Lack of support
- ☐ Other Professionals (attorneys, law enforcement, etc)
- ☐ Minimal advancement opportunities
- ☐ My supervisor
- ☐ Excessive work hours
- ☐ Performance reviews and/or evaluations
- ☐ Relocation
- ☐ Safety related issues
- ☐ Salary
- ☐ Training
- ☐ Undesirable work shift
- ☐ Work-related stress/burnout
- ☐ Other, please specify:

20. If you are considering leaving JDCYFAP within the next year, what would be different that would encourage your to stay?

21. Please add any comments and/or suggestions you may have about Retention issues:

22. Please feel free to make any additional or overall comments you have regarding your employment with Jefferson County Division of Children, Youth & Families.

Appendix 17: Jefferson County Employee Satisfaction Survey Invitation (Part 1)

Free Burrito Fest – 4th Annual Job Satisfaction Survey

CYFAP has been working with the Annie E. Casey Foundation on their *On the Frontline Workforce Planning and Development Initiative* since the fall of 2014. This initiative has focused on specific areas to enhance our work environment and culture so that *Workers Thrive in Jeffco so Children Thrive in Families and Adults Thrive in Communities.* We have work groups addressing the following areas:

- Building a Stronger Workforce
- Strengthening Worker Decision Making
- Strengthening Agency Decision Making
- Organizational Health

If you are interested in participating in any of these work groups, please come and talk with me.

The Building a Stronger Workforce Work Group is asking for everyone in CYFAP to complete the 4th Annual Job Satisfaction Survey. This survey should take about 15 minutes. Click on the below link to complete the survey. If **160** surveys are completed, breakfast burritos will be provided at the All CYFAP Staff Meeting on October 10th (last year we had 145 participants!).

The Annie E. Casey Foundation is using this fourth year of *On the Frontline Workforce Planning and Development Initiative* to evaluate this initiative. As part of this effort, Westat completed individual interviews and focus groups to learn about all of the work that has been completed. They have also collected data and outcomes to review quantitative results. The final part of this evaluation is a survey for all staff to complete. Instead of asking each of you to complete two surveys, a module of questions from Westat has been added to this survey. Participation is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences.

Add Survey Link

What do we do with the survey results? From the last three surveys, the following items were implemented, created and/or changed as a result of the survey:

Hiring:

- Hiring process is now more efficient: the average days to fill a caseworker vacancy has decreased by 62%: from 62 in 2014, to 56 in 2015, to 32 in 2016, to 27 in 2017.
- Caseworkers now participate on the Hiring Team
- Added phone pre-screen interviews prior to bringing in candidates for an in-person interview
- Implemented competency based and behavioral style interviewing for all positions to help ensure that the right candidates are chosen
- Three supervisors (Eric Wysocki, Bryan Moats and Liz Huffman) have been designated as "Hiring Wizards" and one of them are assigned each month to help the Hiring Team with the hiring process

- Continuing assessment and enhancement of the hiring process related to employee selection and retention
- Increased focus on providing an accurate picture of the caseworker position to candidates
- A CYFAP Recruitment Brochure has been created and should be finalized soon
- Collaboration with the Work Force Center has begun to focus on recruitment and education events about the jobs available in CYFAP

Communication:

- Enhanced communication about what is occurring in the Division
- Consistency developed related to the onboarding of new caseworkers
- Group supervision for LCSW licensure for interested individuals continues
- Increased consistency in individual and group supervision throughout the Division
- Started having all new staff write short bios that you receive every month, and added short bios to our workspace to help everyone know who is on our team
- Enhancement and greater communication with the Threat Assessment Team
- Continued testing and development support of Shadow Box in Intake
- Active use of data and CQI processes to drive best practice

Resilience:

- Renewed our emphasis on resilience for all, including each staff creating a resiliency plan for work as part of their Performance Plans
- Added the Organizational Care Steering Committee to the On the Frontline Initiative. This committee is exploring the feasibility of Wellness Time, Retention Time Off for Years of Service, Peer Support and Sabbaticals.
- Created an electronic assigning board for Permanency to establish the equitable distribution of cases
- Greater emphasis on celebrating and recognizing successes
- Added Caseworker Lead positions so that all case carrying teams and the Facilitated Family Meeting team have a caseworker lead
- Quarterly caseworker lead meetings occur to provide opportunities for leadership growth
- Continued work on the Intake PRW schedule around purpose and responsibilities to reduce anxiety
- The secret word is “watermelon.” Share this with Natalie Mall to be entered in a drawing for a gift card. We respect that you read this thoroughly.
- Creation of the Intake Swing Shift to provide enhanced customer service to our families and communities, while addressing some issues related to the PRW schedule
- Offered two sessions of the Resilience Alliance to interested caseworkers. Interested supervisors will be participating in the Resilience Alliance starting in August and the group will continue to be offered to interested caseworkers in 2019
- Posting and hiring of two practice coaches to provide additional support to new and experienced caseworkers and to continue to embed the Division’s practice model and Partnering for Safety in our work
- Development and implementation of the Adoption Desk Guide
- Development of engagement interviews for supervisors to use with staff

Results so far: The overall retention rates for Intake and Permanency caseworker positions has continued to improve, with external turnover changing from 40% in 2014, to 27% in 2015, to 31% in 2016, to 36% in 2017, and to a projected 20% in 2018. In 2017, we began to focus on the retention of caseworkers within their first year of employment. We are seeing slow progress in this area, with 8 caseworkers hired within one year leaving the Division in 2014, to 13 new caseworkers in 2015 and 2016, to 14 caseworkers in 2017 and 10 first year caseworkers projected to leave in 2018 (we hope we do not reach this projection). We are continuing to assess these areas to implement practices that will retain the best qualified staff.

Again, the 4th annual survey is out now! We are asking that *everyone* take 15 minutes and complete this survey. It will help us determine if all that we have accomplished in the past year has made improvements to the work environment and work culture. The results will also help determine the areas that we need to continue to work on.

As a reminder, this is an anonymous survey, developed by the Building a Stronger Workforce Committee. Please be assured that all survey responses and comments will remain confidential.

The survey should take about 15 minutes to complete. Please click on the link below to complete the survey. All surveys must be completed by 5:00pm on September 14th. If **160** surveys are completed, breakfast burritos will be provided one morning for all of CYFAP.

Add Survey link

We appreciate all that each of you do for children and families each and every day! You are amazing people to work with!

The Building a Stronger Workforce Committee -
Bryan Moats, Alysse Nemecek, Christy Mathews, Dee Grayson, Liz Huffman, Eric Wysocki, Christian Boodoosingh, Terrence Salley, Janet Bueno, Janey Barker, Kelly Eargle, Kim DeVisser and Natalie Mall

Jefferson County OTF Evaluation Survey

Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline Workforce Planning and Development Initiative (*On the Frontline*). As part of the evaluation we are conducting this portion of the survey. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline strategies in other child welfare agencies. Participation is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences. All of your responses are anonymous so that no identifying information is associated with them. The survey will take approximately 10 to 15 minutes to complete.

1. **When did you begin working at JCDCYFAP?**

   ✓
   - ☐ Before January 2015
   - ☐ Between January 2015 and October 2016
   - ☐ After October 2016

2. **How long have you been in your current position?**

   ✓
   - ☐ 0-6 months
   - ☐ 7-11 months
   - ☐ 1 year
   - ☐ 2 years
   - ☐ 3 years
   - ☐ 4-5 years
   - ☐ 6-10 years
   - ☐ More than 10 years

3. **How long have you been with your current supervisor?**

   ✓
   - ☐ 0-6 months
   - ☐ 7-11 months
   - ☐ 1 year
   - ☐ 2 years
   - ☐ 3 years
   - ☐ 4-5 years
   - ☐ 6-10 years
   - ☐ More than 10 years

4. **Did you participate in any of the On the Frontline workgroups or steering committee?** Workgroups included Workforce, Worker decision making, System/agency decision making, and Organizational health.

✓

☐ Yes
☐ No

5. **Compared to January 2015, or since you were hired if hired after January 2015, please rate the extent to which you have seen change in the following areas:**

	Much better	Somewhat better	About the same	Somewhat worse	Much worse	Not Sure
a. Manageable caseworker workloads	☐	☐	☐	☐	☐	☐
b. Quality of supervision of caseworkers	☐	☐	☐	☐	☐	☐
c. Consistency of supervision across supervisors	☐	☐	☐	☐	☐	☐
d. Caseworker skills to do the job well	☐	☐	☐	☐	☐	☐
e. Caseworker understanding of agency policies	☐	☐	☐	☐	☐	☐
f. Leadership understanding of barriers caseworkers face when making the best decisions for children and families	☐	☐	☐	☐	☐	☐
g. Use of data to improve agency practice	☐	☐	☐	☐	☐	☐
h. Processes for staff at all levels to share feedback or concerns with leadership	☐	☐	☐	☐	☐	☐

6. Hiring Process

Please indicate how much you agree or disagree with each of the following statements about the current hiring process in your agency.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. I am involved in the hiring process	☐	☐	☐	☐	☐	☐
b. I am confident in my ability to conduct behavioral based competency interviews	☐	☐	☐	☐	☐	☐
c. Behavioral competency interviews help us hire the right people	☐	☐	☐	☐	☐	☐
d. Supervisors are responsible for hiring and filling their own Intake and Permanency caseworker vacancies	☐	☐	☐	☐	☐	☐
e. Hiring teams are responsible for hiring Intake and Permanency caseworker vacancies	☐	☐	☐	☐	☐	☐
f. Supervisors are able to choose the new Intake and Permanency caseworkers for their units	☐	☐	☐	☐	☐	☐

7. Job Expectations and Training

Please indicate how much you agree or disagree with the following questions about job expectations and training. Supervisors and managers, please select "Not Applicable" for the questions that do not apply to you.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
a. My current position is what I expected it would be at the time I accepted it.	☐	☐	☐	☐	☐	
b. I received sufficient training to prepare me for the realities of my current position.	☐	☐	☐	☐	☐	
c. I received sufficient training to help me make the right decision about the safety and well-being of my clients	☐	☐	☐	☐	☐	☐
d. My training included "shadowing" – going into the field on cases with other caseworkers- before receiving my own cases	☐	☐	☐	☐	☐	☐
e. My assigned direct supervisor provided on-the-job training when I received my initial cases.	☐	☐	☐	☐	☐	☐
f. An assigned Learning Leader and/or Caseworker Lead provided on the job training when I received my initial cases.	☐	☐	☐	☐	☐	☐

8. **Workload**

Please rate how much you agree or disagree with the following statements about your current workload.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable*
a. I can finish all my work without working overtime	☐	☐	☐	☐	☐	☐
b. My caseload is manageable	☐	☐	☐	☐	☐	☐
c. I have too many cases to do a good job, yet I am expected to do so	☐	☐	☐	☐	☐	☐
d. I cannot spend enough time with my clients	☐	☐	☐	☐	☐	☐
e. I am able to keep up with agency policies and guidelines	☐	☐	☐	☐	☐	☐
f. I have sufficient time to gather information to make the right decision about the safety and well-being of my clients	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have do not carry a caseload.*

9. **Supervision.** Over the last year, which one best describes how often your individual supervision covered the following:

	Once a week	Once a month	Quarterly	Once a year	Did not receive
a. Checked in to see how I am doing	☐	☐	☐	☐	☐
b. Reviewed specific cases	☐	☐	☐	☐	☐
c. Helped talk through case decisions	☐	☐	☐	☐	☐
d. Provided resources and support to help with my cases	☐	☐	☐	☐	☐
e. Discussed case obstacles and solutions	☐	☐	☐	☐	☐
f. Discussed my strengths and successes	☐	☐	☐	☐	☐
g. Discussed my professional goals/career planning	☐	☐	☐	☐	☐
h. Inquired about feedback for leadership /the organization	☐	☐	☐	☐	☐
i. Inquired about my resiliency plan	☐	☐	☐	☐	☐

10. **Supervision Experience and Work Unit**

Please rate the extent to which you agree or disagree with the following statements about your direct supervisor and your work unit:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
a. My supervisor encourages creative solutions	☐	☐	☐	☐	☐	
b. My supervisor's decision-making is inconsistent	☐	☐	☐	☐	☐	
c. My supervisor is knowledgeable about effective ways to work with children and families	☐	☐	☐	☐	☐	
d. My supervisor teaches me the skills I need in this job	☐	☐	☐	☐	☐	
e. My supervisor clearly communicates what are acceptable, as opposed to unacceptable, case decisions	☐	☐	☐	☐	☐	
f. My supervisor supports my case decisions	☐	☐	☐	☐	☐	
g. My supervisor does not take time to review case decisions with me	☐	☐	☐	☐	☐	
h. When it comes to my case decisions, the advice I get from coworkers in my unit is important.	☐	☐	☐	☐	☐	☐

11. **Collaboration in Decision-Making.** The next set of questions is about collaborative decision- making with a team. When we use the term "team" we are referring to any group/team process such as RED Team, Team Decision-Making (TDM), Family Engagement Meetings (FEM), Group supervision, or formal Unit staffing with a supervisor and other co-workers.

12. Over the past year, how often do you seek input from a "team" for the following:

	Always	Often	Sometimes	Rarely	Never	Not Applicable*
a. To make screening decisions	☐	☐	☐	☐	☐	☐
b. To remove a child from the home	☐	☐	☐	☐	☐	☐
c. To place a child with relatives	☐	☐	☐	☐	☐	☐
d. To make a disposition	☐	☐	☐	☐	☐	☐
e. To open a case	☐	☐	☐	☐	☐	☐
f. To close a case	☐	☐	☐	☐	☐	☐
g. To file a court case	☐	☐	☐	☐	☐	☐
h. To determine how to engage with a hostile family	☐	☐	☐	☐	☐	☐
i. To determine how to engage with a compliant family	☐	☐	☐	☐	☐	☐

** Check "Not Applicable" only if you are not responsible for assessment/case decisions and do not have any supervisory and/or program management responsibilities.*

13. Information Used in Decision-Making. How often do you consider the following in your decision making:

	Always	Often	Sometimes	Rarely	Never	Not Applicable*
a. Allegations in the current referral	☐	☐	☐	☐	☐	☐
b. Prior Child Protective Services history	☐	☐	☐	☐	☐	☐
c. Observation of the home environment	☐	☐	☐	☐	☐	☐
d. Family circumstances	☐	☐	☐	☐	☐	☐
e. Benefits history (TANF, Medicaid, etc.)	☐	☐	☐	☐	☐	☐
f. Criminal history	☐	☐	☐	☐	☐	☐
g. Mental health history	☐	☐	☐	☐	☐	☐
h. Substance abuse history	☐	☐	☐	☐	☐	☐
i. Domestic violence	☐	☐	☐	☐	☐	☐
j. Availability of community resources/services	☐	☐	☐	☐	☐	☐
k. Availability of family resources/extended family	☐	☐	☐	☐	☐	☐
l. Information from collateral contacts	☐	☐	☐	☐	☐	☐
m. Agency policy and procedures	☐	☐	☐	☐	☐	☐
n. Closing a case timely and within agency expectations	☐	☐	☐	☐	☐	☐
o. My relationship with the family	☐	☐	☐	☐	☐	☐
p. Safety of the child	☐	☐	☐	☐	☐	☐
q. Risk to the child	☐	☐	☐	☐	☐	☐

** Check "Not Applicable" only if you are not responsible for assessment/case decisions and do not have any supervisory and/or program management responsibilities.*

14. Conflict Management

Please rate the extent you agree or disagree with the following statements regarding conflict management as part of my agency position.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable*
a. I have received adequate training in diffusing or de-escalating hostile or intense situations.	☐	☐	☐	☐	☐	☐
b. I believe it is important to understand the possible implications of how my client's culture may affect our interactions.	☐	☐	☐	☐	☐	☐
c. I feel uncomfortable when clients become angry or hostile.	☐	☐	☐	☐	☐	☐
d. I feel scared when clients become angry or hostile.	☐	☐	☐	☐	☐	☐
e. If a client is very angry or hostile, this can affect my decision to remove.	☐	☐	☐	☐	☐	☐
f. I am able to establish good relationships with all of my clients regardless of their initial response to CPS intervention.	☐	☐	☐	☐	☐	☐
g. When parents are angry/hostile, I am unable to gather the information I need to complete a thorough risk assessment.	☐	☐	☐	☐	☐	☐
h. I feel like I make decisions alone.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients.*

15. Removal Decisions

Please rate the extent to which you agree or disagree with the following removal decisions.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable*
a. I consider the short- and long-term impact of removal on the child before making this decision.	☐	☐	☐	☐	☐	☐
b. I believe that removal can cause significant trauma to a child and their parents.	☐	☐	☐	☐	☐	☐
c. I understand how my personal and professional experiences can influence a decision to remove.	☐	☐	☐	☐	☐	☐
d. The way I was raised can influence my decision to remove.	☐	☐	☐	☐	☐	☐
e. My beliefs about appropriate parenting can influence my decision to remove.	☐	☐	☐	☐	☐	☐
f. The decision to remove is the only sure way to be compliant with agency policies and standards.	☐	☐	☐	☐	☐	☐
g. There are times when it is necessary to remove, before all the facts are gathered, so the family will understand the seriousness of the situation and will cooperate with the investigation.	☐	☐	☐	☐	☐	☐
h. Before making the decision to remove, I try to understand what the child and family are feeling.	☐	☐	☐	☐	☐	☐
i. Before making the decision to remove, I try to consider how a family's culture affects their parenting decisions.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients.*

16. **Professional Skills**

Please rate the extent to which you agree or disagree with the following statements about your work-related skills.

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Not applicable*
a. I am able to adapt easily to changing work assignments, priorities, policies, procedures and other work-related matters	☐	☐	☐	☐	☐	☐
b. I expect constant interruptions and adjust well when my day does not "go as planned."	☐	☐	☐	☐	☐	☐
c. I am able to build working relationships with my clients.	☐	☐	☐	☐	☐	☐
d. I am able to build working relationships with my co-workers.	☐	☐	☐	☐	☐	☐
e. I am able to ask the right questions to make good decisions.	☐	☐	☐	☐	☐	☐
f. I am able to gain client trust and respect.	☐	☐	☐	☐	☐	☐
g. I seek input from others before making decisions.	☐	☐	☐	☐	☐	☐
h. I am able to take responsibility for the decisions that I make.	☐	☐	☐	☐	☐	☐
i. I am able to manage my work-related stress.	☐	☐	☐	☐	☐	☐
j. I am confident I make the right decisions for families.	☐	☐	☐	☐	☐	☐
k. I am able to explain and support my decision-making.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients in any capacity.*

17. **Agency Decision-Making Consistency**

Please share your opinion about your agency's decision-making consistency.

	Yes	No	Not Sure
a. My agency has a process in place to review consistency in screening decisions.	☐	☐	☐
b. My agency has a process in place to review consistency in workload assignments.	☐	☐	☐
c. My agency has a process in place to review consistency in placement decisions.	☐	☐	☐

18. **Use of Agency Data**

Please share your opinion about how your agency uses data.

	Yes	No	Not Sure
a. Staff at multiple levels of the agency routinely review data reports.	☐	☐	☐
b. Staff at multiple levels of the agency routinely discuss how to adjust practices based on the data, to improve outcomes.	☐	☐	☐
c. Using data will improve our organizations' capacity to achieve better outcomes for children, youth and families in the child welfare system.	☐	☐	☐

Cuyahoga County On the Frontline Evaluation Survey

Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline Initiative (*On the Frontline*). As part of the evaluation we are asking staff to complete this anonymous survey. The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline strategies in other child welfare agencies. Participation is voluntary, but integral to the success of the evaluation. You can refuse to participate or discontinue your participation at any time without any negative consequences. All of your responses are anonymous so that no identifying information is associated with them. During the survey you will be asked about your workload, supervision, retention, job expectations, professional skills, organizational culture, job satisfaction, and about the use of agency data. The survey will take approximately 20 minutes to complete.

1. **What is your job title?**

   ✓

   ☐ Director/Deputy Director
   ☐ Senior Supervisor
   ☐ Supervisor
   ☐ Caseworker
   ☐ Other

2. **In what program area do you work?**

   ✓

   ☐ Short term services
   ☐ Extended services
   ☐ Other Services
   ☐ Division as a whole
   ☐ Other

3. **How long have you been in your current position?**

   ✓

   ☐ 0-6 months
   ☐ 7-11 months
   ☐ 1 year
   ☐ 2 years
   ☐ 3 years
   ☐ 4-5 years
   ☐ 6-10 years
   ☐ More than 10 years

4. **How long have you worked at Cuyahoga County DCFS?**

✓

- ☐ 0-6 months
- ☐ 7-11 months
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4-5 years
- ☐ 6-10 years
- ☐ More than 10 years

5. **How long have you worked in the field of child welfare?**

✓

- ☐ 0-6 months
- ☐ 7-11 months
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4-5 years
- ☐ 6-10 years
- ☐ More than 10 years

6. **How long have you been with your current supervisor?**

✓

- ☐ 0-6 months
- ☐ 7-11 months
- ☐ 1 year
- ☐ 2 years
- ☐ 3 years
- ☐ 4-5 years
- ☐ 6-10 years
- ☐ More than 10 years

7. **Workload**

Please rate how much you agree or disagree with the following statements about your current workload.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable *
a. I can finish all my work without working overtime	☐	☐	☐	☐	☐	☐
b. My caseload is manageable	☐	☐	☐	☐	☐	☐
c. I have too many cases to do a good job, yet I am expected to do so	☐	☐	☐	☐	☐	☐
d. I cannot spend enough time with my clients	☐	☐	☐	☐	☐	☐
e. I am able to keep up with agency policies and guidelines	☐	☐	☐	☐	☐	☐
f. I have sufficient time to gather information to make the right decision about the safety and well-being of my clients	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you do not carry a caseload.*

8. **Supervision.** Over the last year, which one best describes how often your individual supervision covered the following:

	Once a week	Once a month	Quarterly	Once a year	Did not receive
a. Checked in to see how I am doing	☐	☐	☐	☐	☐
b. Reviewed specific cases	☐	☐	☐	☐	☐
c. Helped talk through case decisions	☐	☐	☐	☐	☐
d. Provided resources and support to help with my cases	☐	☐	☐	☐	☐
e. Discussed case obstacles and solutions	☐	☐	☐	☐	☐
f. Discussed my strengths and successes	☐	☐	☐	☐	☐
g. Discussed my professional goals/career planning	☐	☐	☐	☐	☐
h. Inquired about feedback for leadership /the organization	☐	☐	☐	☐	☐

9. **Supervision Experience and Work Unit**
   Please rate the extent to which you agree or disagree with the following statements about your direct supervisor and your work unit:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a. My supervisor encourages creative solutions	☐	☐	☐	☐	☐
b. My supervisor's decision-making is inconsistent	☐	☐	☐	☐	☐
c. My supervisor is knowledgeable about effective ways to work with children and families	☐	☐	☐	☐	☐
d. My supervisor teaches me the skills I need in this job	☐	☐	☐	☐	☐
e. My supervisor clearly communicates what are acceptable, as opposed to unacceptable, case decisions	☐	☐	☐	☐	☐
f. My supervisor supports my case decisions	☐	☐	☐	☐	☐
g. My supervisor does not take time to review case decisions with me	☐	☐	☐	☐	☐
h. When it comes to my case decisions, the advice I get from coworkers in my unit is important.	☐	☐	☐	☐	☐

10. When did you begin working at Cuyahoga County DCFS?

✓

☐ Before January 2015

☐ Between January 2015 and June 2016

☐ After June 2016

11. *[Programmer: If response to #10="Before January 2015" then question is]:*

Compared to January 2015, please rate the extent to which you have seen change in the following areas:

[If response to #10="Between…" or "After June 2016" then question is:]

Please rate the extent to which you have seen change in the following areas, since you were hired.

	Much better	Somewhat better	About the same	Somewhat worse	Much worse	Not Sure
a. Manageable caseworker workloads	☐	☐	☐	☐	☐	☐
b. Quality of supervision of caseworkers	☐	☐	☐	☐	☐	☐
c. Consistency of supervision across supervisors	☐	☐	☐	☐	☐	☐
d. Caseworker skills to do the job well	☐	☐	☐	☐	☐	☐
e. Caseworker understanding of agency policies	☐	☐	☐	☐	☐	☐
f. Leadership understanding of barriers caseworkers face when making the best decisions for children and families	☐	☐	☐	☐	☐	☐
g. Use of data to improve agency practice	☐	☐	☐	☐	☐	☐
h. Processes for staff at all levels to share feedback or concerns with leadership	☐	☐	☐	☐	☐	☐

12. Hiring Process

Please indicate how much you agree or disagree with each of the following statements about the **current** hiring process in your agency.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. The hiring and orientation process is streamlined and provided the initial information to be ready for the job.	☐	☐	☐	☐	☐	
b. I believe I am a "good fit" for the type of work I do here at Cuyahoga County DCFS.	☐	☐	☐	☐	☐	
c. I think Cuyahoga County DCFS does a good job of attracting, recruiting and hiring qualified people.	☐	☐	☐	☐	☐	
d. I am involved in the hiring process	☐	☐	☐	☐	☐	☐
e. I am confident in my ability to conduct behavioral based competency interviews	☐	☐	☐	☐	☐	☐
f. Behavioral competency interviews help us hire the right people	☐	☐	☐	☐	☐	☐
g. Supervisors are responsible for hiring and filling their own Short Term and Extended Services caseworker vacancies	☐	☐	☐	☐	☐	☐
h. Hiring teams are responsible for hiring Short Term and Extended Services caseworker vacancies	☐	☐	☐	☐	☐	☐
i. Supervisors are able to choose the new Short Term and Extended Services caseworkers for their units	☐	☐	☐	☐	☐	☐

13. Retention

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a. I feel a strong sense of job security.	☐	☐	☐	☐	☐
b. Cuyahoga County DCFS works to retain qualified staff.	☐	☐	☐	☐	☐
c. I will seek new employment outside of Cuyahoga DCFS within the next year.	☐	☐	☐	☐	☐
d. I would recommend Cuyahoga County DCFS as an employer to friends or family.	☐	☐	☐	☐	☐

14. Have you looked for a job outside of Cuyahoga County DCFS in the past year?

✓

☐ Yes

☐ No

15. If you were to take a job outside of Cuyahoga County DCFS, what would be your primary motivation? (check all that apply)

✓

☐ Benefits

☐ Client population

☐ Co-workers

☐ Complexity of the regulations and policies

☐ Conflicts with management

☐ Health reasons

☐ Job is not what I expected

☐ Lack of advancement opportunities

☐ Lack of appreciation

☐ Lack of support

☐ Other Professionals (attorneys, law enforcement, etc.)

✓

☐ Minimal advancement opportunities

☐ My supervisor

☐ Excessive work hours

☐ Performance reviews and/or evaluations

☐ Relocation

☐ Safety related issues

☐ Salary

☐ Training

☐ Undesirable work shift

☐ Work-related stress/burnout

☐ Other, please specify.

16. Job Expectations and Training

Please indicate how much you agree or disagree with the following questions about job expectations and training. Supervisors and managers, please select "Not Applicable" for the questions that do not apply to you.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
a. My current position is what I expected it would be at the time I accepted it.	☐	☐	☐	☐	☐	
b. I received sufficient training to prepare me for the realities of my current position.	☐	☐	☐	☐	☐	
c. I received sufficient training to help me make the right decision about the safety and well-being of my clients	☐	☐	☐	☐	☐	☐
d. My training included "shadowing" – going into the field on cases with other caseworkers before receiving my own cases	☐	☐	☐	☐	☐	☐
e. My assigned direct supervisor provided on-the-job training when I received my initial cases.	☐	☐	☐	☐	☐	☐
f. I was assigned to a transition unit for on the job training when I received my initial cases.	☐	☐	☐	☐	☐	☐
g. ShadowBox helps me improve my decision-making.	☐	☐	☐	☐	☐	☐

17. Supervision and Performance Management

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree".

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a. My direct supervisor sets clear job performance expectations.	☐	☐	☐	☐	☐
b. My direct supervisor provides useful coaching and feedback on my work.	☐	☐	☐	☐	☐
c. My direct supervisor assigns work fairly to all employees.	☐	☐	☐	☐	☐
d. If I get direction from another supervisor, the direction is similar to what I would receive from my direct supervisor.	☐	☐	☐	☐	☐
e. The supervisors in my section have consistent expectations.	☐	☐	☐	☐	☐
f. My job description accurately reflects the duties I actually perform.	☐	☐	☐	☐	☐
g. I have adequate opportunities to provide input on my performance plan, goals, and evaluation.	☐	☐	☐	☐	☐
h. My last performance review recognized my achievements and helped me identify areas where I need to improve.	☐	☐	☐	☐	☐
i. My direct supervisor holds everyone accountable to the same performance and conduct standards.	☐	☐	☐	☐	☐
j. My direct supervisor maintains high standards about me as an individual.	☐	☐	☐	☐	☐
k. My direct supervisor cares about me as an individual.	☐	☐	☐	☐	☐
l. My direct supervisor encourages and supports me to maintain a healthy work/life balance.	☐	☐	☐	☐	☐
m. My direct supervisor assists me in my professional career development.	☐	☐	☐	☐	☐

18. Collaboration in Decision-Making. The next set of questions is about collaborative decision-making with a team. When we use the term "team" we are referring to any group/team process such as Team Decision-Making (TDM) (staffing), Family Team Meetings (FTM) or formal Unit staffing with a supervisor and other co-workers.

Over the past year, how often do you seek input from a "team" for the following:

	Always	Often	Sometimes	Rarely	Never	Not Applicable*
a. To make screening decisions	☐	☐	☐	☐	☐	☐
b. To remove a child from the home	☐	☐	☐	☐	☐	☐
c. To place a child with relatives	☐	☐	☐	☐	☐	☐
d. To make a disposition	☐	☐	☐	☐	☐	☐
e. To open a case	☐	☐	☐	☐	☐	☐
f. To close a case	☐	☐	☐	☐	☐	☐
g. To file a court case	☐	☐	☐	☐	☐	☐
h. To determine how to engage with a hostile family	☐	☐	☐	☐	☐	☐
i. To determine how to engage with a compliant family	☐	☐	☐	☐	☐	☐

** Check "Not Applicable" only if you are not responsible for assessment/case decisions and do not have any supervisory and/or program management responsibilities.*

19. Information Used in Decision-Making. How often do you consider the following in your decision making:

	Always	Often	Sometimes	Rarely	Never	Not Applicable*
a. Allegations in the current referral	☐	☐	☐	☐	☐	☐
b. Prior Child Protective Services history	☐	☐	☐	☐	☐	☐
c. Observation of the home environment	☐	☐	☐	☐	☐	☐
d. Family circumstances	☐	☐	☐	☐	☐	☐
e. Benefits history (TANF, Medicaid, etc.)	☐	☐	☐	☐	☐	☐
f. Criminal history	☐	☐	☐	☐	☐	☐
g. Mental health history	☐	☐	☐	☐	☐	☐
h. Substance abuse history	☐	☐	☐	☐	☐	☐
i. Domestic violence	☐	☐	☐	☐	☐	☐
j. Availability of community resources/services	☐	☐	☐	☐	☐	☐
k. Availability of family resources/extended family	☐	☐	☐	☐	☐	☐
l. Information from collateral contacts	☐	☐	☐	☐	☐	☐
m. Agency policy and procedures	☐	☐	☐	☐	☐	☐
n. Closing a case timely and within agency expectations	☐	☐	☐	☐	☐	☐
o. My relationship with the family	☐	☐	☐	☐	☐	☐
p. Safety of the child	☐	☐	☐	☐	☐	☐
q. Risk to the child	☐	☐	☐	☐	☐	☐

** Check "Not Applicable" only if you are not responsible for assessment/case decisions and do not have any supervisory and/or program management responsibilities.*

20. Conflict Management

Please rate the extent you agree or disagree with the following statements regarding conflict management as part of your agency position.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable*
a. I have received adequate training in diffusing or de-escalating hostile or intense situations.	☐	☐	☐	☐	☐	☐
b. I believe it is important to understand the possible implications of how my client's culture may affect our interactions.	☐	☐	☐	☐	☐	☐
c. I feel uncomfortable when clients become angry or hostile.	☐	☐	☐	☐	☐	☐
d. I feel scared when clients become angry or hostile.	☐	☐	☐	☐	☐	☐
e. If a client is very angry or hostile, this can affect my decision to remove.	☐	☐	☐	☐	☐	☐
f. I am able to establish good relationships with all of my clients regardless of their initial response to CPS intervention.	☐	☐	☐	☐	☐	☐
g. When parents are angry/hostile, I am unable to gather the information I need to complete a thorough risk assessment.	☐	☐	☐	☐	☐	☐
h. I feel like I make decisions alone.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients.*

21. Removal Decisions

Please rate the extent to which you agree or disagree with the following removal decisions.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable *
a. I consider the short- and long-term impact of removal on the child before making this decision.	☐	☐	☐	☐	☐	☐
b. I believe that removal can cause significant trauma to a child and their parents.	☐	☐	☐	☐	☐	☐
c. I understand how my personal and professional experiences can influence a decision to remove.	☐	☐	☐	☐	☐	☐
d. The way I was raised can influence my decision to remove.	☐	☐	☐	☐	☐	☐
e. My beliefs about appropriate parenting can influence my decision to remove.	☐	☐	☐	☐	☐	☐
f. The decision to remove is the only sure way to be compliant with agency policies and standards.	☐	☐	☐	☐	☐	☐
g. There are times when it is necessary to remove, before all the facts are gathered, so the family will understand the seriousness of the situation and will cooperate with the investigation.	☐	☐	☐	☐	☐	☐
h. Before making the decision to remove, I try to understand what the child and family are feeling.	☐	☐	☐	☐	☐	☐
i. Before making the decision to remove, I try to consider how a family's culture affects their parenting decisions.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients.*

22. **Professional Skills**

Please rate the extent to which you agree or disagree with the following statements about your work-related skills.

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Not applicable*
a. I am able to adapt easily to changing work assignments, priorities, policies, procedures and other work-related matters	☐	☐	☐	☐	☐	☐
b. I expect constant interruptions and adjust well when my day does not "go as planned."	☐	☐	☐	☐	☐	☐
c. I am able to build working relationships with my clients.	☐	☐	☐	☐	☐	☐
d. I am able to build working relationships with my co-workers.	☐	☐	☐	☐	☐	☐
e. I am able to ask the right questions to make good decisions.	☐	☐	☐	☐	☐	☐
f. I am able to gain client trust and respect.	☐	☐	☐	☐	☐	☐
g. I seek input from others before making decisions.	☐	☐	☐	☐	☐	☐
h. I am able to take responsibility for the decisions that I make.	☐	☐	☐	☐	☐	☐
i. I am able to manage my work-related stress.	☐	☐	☐	☐	☐	☐
j. I am confident I make the right decisions for families.	☐	☐	☐	☐	☐	☐
k. I am able to explain and support my decision-making.	☐	☐	☐	☐	☐	☐

** Respond "Not Applicable" only if you have no direct contact with clients in any capacity.*

23. **General Job Satisfaction**

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree".

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a. I am satisfied with my job.	☐	☐	☐	☐	☐
b. I am satisfied with my pay.	☐	☐	☐	☐	☐
c. I am satisfied with the county benefits offered to me.	☐	☐	☐	☐	☐
d. I have the proper equipment and supplies to do my job well.	☐	☐	☐	☐	☐
e. My co-workers help me get the job done.	☐	☐	☐	☐	☐
f. My current workload is achievable with a 40 hour work week.	☐	☐	☐	☐	☐
g. I feel that I am making a positive impact in a family's life.	☐	☐	☐	☐	☐

24. Organizational Culture

Please rate your agreement with the following statements, from "Strongly Agree" to "Strongly Disagree."

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a. I receive recognition for my work when I deserve it.	☐	☐	☐	☐	☐
b. The Division values my ideas on work-related areas	☐	☐	☐	☐	☐
c. Discrimination is not tolerated at my workplace.	☐	☐	☐	☐	☐
d. Communication is reciprocal and allows for staff feedback.	☐	☐	☐	☐	☐
e. DCFS has an effective system in place for communicating important information to staff	☐	☐	☐	☐	☐
f. DCFS management team shows care and concern for employees.	☐	☐	☐	☐	☐
g. There is strong teamwork in my workplace.	☐	☐	☐	☐	☐
h. Overall, staff act professionally and model appropriate behavior.	☐	☐	☐	☐	☐
i. There are opportunities for professional growth within DCFS.	☐	☐	☐	☐	☐
j. I would recommend DCFS to others as a good place to work.	☐	☐	☐	☐	☐
k. DCFS is an inclusive community that welcomes all people.	☐	☐	☐	☐	☐
l. DCFS has a clearly stated practice model.	☐	☐	☐	☐	☐

25. **Agency Decision-Making Consistency**

Please share your opinion about your agency's decision-making consistency.

	Yes	No	Not Sure
a. My agency has a process in place to review consistency in screening decisions.	☐	☐	☐
b. My agency has a process in place to review consistency in workload assignments.	☐	☐	☐
c. My agency has a process in place to review consistency in placement decisions.	☐	☐	☐

26. **Use of Agency Data**

Please share your opinion about how your agency uses data.

	Yes	No	Not Sure
a. Staff at multiple levels of the agency routinely review data reports.	☐	☐	☐
b. Staff at multiple levels of the agency routinely discuss how to adjust practices based on the data, to improve outcomes.	☐	☐	☐
c. Using data will improve our organizations' capacity to achieve better outcomes for children, youth and families in the child welfare system.	☐	☐	☐

27. **Did you participate in any of the On the Frontline workgroups or steering committee?**

Workgroups included Workforce, Worker decision making, and System/agency decision making.

✓

☐ Yes

☐ No

28. What is the highest educational level that you have attained? (Select one. If you have attained two equal degrees and one is a social work degree, please select the social work option).

✓

- ☐ Less than high school education
- ☐ High school diploma
- ☐ GED
- ☐ 1-2 years college (no degree)
- ☐ Community college associate degree
- ☐ 3-4years college (no degree)
- ☐ BSW
- ☐ Bachelor's degree
- ☐ Graduate study (no degree)
- ☐ MSW
- ☐ Master's degree
- ☐ DSW or PhD in Social Work
- ☐ Doctoral or professional degree

29. What is the area of study for the highest degree you completed? If you have attained two equal degrees (e.g., two Master's degrees), mark both areas.

✓

- ☐ Counseling
- ☐ Criminal Justice /Criminology
- ☐ Education
- ☐ Psychology
- ☐ Public Health/Business Administration
- ☐ Social Work
- ☐ Sociology
- ☐ Other

30. What is your age?

- ☐ 18-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60+
- ☐ Prefer not to answer

31. What is your gender?

- ✓
- ☐ Male
- ☐ Female
- ☐ Other: Please specify: _____
- ☐ Prefer not to answer

Thank you for making the time to complete this survey!

Date: Today

To: Email addresses: All STS program area & OTF workgroups/steering committee

From: Director Cindy Weiskittel

Subject: We want your opinion!

Westat, a Research Company based in Rockville, Maryland is collaborating with the Annie E. Casey Foundation to evaluate the On the Frontline Initiative (*On the Frontline*). **As part of the evaluation we are asking staff to complete this anonymous survey.** The information we obtain will help us better understand implementation efforts and how they relate to the outcomes the agency hopes to achieve. Casey will also use the results to inform implementation of On the Frontline strategies in other child welfare agencies. **Participation is voluntary, but integral to the success of the evaluation**. You can refuse to participate or discontinue your participation at any time without any negative consequences. All of your **responses are anonymous** so that no identifying information is associated with them. During the survey **you will be asked about your workload, supervision, retention, job expectations, professional skills, organizational culture, job satisfaction**, and about the use of agency data. The survey will take approximately **20 minutes** to complete.

https://ww2.research-survey.org/efm/se.ashx?s=4B7FCB894A8FC3E4

If you have any difficulties accessing the survey please email or call Bryan Williams at BryanWilliams@westat.com and/or 301-738-3596.

Annie E. Casey
On the Frontline Initiative
Document Review Listing

Multiple Sites /OTF Overall		
prior to 2014		
	DM CW report 9Apr12_FIN	4 April
2014		
	Letters of Interest (4 sites/4 letters)	6 June
	OFL Site Data Comparison 10-14	10 October
	OTF messaging document 060815	11 November
2015		
	On the Frontline Proposed Outcome Measures	1 January
	OTF Workplan outcomes - all sites summary of conference call	1 January
	Work Plan OTF udpate 71415.xlsx	7 July
	OTF Casey child welfare policy work 11-20-2015 (from Nov 20, 2015 OTF Site Meeting)	11 November
	OTF November 2015 Meeting Agenda	11 November
2016		
	Key Elements OTF 7-27-16	6 June
	On the Frontline Workplan 2016 (PPT) [don't use - not final]	7 July
	On the Frontline Workplan 2016 final 7-27-16, Phase 2 mid year report	7 July
	Key Elements Feedback from OTF All Sites Convening 2016 meeting	10 October
	OTF All Sites Convening PPT	10 October
	OTF All Sites Meeting PPT	10 October
2017		
	2017 OTF Workplan	1 January
	ShadowBox: On the Frontline Pilot Data	4 April
	Summary data OTL Aug2017	9 September
	OTF Satisfaction Survey Summary 2017 combined (with 2015, 2016)	10 October
Allegheny		
2014		
	Allegheny Interviews - Care Line (hotline) Manager	9 September
	Allegheny Interviews - Data/IT staff	9 September
	Allegheny Interviews - HR staff	9 September
	Allegheny Interviews - OTF Entrance Interview	9 September
2015		
	Allegheny County Engagement Letter - 2015	5 May
2016		
	Allegheny County Engagement Letter - 2016	3 March
	OTF All Sites Convening - Allegheny Site Meeting	10 October

Connecticut		
2014		
	Conn Interviews - CT Workforce Interview Notes (HR)	9 September
	Conn Interviews - Entrance Interview	9 September
	Conn Interviews - Manager Supervisor Group Interview	9 September
	Conn Interviews - Conn OTF IT Data Manager Interiew	10 October
Cuyahoga		
2014		
	OTF self-assessment Cuyahoga (1)	8 August
	Assessment Wrap Up CC 2014	9 September
	Critical Elements On The Frontline. Cuyahoga.Final	9 September
	Cuyahoga Interviews - Data	9 September
	Cuyahoga Interviews - HR staff	9 September
	Cuyahoga Interviews - Legal staff	9 September
2015		
	Cuyahoga County Competency survey DATA (11 PDFs)	
	Cuyahoga Engagement Letter - 2015	5 May
	OTF_Presentation_Final_Cuyahoga Data 11-19-2015	11 November
2016		
	Cuyahoga WDM and SDM workplan 2016	
	Steering Committee Notes	2 February
	Cuyahoga County Engagement Letter - 2016	3 March
	Steering Committee Notes	3 March
	Steering Committee Notes	4 April
	Steering Committee Notes	5 May
	Steering Committee Notes	6 June
	Steering Committee Notes	8 August
	Steering Committee Notes	9 September
	OTF All Sites Convening - Cuyahoga Site Meeting	10 October
	Steering Committee Notes	10 October
	Steering Committee Notes	12 December
2017		
	Cuyahoga.20116.Data.Update	
	Cuyahoga County Competency Survey Results Slides - Frontline Supervisor and	1 January
	Steering Committee Notes	1 January
	Steering Committee Notes	2 February
	Steering Committee Notes	3 March
	Cuyahoga County Engagement Letter - 2017	4 April
	Steering Committee Notes	4 April
	Steering Committee Notes	6 June
	Copy of Cuyahoga.Vacancies and Turnover	7 July
	Cuyahoga.Vacancies and Turnover	7 July
	Steering Committee Notes	7 July
	Steering Committee Notes	8 August
	Steering Committee Notes	10 October
	Steering Committee Notes	11 November

Jefferson		
	6-Month Engagement Interview Guide for Supervisors	
	Caseworker Behavioral Competencies	
	Caseworker Interview Guide	
	Children Thrive in Families - Tree	
	CYF New Caseworker Checklist	
	Employee Preparation for Individual Coaching & Supervision - CYF	
	Hiring Forms (no title)	
	JeffCo CYF Interview Assessment Form	
	Jefferson County Competency Survey results - Caseworkers, Supervisors (2 docs)	
	Jefferson County CYF Practice Standards	
	Organizational Care Plan	
	Prior to First Day/On the First Day	
	Prompt Sheets [New Workers]	
	Questions for Foster Parents	
	Reference checking form	
	Supervision Protocol for CYFAP Leaders	
	Supervisor Behavioral Competencies	
	Supervisor's Individual Coaching & Supervision Guide	
	The Three Building Blocks of Group Supervision	
	Tips for Supervisors for Individual Supervision and Coaching	
2014		
	Jefferson County OTF self-assessment (1)	8 August
	Final Critical Elements On The Frontline (5) Jefferson County	9 September
	Jeff Co Interviews - County Attorneys	10 October
	Jeff Co Interviews - Intake Caseworkers	10 October
	Jeff Co Interviews - OFL Supervisors	10 October
	Jeff Co Interviews - OTF IT Data Manager	10 October
2015		
	Jefferson County CYF Competency Survey	
	Jefferson County OTF 2015 Meeting Presentations	
	Jefferson County Engagement Letter - 2015	5 May
	Email for 1st Job Satisfaction Survey	8 August
2016		
	JeffCo OTF Workstream 2 Workplan	
	Jefferson County Engagement Letter - 2016	3 March
	Jeffco Survey - 2015 Employee Satisfaction Survey-2	8 August
	OTF All Sites Convening - Jeff Co Site Meeting	10 October

2017		
	Jeffco Org Health workplan 2017	
	Jeffco.2016.Workforce Data.Revised.2.15.2017	
	JeffCo OTF Turnover Project 1-23-17	1 January
	Welcome email for a new hire	1 January
	Jefferson County Engagement Letter - 2017	4 April
	Jefferson County, CO Performance Measures	7 July
	Updated.Jeffco Quarterly Workforce Data	7 July
	Email for 3rd Annual Job Satisfaction Survey	9 September
	Jefferson County Division of CYF 2017 Employee Satisfaction Survey	9 September
	OTF Satisfaction survey summary 2017	10 October
	Redacted Satisfaction Com-102317	10 October
2018		
	Caseworker (Intake or Permanency) continuous post for 2018	
	Position_Tracking_Summ_AllCYF	
	Position_Tracking_Summ_Caseworkers_Annual	
	Position_Tracking_Summ_Caseworkers_Quarterly	
	Children Thrive in Families Newsletter	1 January
	Colorado Trails User Group - Trails Ad-Hoc Report	1 January
	JeffCO DCYF Position Tracking Summary	1 January
	Mecklenburg County Agenda	1 January

Appendix F.1

Qualitative Findings (September 27, 2018)

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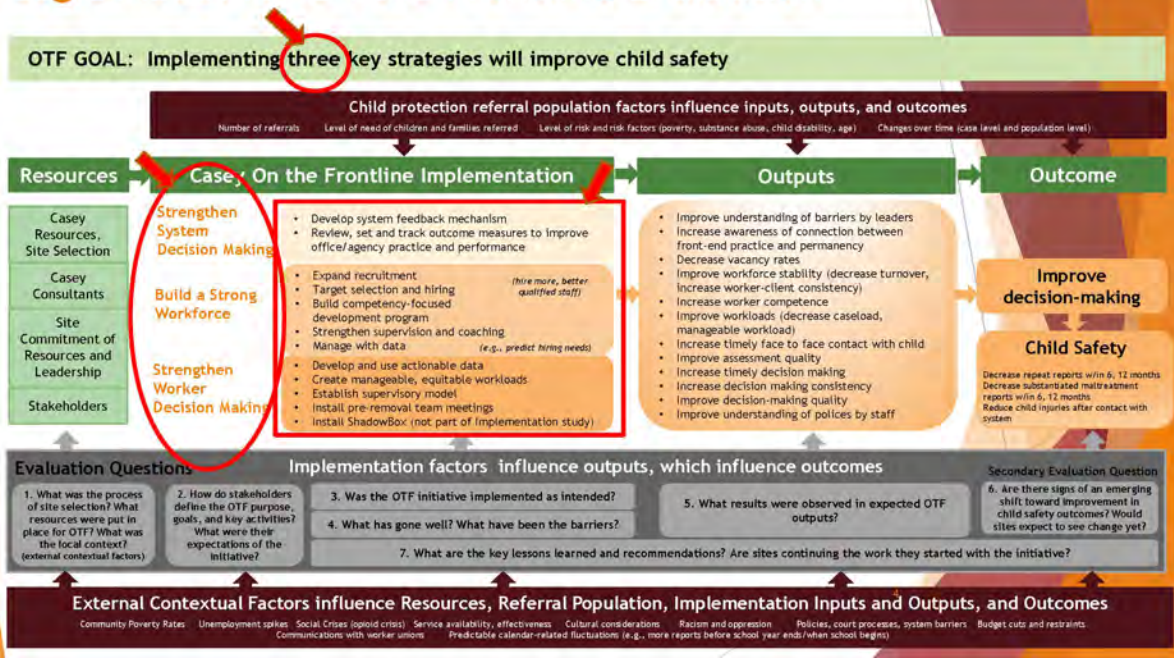
Appendix F.1
Qualitative Findings (September 27, 2018)

Goals of the Presentation

- Provide a brief overview of the On the Frontline (OTF) evaluation
  - Gain an in-depth understanding of implementation of On the Frontline (three key strategies) in 2 sites, and the extent to which implementation translates to improved decision-making and child safety
- To present and discuss the qualitative evaluation findings

Logic Model for On the Frontline Evaluation



Evaluation Questions

1. What was the process of site selection? **What resources were put in place for OTF, and what was the local context?**
2. **How do stakeholders define OTF's purpose, goals and activities? What were their expectations of the initiative?**
3. **Was OTF implemented as intended? How, why, and with whom?**
4. **What aspects of implementation have gone well? What have been the barriers?**
5. **What results were observed in expected outputs?**
6. Are there signs of emerging shift toward improvement in child safety outcomes?
7. **What are the key lessons and recommendations? Are sites continuing the work they started with the initiative?**

5

Participants and Methods

Jefferson County

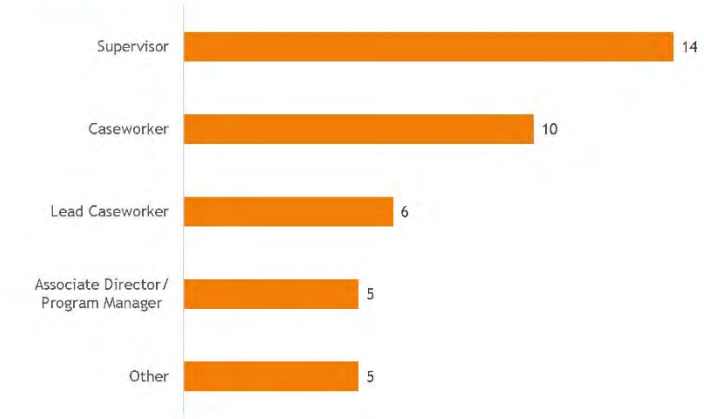
- 8 Interviews
- 4 focus groups
- 40 respondents
- Experience:
  - <1 year - 20+yrs
  - Average: 13.1yrs
  - County Population
    - 534,543

Cuyahoga County

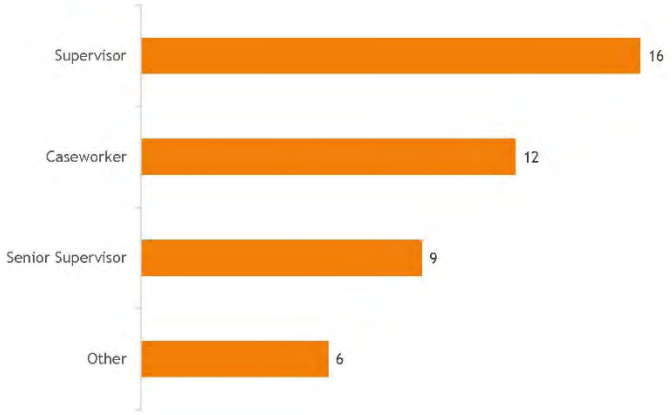
- 4 interviews
- 4 focus groups
- 43 respondents
- Experience:
  - <1 year - 20+yrs
  - Average: 14.4yrs
  - County Population
    - 1,280,122

6

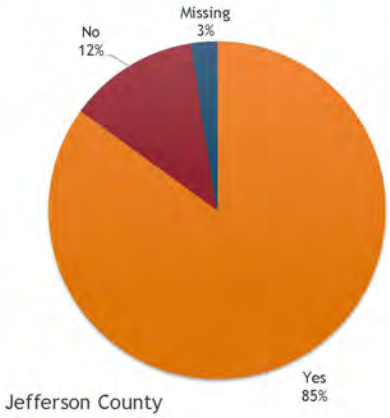
Jefferson County Participants by Job Title

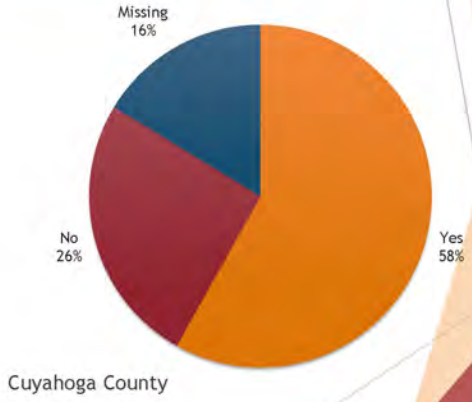


Cuyahoga County Participants by Job Title



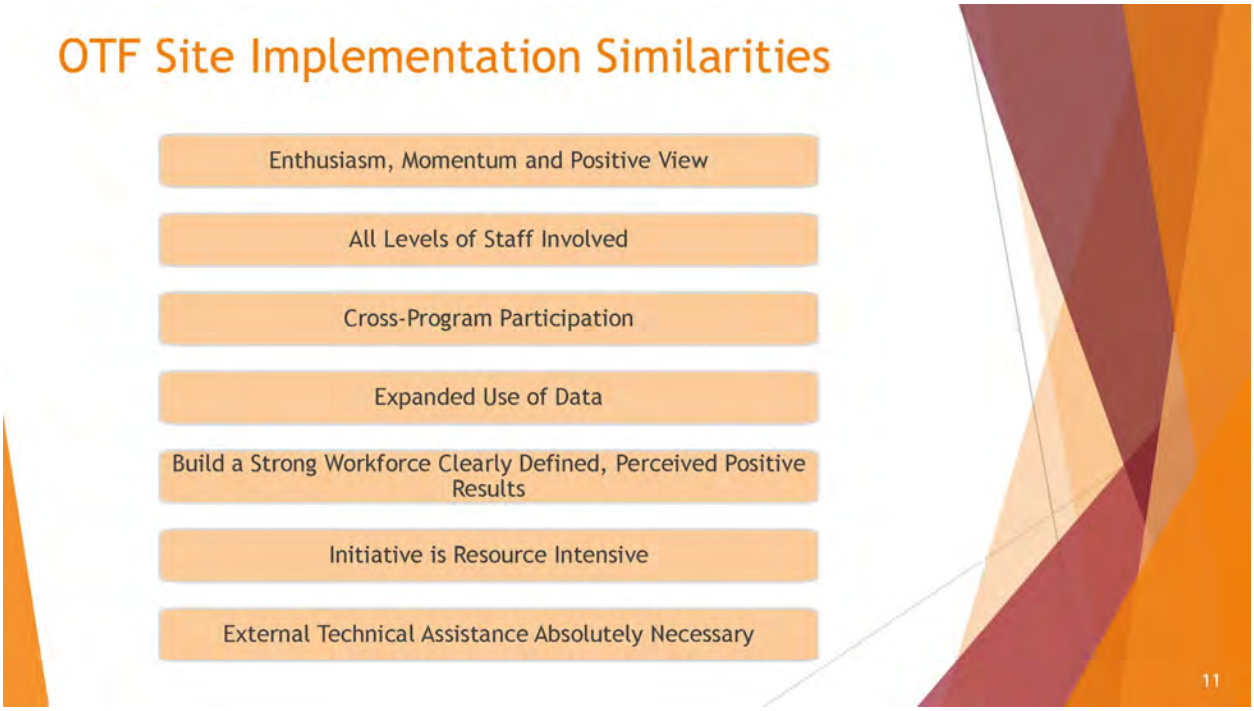
Percentage of Respondents Who Participated in Implementation

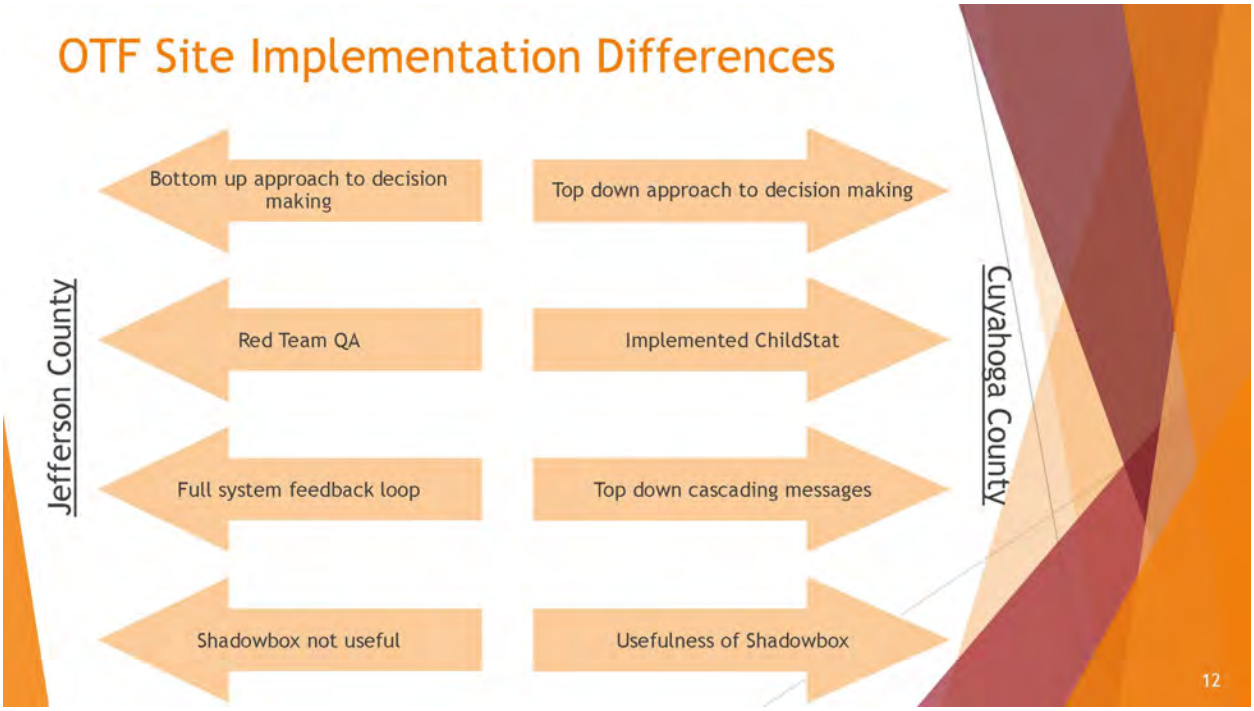


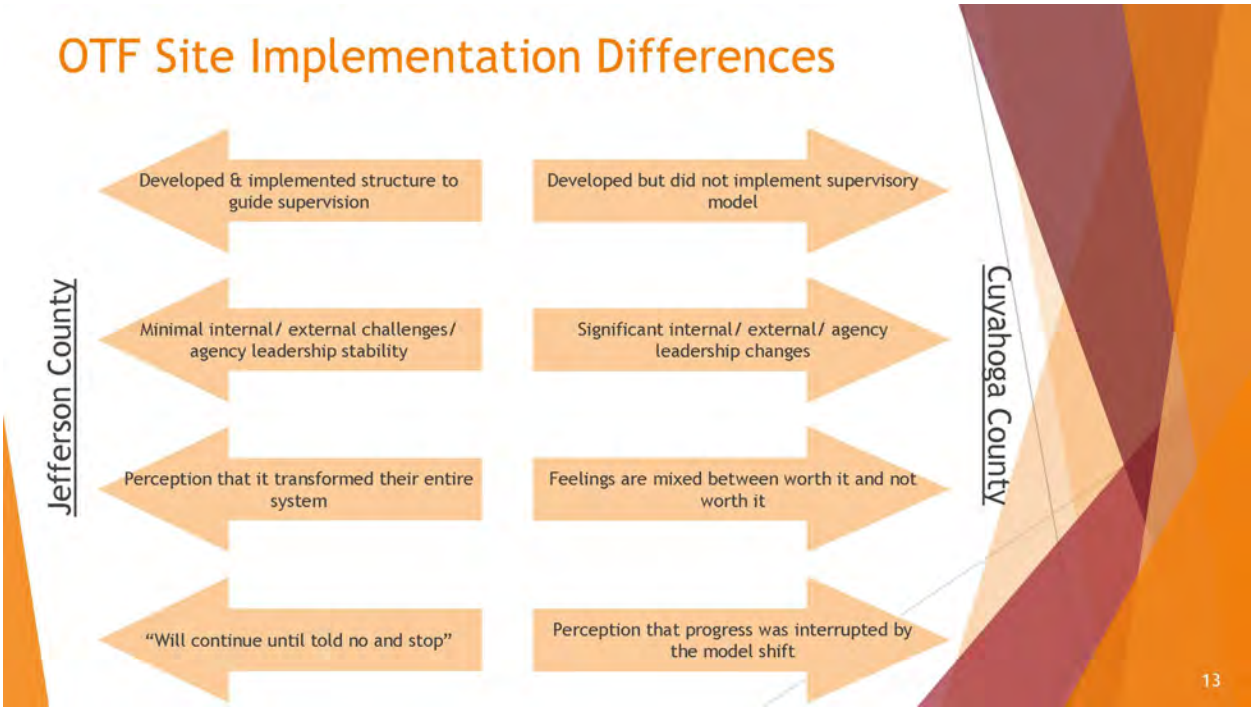


Summary of key findings

- OTF Site Implementation Similarities
- OTF Site Implementation Differences


OTF Site Implementation Similarities
Enthusiasm, Momentum and Positive View
All Levels of Staff Involved
Cross-Program Participation
Expanded Use of Data
Build a Strong Workforce Clearly Defined, Perceived Positive Results
Initiative is Resource Intensive
External Technical Assistance Absolutely Necessary
11


OTF Site Implementation Differences
Jefferson County
Cuyahoga County
Bottom up approach to decision making
Top down approach to decision making
Red Team QA
Implemented ChildStat
Full system feedback loop
Top down cascading messages
Shadowbox not useful
Usefulness of Shadowbox
12


OTF Site Implementation Differences
Jefferson County
Cuyahoga County
Developed & implemented structure to guide supervision
Developed but did not implement supervisory model
Minimal internal/ external challenges/ agency leadership stability
Significant internal/ external/ agency leadership changes
Perception that it transformed their entire system
Feelings are mixed between worth it and not worth it
"Will continue until told no and stop"
Perception that progress was interrupted by the model shift
13

Jefferson County Qualitative Findings
14

RQ1. What resources were put in place for OTF?

15

Resources

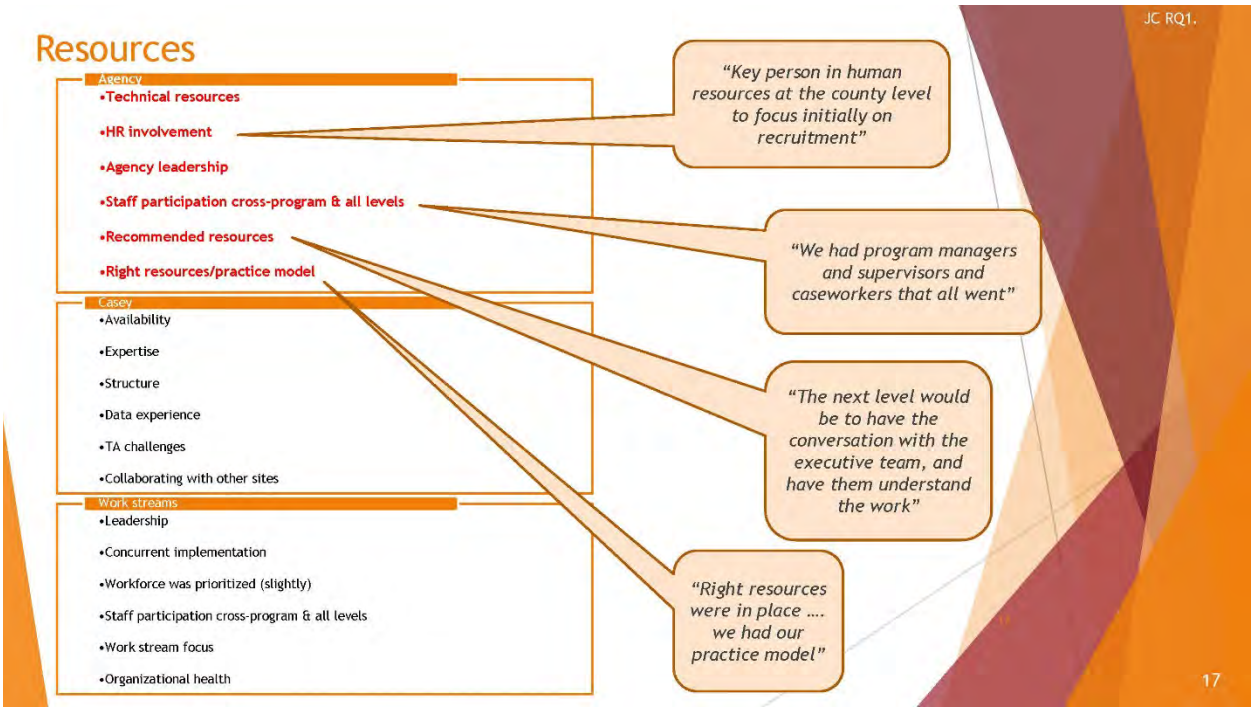
Agency
- Technical resources
- HR involvement
- Agency leadership
- Staff participation cross-program & all levels
- Recommended resources
- Right resources/practice model

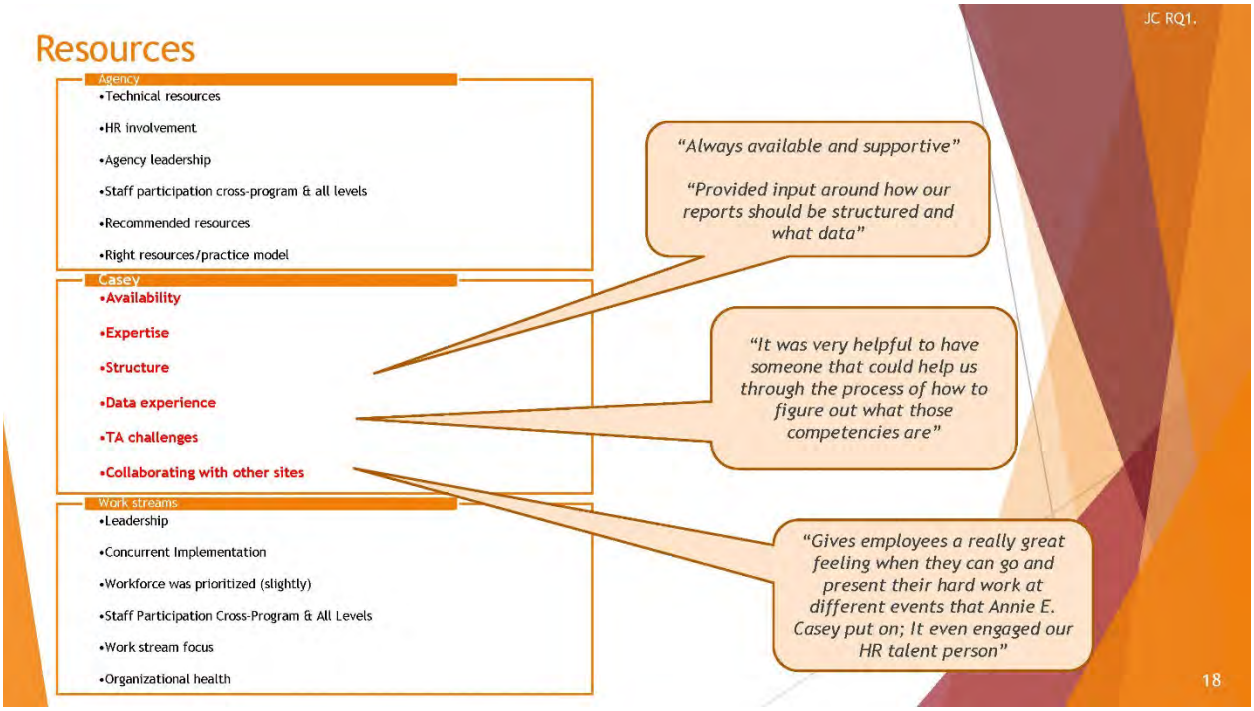
Casey
- Availability
- Expertise
- Structure
- Data experience
- TA challenges
- Collaborating with other sites

Work streams
- Leadership
- Concurrent implementation
- Workforce was prioritized (slightly)
- Staff participation cross-program & all levels
- Work stream focus
- Organizational health

JC RQ1.

16


JC RQ1.
Resources
Agency
•Technical resources
•HR involvement
•Agency leadership
•Staff participation cross-program & all levels
•Recommended resources
•Right resources/practice model
Casey
•Availability
•Expertise
•Structure
•Data experience
•TA challenges
•Collaborating with other sites
Work streams
•Leadership
•Concurrent implementation
•Workforce was prioritized (slightly)
•Staff participation cross-program & all levels
•Work stream focus
•Organizational health
"Key person in human resources at the county level to focus initially on recruitment"
"We had program managers and supervisors and caseworkers that all went"
"The next level would be to have the conversation with the executive team, and have them understand the work"
"Right resources were in place .... we had our practice model"
17


JC RQ1.
Resources
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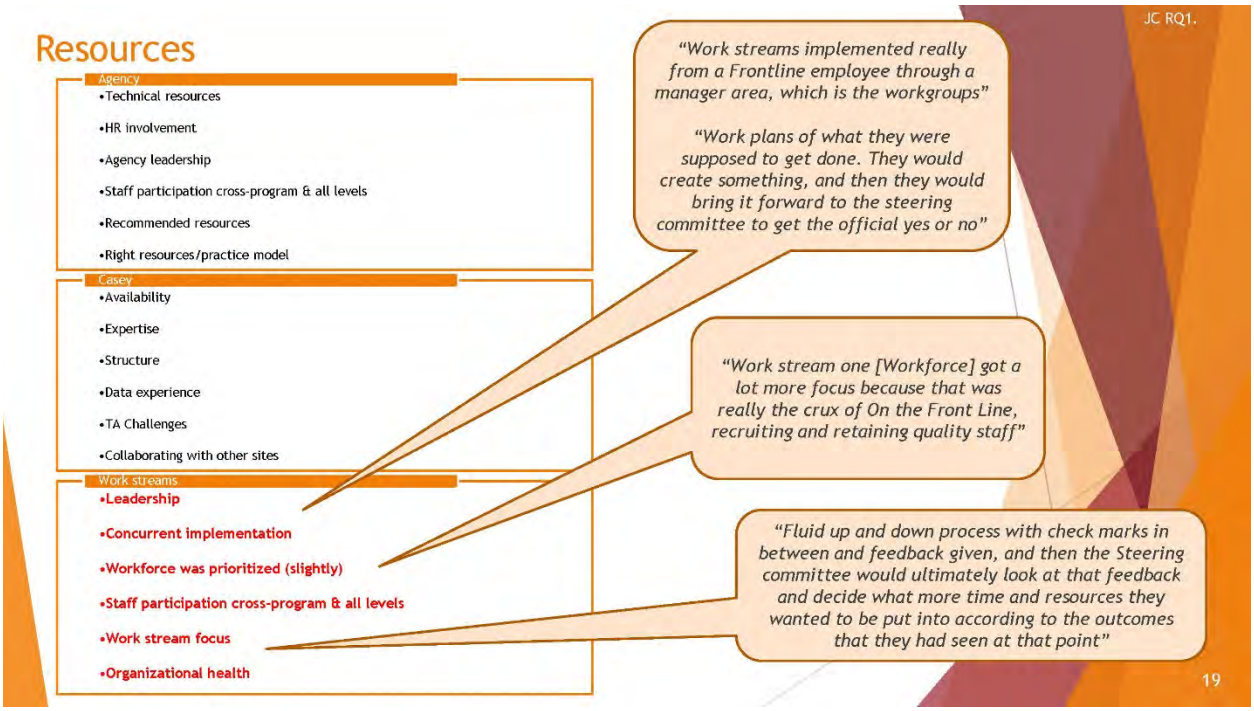
•Technical resources
•HR involvement
•Agency leadership
•Staff participation cross-program & all levels
•Recommended resources
•Right resources/practice model
Casey
•Availability
•Expertise
•Structure
•Data experience
•TA challenges
•Collaborating with other sites
Work streams
•Leadership
•Concurrent Implementation
•Workforce was prioritized (slightly)
•Staff Participation Cross-Program & All Levels
•Work stream focus
•Organizational health
"Always available and supportive"
"Provided input around how our reports should be structured and what data"
"It was very helpful to have someone that could help us through the process of how to figure out what those competencies are"
"Gives employees a really great feeling when they can go and present their hard work at different events that Annie E. Casey put on; It even engaged our HR talent person"
18


JC RQ1.
Resources
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Casey
•Availability
•Expertise
•Structure
•Data experience
•TA Challenges
•Collaborating with other sites
Work streams
•Leadership
•Concurrent implementation
•Workforce was prioritized (slightly)
•Staff participation cross-program & all levels
•Work stream focus
•Organizational health
"Work streams implemented really from a Frontline employee through a manager area, which is the workgroups"
"Work plans of what they were supposed to get done. They would create something, and then they would bring it forward to the steering committee to get the official yes or no"
"Work stream one [Workforce] got a lot more focus because that was really the crux of On the Front Line, recruiting and retaining quality staff"
"Fluid up and down process with check marks in between and feedback given, and then the Steering committee would ultimately look at that feedback and decide what more time and resources they wanted to be put into according to the outcomes that they had seen at that point"
19

RQ2. How do stakeholders define the OTF purpose, goals, and key activities? What were their expectations of the initiative?
20

Perceived Goals of the Initiative

JC RQ2.

Build Stronger Workforce	Strengthen Worker Decision Making	Strengthen System Decision Making	Added Work stream & Outcomes
• Build/ improve workforce • Stabilize workforce • Recruitment	• Improve/ strengthen decision making • Develop/improve frontline practice/skills	• System/ agency decision making • Improve agency • Consistency	• Organizational health • Improve child/family services & outcomes

21

Expected Benefits

JC RQ2.

Build Stronger Workforce	Strengthen Worker Decision Making	Strengthen System Decision Making	Organizational Health
• Stabilize workforce • Improve hiring • Supervision/coaching	• Decision making	• Improve agency	• Staff satisfaction/Org. health • Staff Engagement/ empowerment • Improve child/family services & outcomes

"Key motivators was our workforce and our turnover"

"Improving some of the decision-making and critical thinking through the coaching and the supervision"

"Employee satisfaction"

"Giving confidence to workers"

"Empowering workers to make those decisions"

22

RQ3. Was the OTF Initiative implemented as intended?

RQ5. What results were observed in expected outputs?

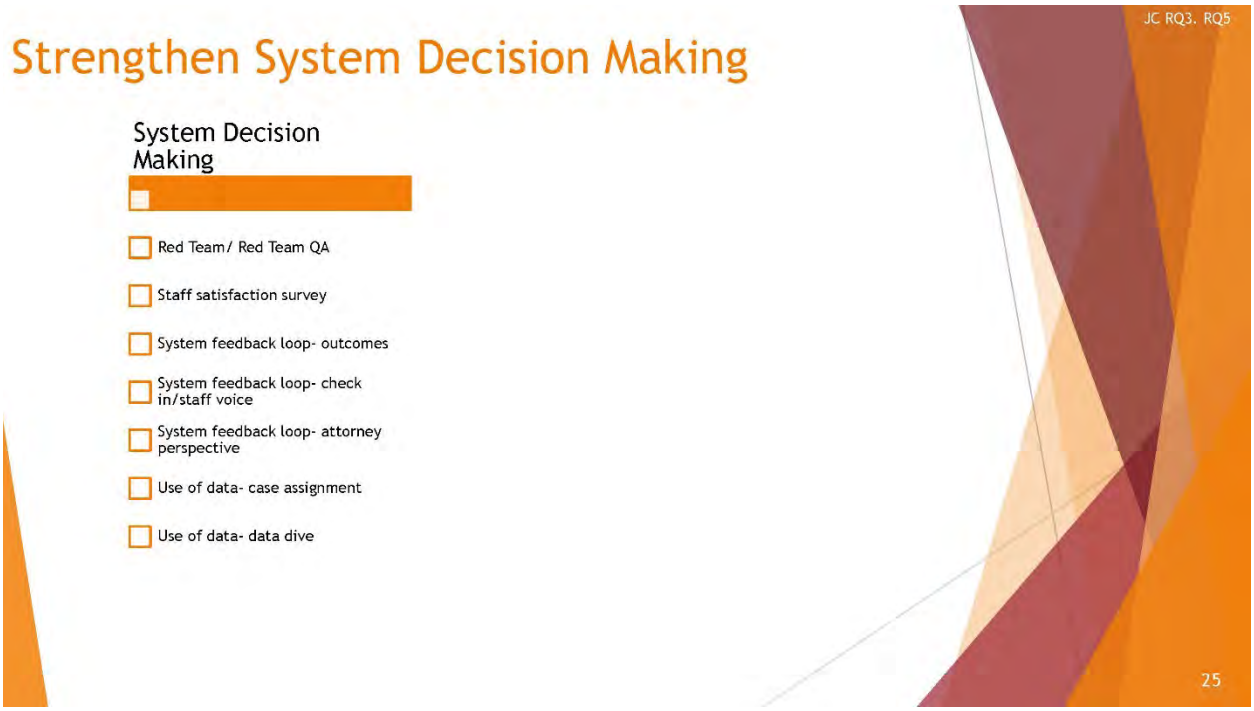
23

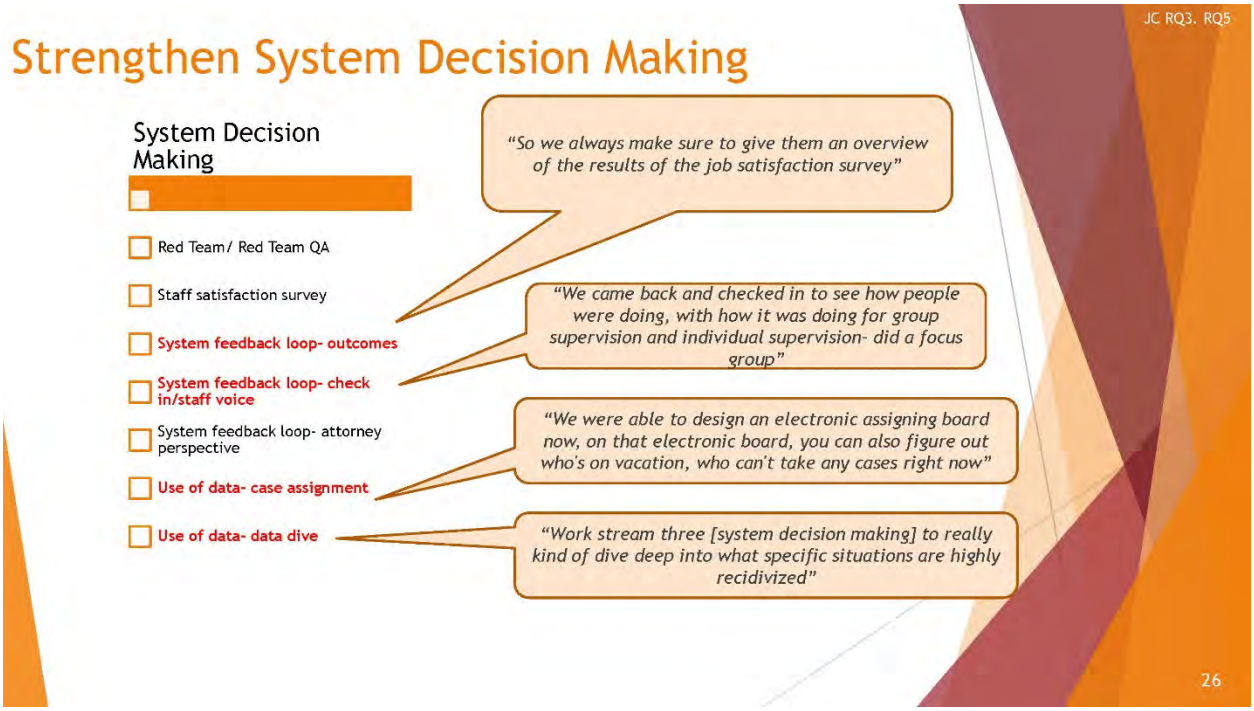
JC RQ3. RQ5

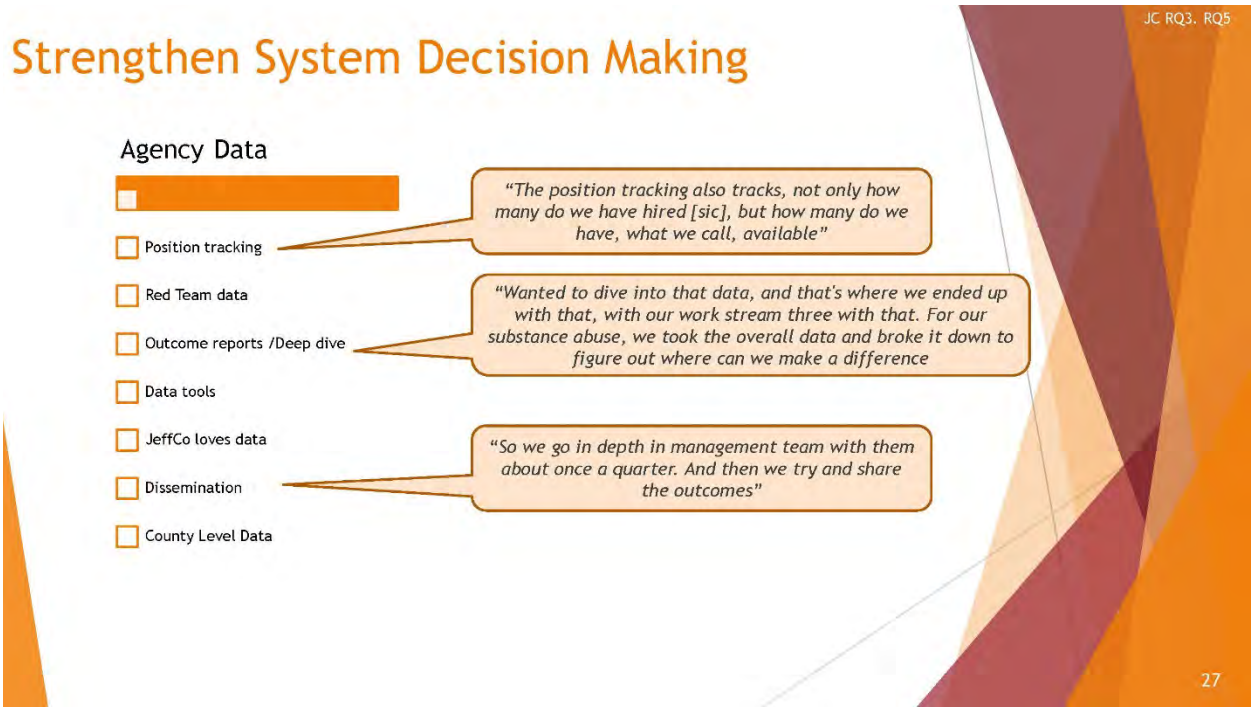
Strengthen System Decision Making

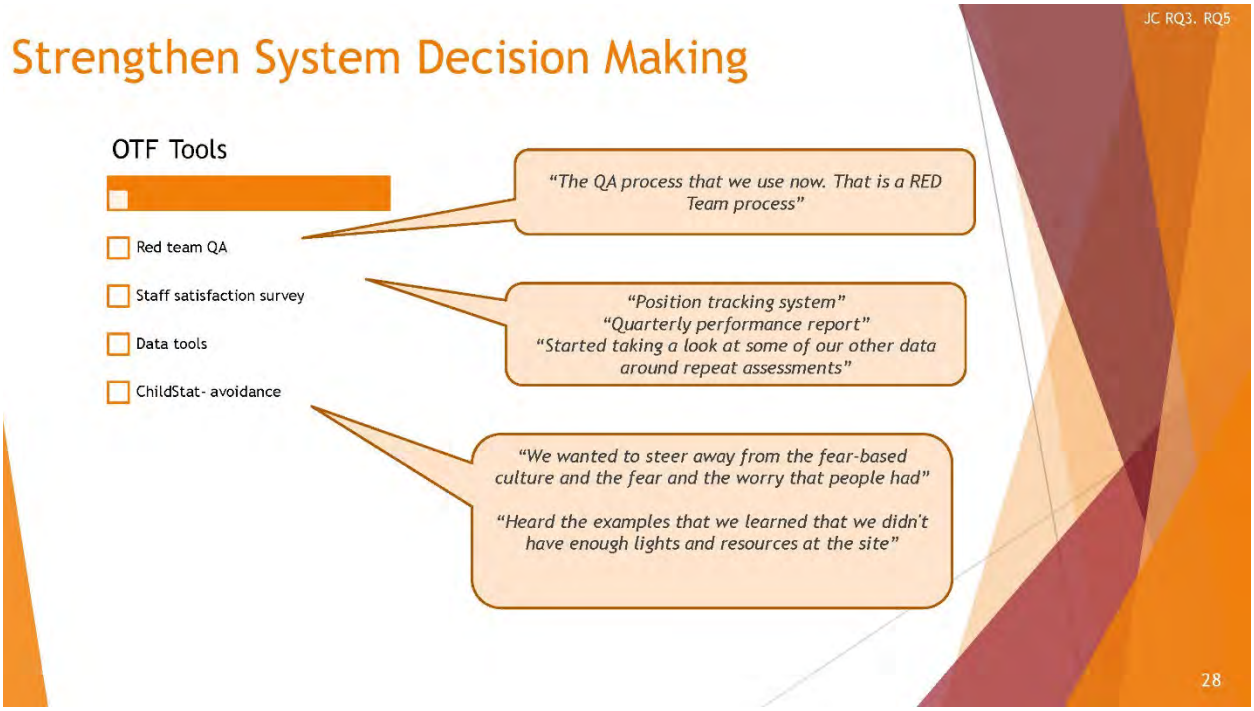
System Decision Making	Agency Data	OTF Tools
Red Team/ Red Team QA	Position tracking	Red Team QA
Staff satisfaction survey	Red Team data	Staff satisfaction
System feedback loop- outcomes	Outcome reports /Deep Dive	Data tools
System feedback loop- check in/staff voice	Data Tools	ChildStat- avoidance
System feedback loop- Attorney perspective	JeffCo loves data	
Use of data- case assignment	Dissemination	
Use of data- data dive	County Level Data	

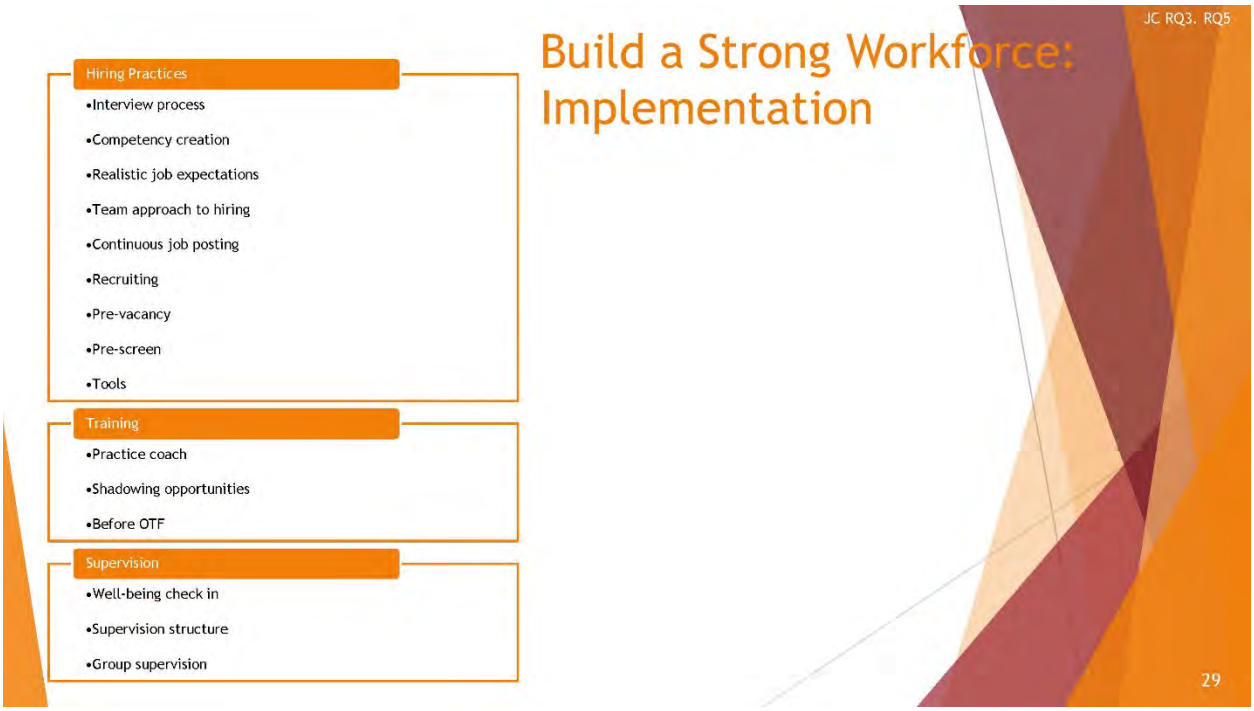
24


JC RQ3. RQ5
Strengthen System Decision Making
System Decision Making
Red Team/ Red Team QA
Staff satisfaction survey
System feedback loop- outcomes
System feedback loop- check in/staff voice
System feedback loop- attorney perspective
Use of data- case assignment
Use of data- data dive
25


JC RQ3. RQ5
Strengthen System Decision Making
System Decision Making
Red Team/ Red Team QA
Staff satisfaction survey
System feedback loop- outcomes
System feedback loop- check in/staff voice
System feedback loop- attorney perspective
Use of data- case assignment
Use of data- data dive
"So we always make sure to give them an overview of the results of the job satisfaction survey"
"We came back and checked in to see how people were doing, with how it was doing for group supervision and individual supervision- did a focus group"
"We were able to design an electronic assigning board now, on that electronic board, you can also figure out who's on vacation, who can't take any cases right now"
"Work stream three [system decision making] to really kind of dive deep into what specific situations are highly recidivized"
26


JC RQ3. RQ5
Strengthen System Decision Making
Agency Data
Position tracking
Red Team data
Outcome reports /Deep dive
Data tools
JeffCo loves data
Dissemination
County Level Data
"The position tracking also tracks, not only how many do we have hired [sic], but how many do we have, what we call, available"
"Wanted to dive into that data, and that's where we ended up with that, with our work stream three with that. For our substance abuse, we took the overall data and broke it down to figure out where can we make a difference
"So we go in depth in management team with them about once a quarter. And then we try and share the outcomes"
27


JC RQ3. RQ5
Strengthen System Decision Making
OTF Tools
Red team QA
Staff satisfaction survey
Data tools
ChildStat- avoidance
"The QA process that we use now. That is a RED Team process"
"Position tracking system"
"Quarterly performance report"
"Started taking a look at some of our other data around repeat assessments"
"We wanted to steer away from the fear-based culture and the fear and the worry that people had"
"Heard the examples that we learned that we didn't have enough lights and resources at the site"
28


JC RQ3. RQ5
Build a Strong Workforce: Implementation
Hiring Practices
•Interview process
•Competency creation
•Realistic job expectations
•Team approach to hiring
•Continuous job posting
•Recruiting
•Pre-vacancy
•Pre-screen
•Tools
Training
•Practice coach
•Shadowing opportunities
•Before OTF
Supervision
•Well-being check in
•Supervision structure
•Group supervision
29

JC RQ3. RQ5
Build a Strong Workforce: Implementation
Hiring Practices
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Training
•Practice coach
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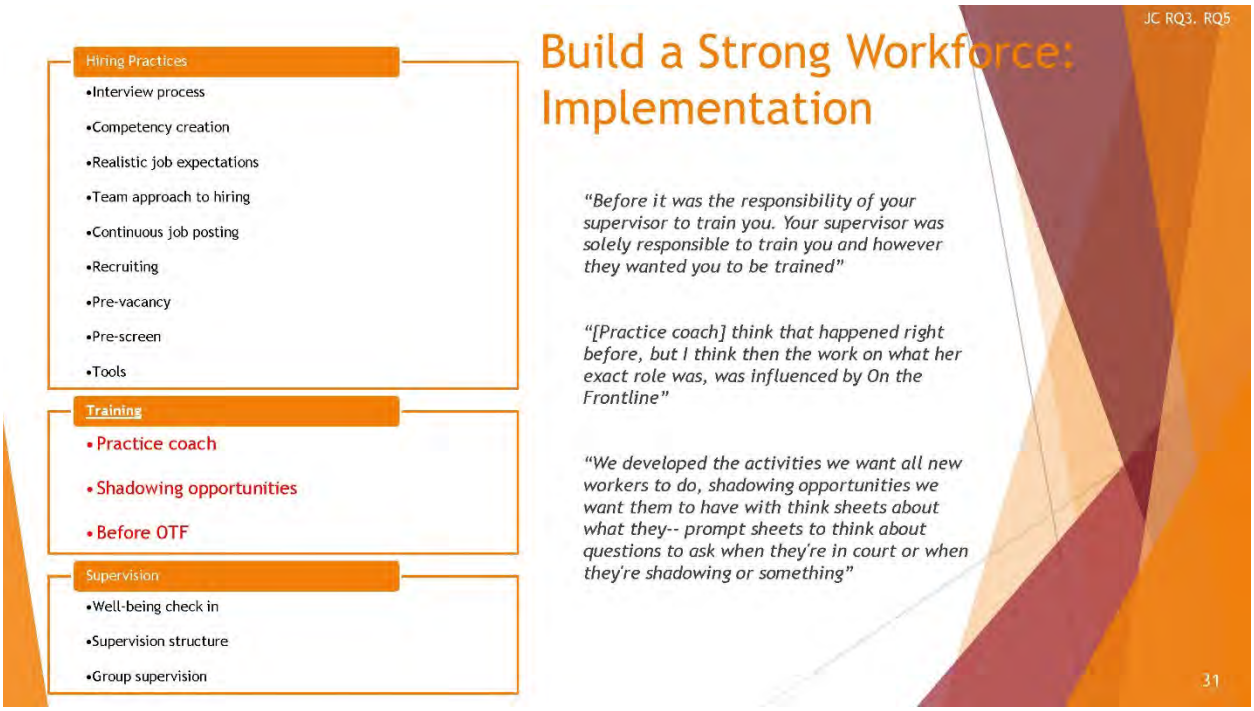
•Before OTF
Supervision
•Well-being check in
•Supervision structure
•Group supervision
"Behavioral-based interviewing - looking for people that have those competencies that we find to be for successful casework"
"It was really helpful to have that video of showing it being realistic and what to expect"
"They went to hiring teams instead of supervisors hiring their own people"
"We implemented phone screens"
30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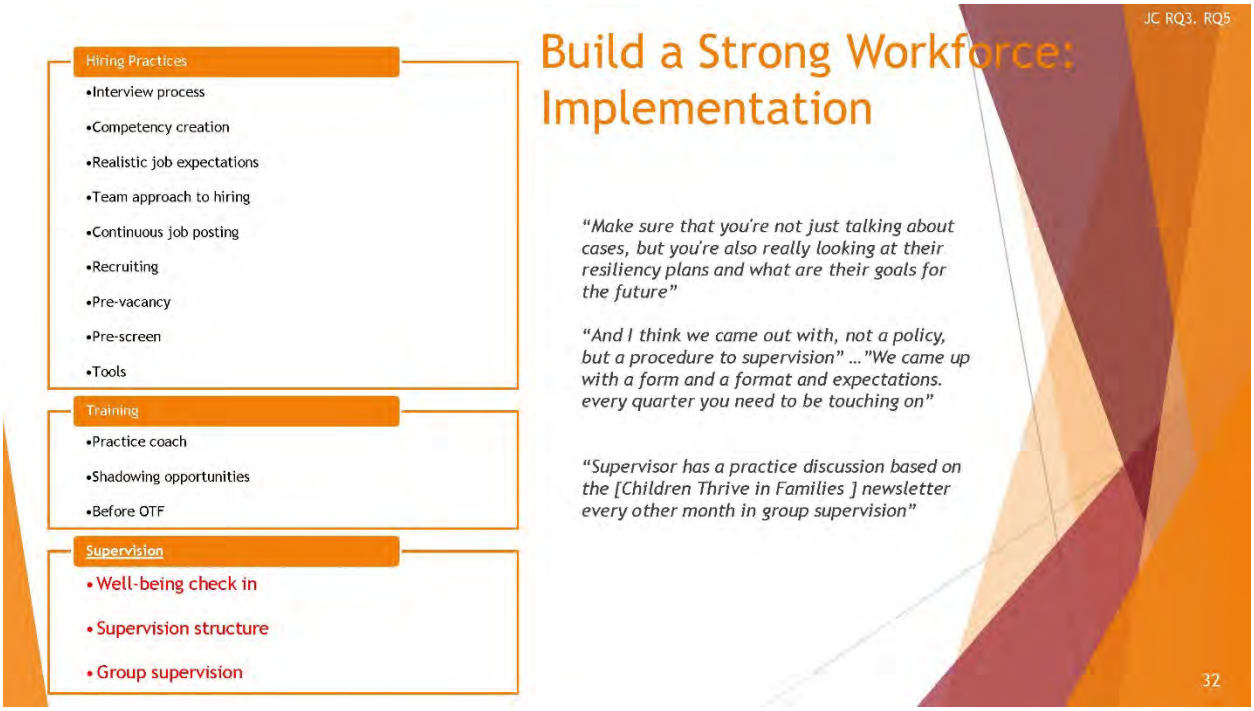
•Tools
Training
• Practice coach
• Shadowing opportunities
• Before OTF
Supervision
•Well-being check in
•Supervision structure
•Group supervision
"Before it was the responsibility of your supervisor to train you. Your supervisor was solely responsible to train you and however they wanted you to be trained"
"[Practice coach] think that happened right before, but I think then the work on what her exact role was, was influenced by On the Frontline"
"We developed the activities we want all new workers to do, shadowing opportunities we want them to have with think sheets about what they-- prompt sheets to think about questions to ask when they're in court or when they're shadowing or something"
31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Build a Strong Workforce: Implementation
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•Pre-vacancy
•Pre-screen
•Tools
Training
•Practice coach
•Shadowing opportunities
•Before OTF
Supervision
• Well-being check in
• Supervision structure
• Group supervision
"Make sure that you're not just talking about cases, but you're also really looking at their resiliency plans and what are their goals for the future"
"And I think we came out with, not a policy, but a procedure to supervision" …"We came up with a form and a format and expectations. every quarter you need to be touching on"
"Supervisor has a practice discussion based on the [Children Thrive in Families] newsletter every other month in group supervision"
32

JC RQ3. RQ5
Build a Strong Workforce: Benefits & Challenges
Hiring Practices
•Before OTF
•Challenges to hiring
•Benefits- Diversity
•Benefits- Time to fill
Training
•Training challenges
•OTF benefits
•Supervisor role
Supervision
•Supervisor consistency
•Supervision inconsistency
•Group supervision inconsistency
•Before OTF
•Coaching aspects
33

JC RQ3. RQ5
Build a Strong Workforce: Benefits/Challenges
Hiring Practices
• Before OTF
• Challenges to hiring
• Benefits- Diversity
• Benefits- Time to fill
Training
•Training challenges
•OTF benefits
•Supervisor role
Supervision
•Supervisor consistency
•Supervision inconsistency
•Group supervision inconsistency
•Before OTF
•Coaching aspects
"Past, they would've just looked for people with experience instead of really looking at the competencies"
"Think that's a barrier to recruitment is you don't necessarily have people who are really passionate about child welfare coming out of social work programs, criminal justice"
"Actually have more diverse ethnicities than we used to. And we have more men"
"What has improved is our time to fill slots has dropped dramatically; -90 days to fill a vacant position and now we can fill a vacant position, frankly, within a couple of days sometimes"
34

JC RQ3. RQ5

Build a Strong Workforce: Benefits/Challenges

Hiring Practices
- Before OTF
- Challenges to hiring
- Benefits- Diversity
- Benefits- Time to fill

Training
- Training challenges
- OTF benefits
- Supervisor role

Supervision
- Supervisor consistency
- Supervision inconsistency
- Group supervision inconsistency
- Before OTF
- Coaching aspects

"It's very on the job training. Hard to get on-the-job training when you have the classroom training"

"There's a lot of shadowing opportunities - inconsistency of that, also. Because if you're seeing one worker with that one supervisor, and you're going to another worker with that supervisor, you're not going to get the same consistency"

"Think On the Frontlines, in a nutshell, has helped us really stop and look at the details of our training and the details of the outcomes"

"Moving our new hires under one supervisor, the training supervisor, consistency, her assisting the other supervisors in getting their training needs met, being that bridge, helping with that, making people feel welcome"

35

JC RQ3. RQ5

Build a Strong Workforce: Benefits/Challenges

Hiring Practices
- Before OTF
- Challenges to hiring
- Benefits- Diversity
- Benefits- time to fill

Training
- Training challenges
- OTF benefits
- Supervisor role

Supervision
- Supervisor consistency
- Supervision inconsistency
- Group supervision inconsistency
- Before OTF
- Coaching aspects

"[Before OTF] supervisors all did supervision a little bit differently, and all had a little bit different expectation"

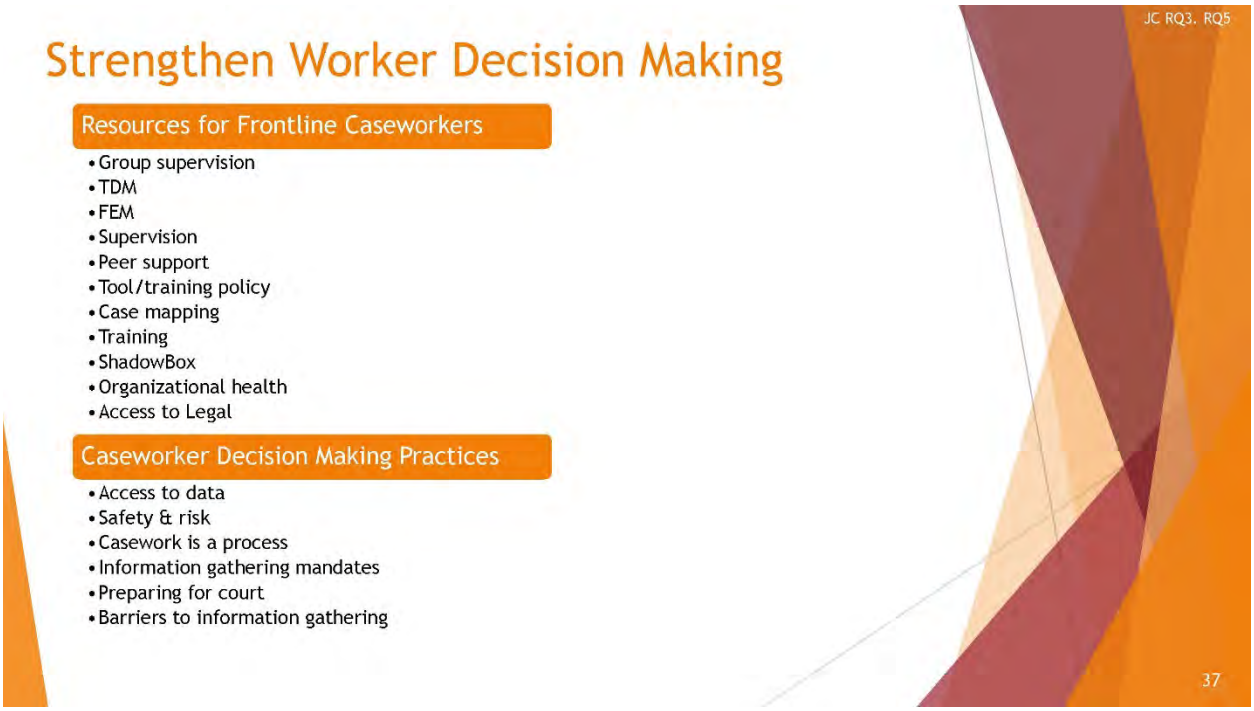
"What I see is more consistency within supervisors and their teams versus thinking about intake across the board"

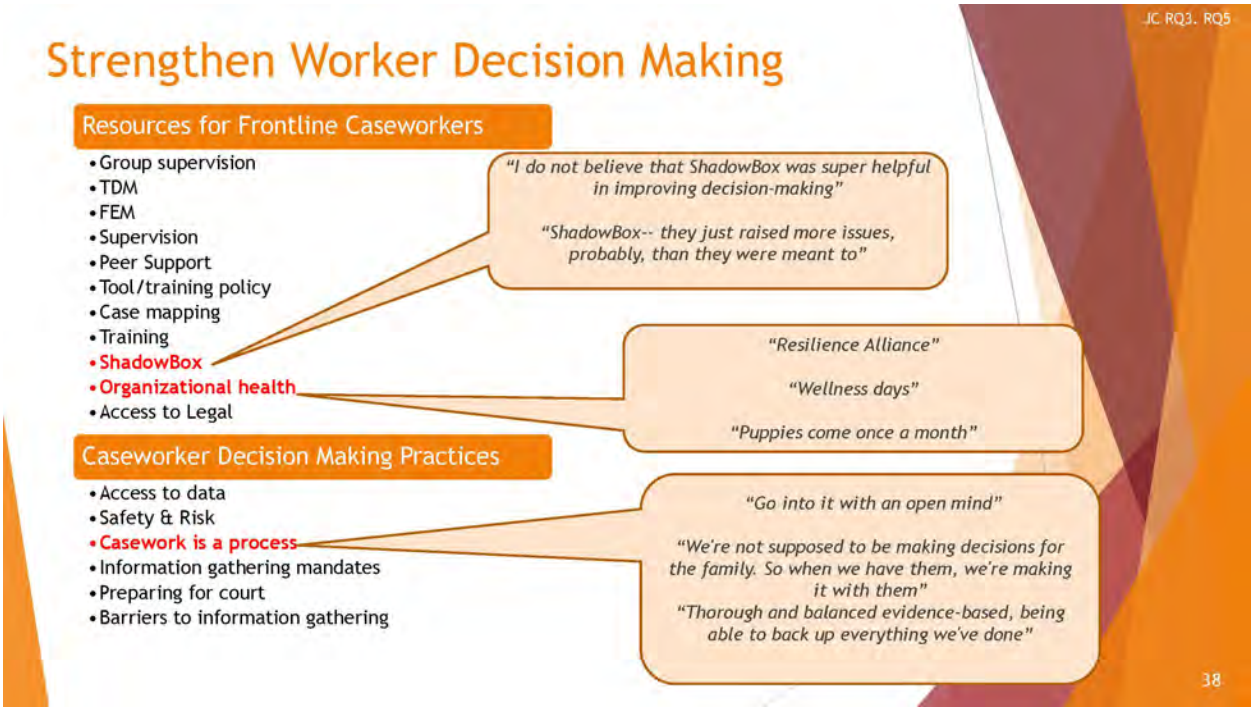
"Our supervisors are not just doing supervision, but they're using their relationship in a coach-like manner as well"

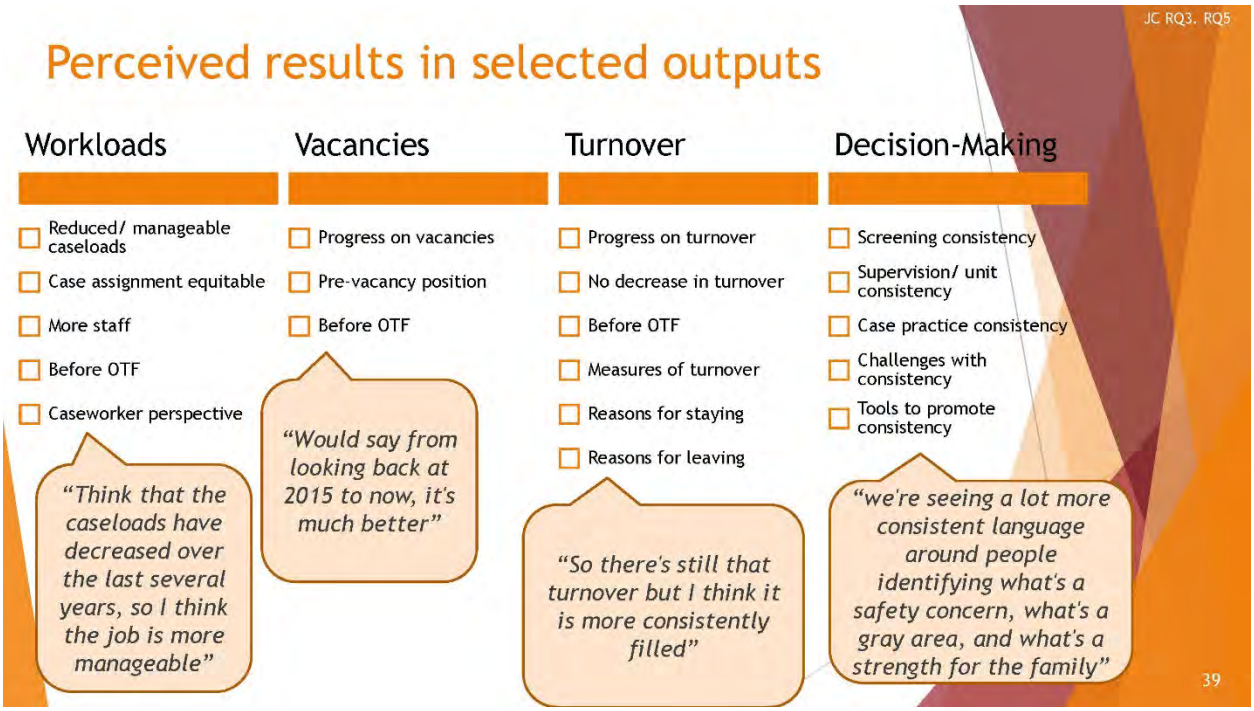
"And we've worked hard over the last three years to get that consistency. But at the end of the day, there's always going to be a discrepancy across the board"

"Group supervision is the only thing that's not consistent"

36


JC RQ3. RQ5
Strengthen Worker Decision Making
Resources for Frontline Caseworkers
• Group supervision
• TDM
• FEM
• Supervision
• Peer support
• Tool/training policy
• Case mapping
• Training
• ShadowBox
• Organizational health
• Access to Legal
Caseworker Decision Making Practices
• Access to data
• Safety & risk
• Casework is a process
• Information gathering mandates
• Preparing for court
• Barriers to information gathering
37


JC RQ3. RQ5
Strengthen Worker Decision Making
Resources for Frontline Caseworkers
• Group supervision
• TDM
• FEM
• Supervision
• Peer Support
• Tool/training policy
• Case mapping
• Training
• ShadowBox
• Organizational health
• Access to Legal
"I do not believe that ShadowBox was super helpful in improving decision-making"
"ShadowBox-- they just raised more issues, probably, than they were meant to"
"Resilience Alliance"
"Wellness days"
"Puppies come once a month"
Caseworker Decision Making Practices
• Access to data
• Safety & Risk
• Casework is a process
• Information gathering mandates
• Preparing for court
• Barriers to information gathering
"Go into it with an open mind"
"We're not supposed to be making decisions for the family. So when we have them, we're making it with them"
"Thorough and balanced evidence-based, being able to back up everything we've done"
38


JC RQ3. RQ5
Perceived results in selected outputs
Workloads
Reduced/ manageable caseloads
Case assignment equitable
More staff
Before OTF
Caseworker perspective
"Think that the caseloads have decreased over the last several years, so I think the job is more manageable"
Vacancies
Progress on vacancies
Pre-vacancy position
Before OTF
"Would say from looking back at 2015 to now, it's much better"
Turnover
Progress on turnover
No decrease in turnover
Before OTF
Measures of turnover
Reasons for staying
Reasons for leaving
"So there's still that turnover but I think it is more consistently filled"
Decision-Making
Screening consistency
Supervision/ unit consistency
Case practice consistency
Challenges with consistency
Tools to promote consistency
"we're seeing a lot more consistent language around people identifying what's a safety concern, what's a gray area, and what's a strength for the family"
39

RQ4. What aspects of implementation have gone well? What have been the barriers?
40

Successes

Build Stronger Workforce	Strengthen System Decision-Making	Qualitative
• Hiring process • Stabilized workforce • Supervision/ Group supervision	• Data use to improve consistency	• Collective collaboration • Improved organizational culture • Success facilitators

"Implemented a really good way of doing hiring through the behavioral-based interviewing"

"There's nothing that I'm not proud of about Work stream One [Workforce]: Helped with retention and turnover"

"There's more consistency in supervision and in group supervisions"

41

Successes

Build Stronger Workforce	Strengthen System Decision-Making	Qualitative
• Hiring process • Stabilized workforce • Supervision/ Group supervision	• Data use to improve consistency	• Collective collaboration • Improved organizational culture • Success facilitators

"Using that data to make decisions or change the way that we look at families, or cases, or assessments, I think that has gone well"

"OTF supported focus on consistency and evaluating RED Team; leads to better assignments, caseworkers less overwhelmed"

"98% of our decisions are consensus-based"

42

Successes

Build Stronger Workforce	Strengthen System Decision-Making	Qualitative
• Hiring process • Stabilized workforce • Supervision/ Group supervision	• Data use to improve consistency	• Collective collaboration • Improved organizational culture • Success facilitators

"We started listening to employees and really started getting some buy-in from them"

"Proud that we've actually done the job satisfaction survey" & "We have a much more positive work environment and workforce"

"Having outside consultants, resources, we would not have been able to develop behavioral competencies"

43

JC RQ4.

Barriers

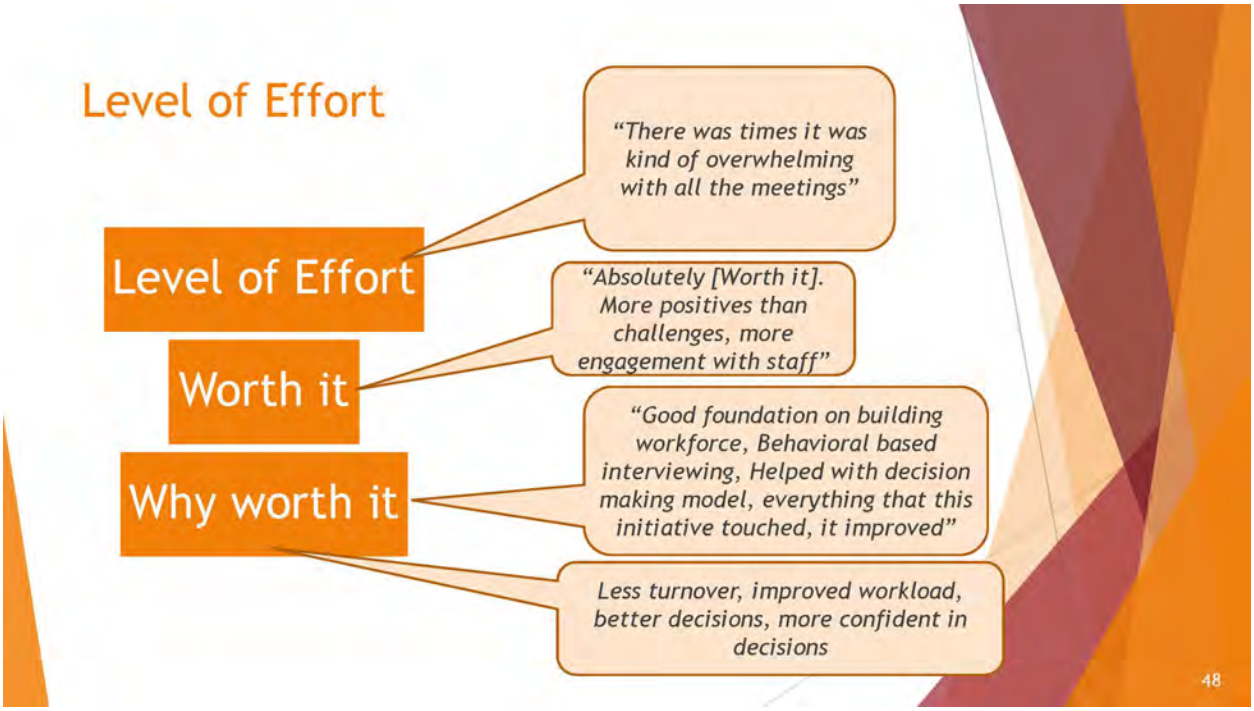
General Resistance to Change	Shadowbox	Time Demands	Agency Factors
External Factors	Leadership	Data Challenges	Goal Expansion

44

JC RQ4.
Barriers
General Resistance to Change
Shadowbox
Time Demands
Agency Factors
External Factors
Leadership
Data Challenges
Goal Expansion
"ShadowBox was a challenge… We basically were developing scenarios for a private business to take somewhere else, build his business"
"So right before we started this, the caseworkers got significant raises"
[Contextual factors] "IV-E work, permanency round tables, consortium on trauma"
45

JC RQ4.
Barriers
General Resistance to Change
Shadowbox
Time Demands
Agency Factors
External Factors
Leadership
Data Challenges
Goal Expansion
"Outside of agency factors, state implemented the state-wide hotline, which increased our call volume a little bit and increased the number of referrals coming in"
"We'll look at a data [sic] and say, "We're weak in this area. We need to improve on it… but then there's no management around that. So it just kind of falls away"
46

JC RQ4.
Barriers
General Resistance to Change
Shadowbox
Time Demands
Agency Factors
External Factors
Leadership
Data Challenges
Goal Expansion
"When you're looking at outcomes. Sometimes there might not be anything there in the data, and you have to invest resources to even get to that point. So that's a challenge"
"Main goal didn't change, but there was a lot added to it"
47


Level of Effort
Level of Effort
Worth it
Why worth it
"There was times it was kind of overwhelming with all the meetings"
"Absolutely [Worth it]. More positives than challenges, more engagement with staff"
"Good foundation on building workforce, Behavioral based interviewing, Helped with decision making model, everything that this initiative touched, it improved"
Less turnover, improved workload, better decisions, more confident in decisions
48

RQ7: What are the key lessons learned and recommendations?

49

JC RQ7.

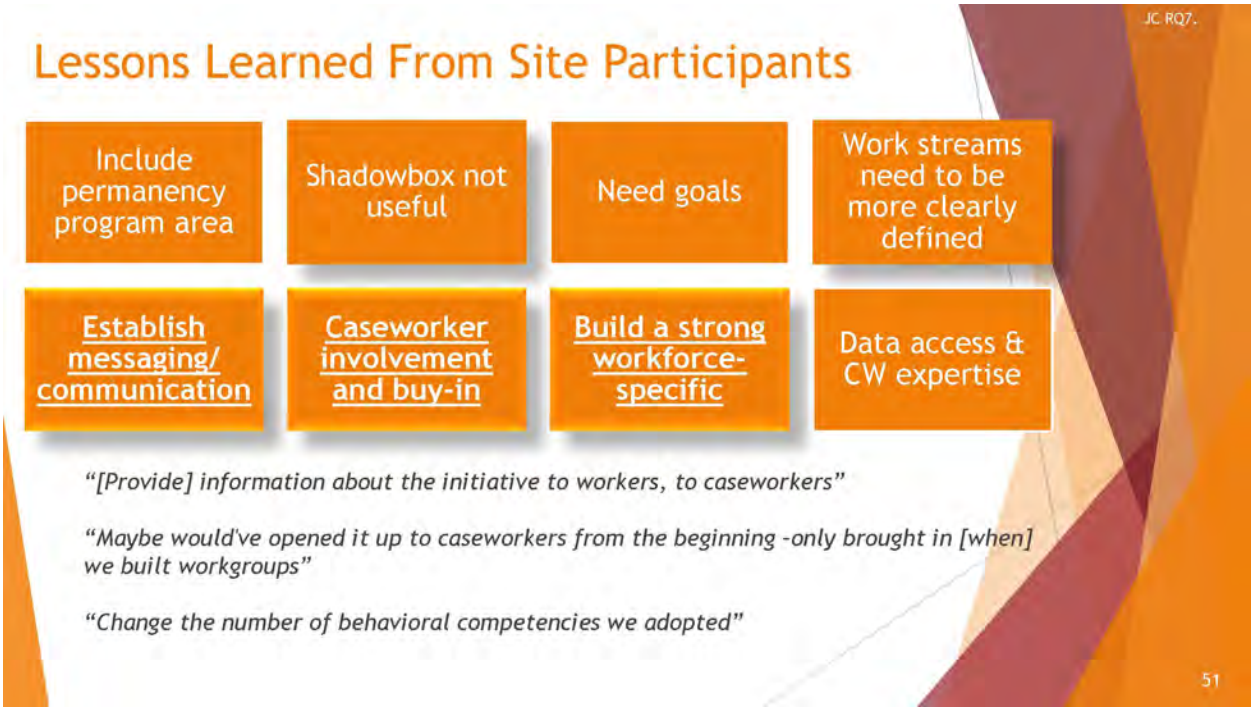
Lessons Learned From Site Participants

Include permanency program area	**Shadowbox not useful**	Need goals	**Work streams need to be more clearly defined**
Establish messaging/ communication	Caseworker involvement and buy-in	Build a strong workforce-specific	Data access & CW expertise

"Would not have spent time on Shadowbox"

"Work stream 3 [system decision making] needs most definition up front, especially if not using ChildStat - outside of ChildStat, there was no work stream

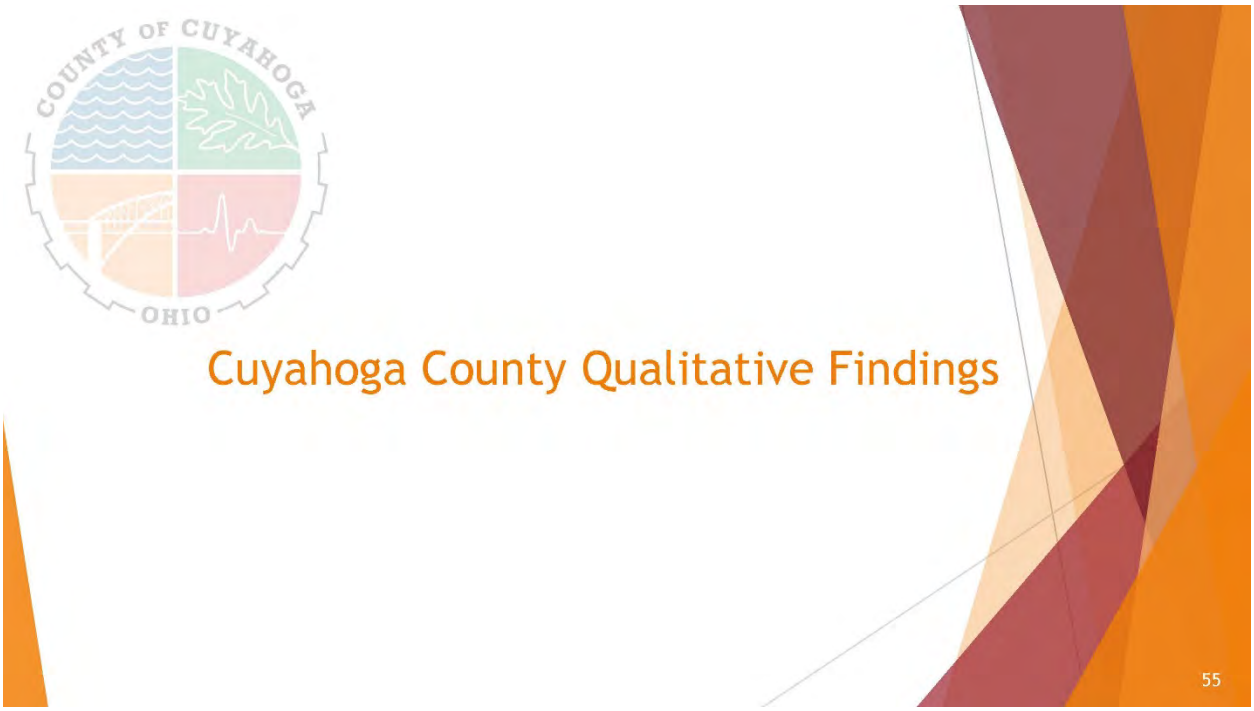
50


JC RQ7.
Lessons Learned From Site Participants
Include permanency program area
Shadowbox not useful
Need goals
Work streams need to be more clearly defined
Establish messaging/ communication
Caseworker involvement and buy-in
Build a strong workforce-specific
Data access & CW expertise
"[Provide] information about the initiative to workers, to caseworkers"
"Maybe would've opened it up to caseworkers from the beginning -only brought in [when] we built workgroups"
"Change the number of behavioral competencies we adopted"
51

JC RQ7.
Continuation of OTF activities
Steering committee and workgroups
Building a strong workforce
Strengthen worker decision making
Systems decision making
Organizational health
Future direction
"Believe everything is going to continue"
"Continuing 3 of 4 work streams"
"Would like to get away from intake and RED team decisions and look at case closure, reunification, or permanency decisions"
52

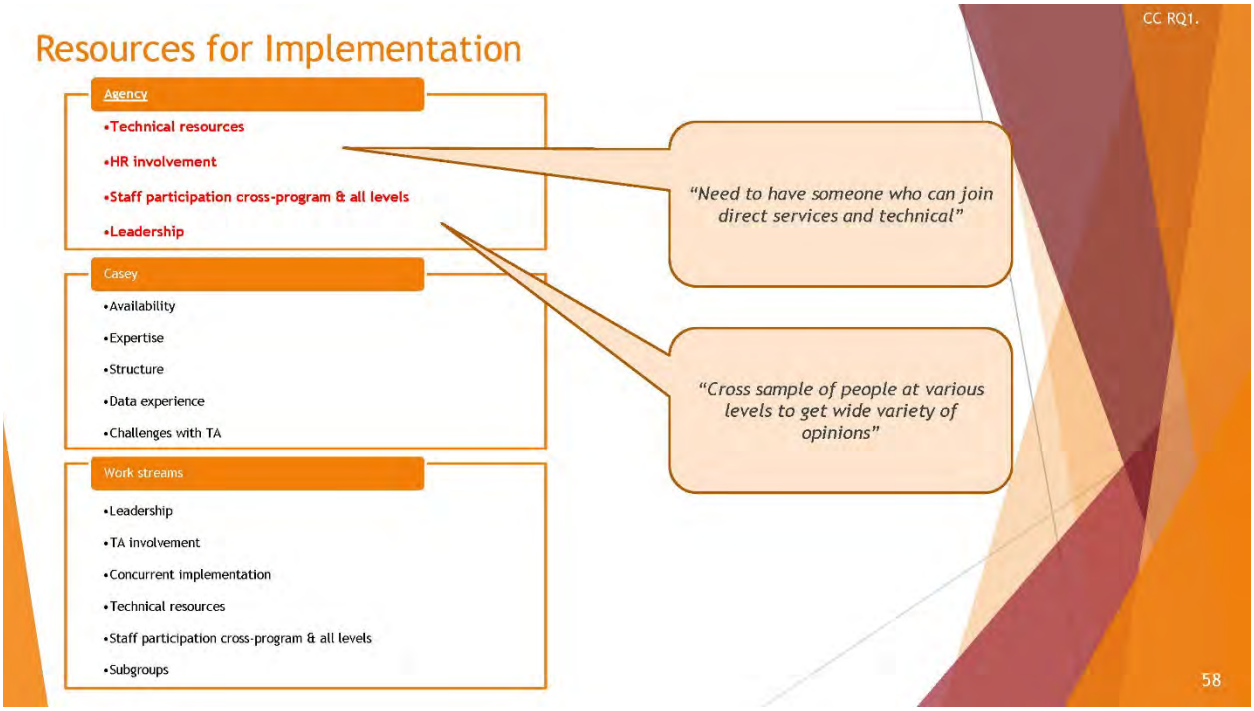
JC RQ7.
Recommendations From Site Participants
Engage staff at all levels
Commit and persevere
Be open to reflection and feedback
Caseworker Perspective
Have clear plans and goals that are agency specific
53

Discussion: Jefferson County's qualitative findings
54


Cuyahoga County Qualitative Findings
55

RQ1. What resources were put in place for OTF?
56

Resources for Implementation
Agency
•Technical resources
•HR involvement
•Staff participation cross-program & all levels
•Leadership
Casey
•Availability
•Expertise
•Structure
•Data experience
•Challenges with TA
Work streams
•Leadership
•TA involvement
•Concurrent implementation
•Technical resources
•Staff participation cross-program & all levels
•Subgroups
CC RQ1.
57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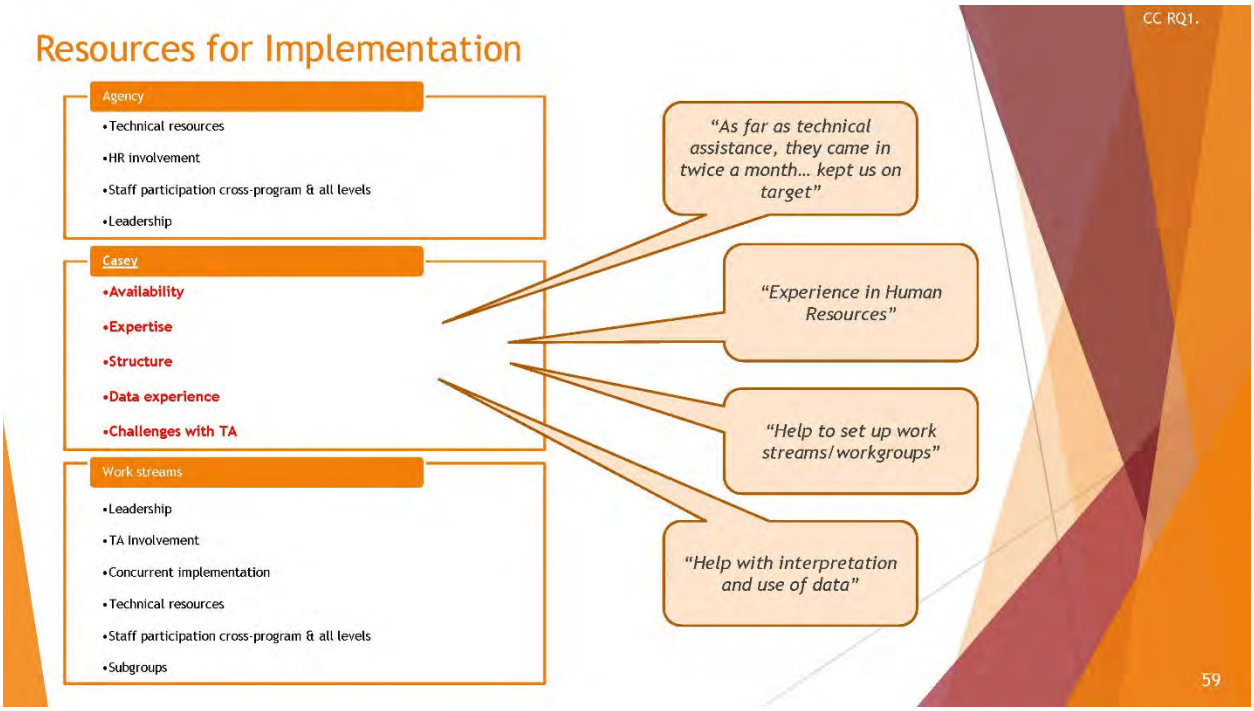
Work streams
•Leadership
•TA involvement
•Concurrent implementation
•Technical resources
•Staff participation cross-program & all levels
•Subgroups
"Need to have someone who can join direct services and technical"
"Cross sample of people at various levels to get wide variety of opinions"
CC RQ1.
58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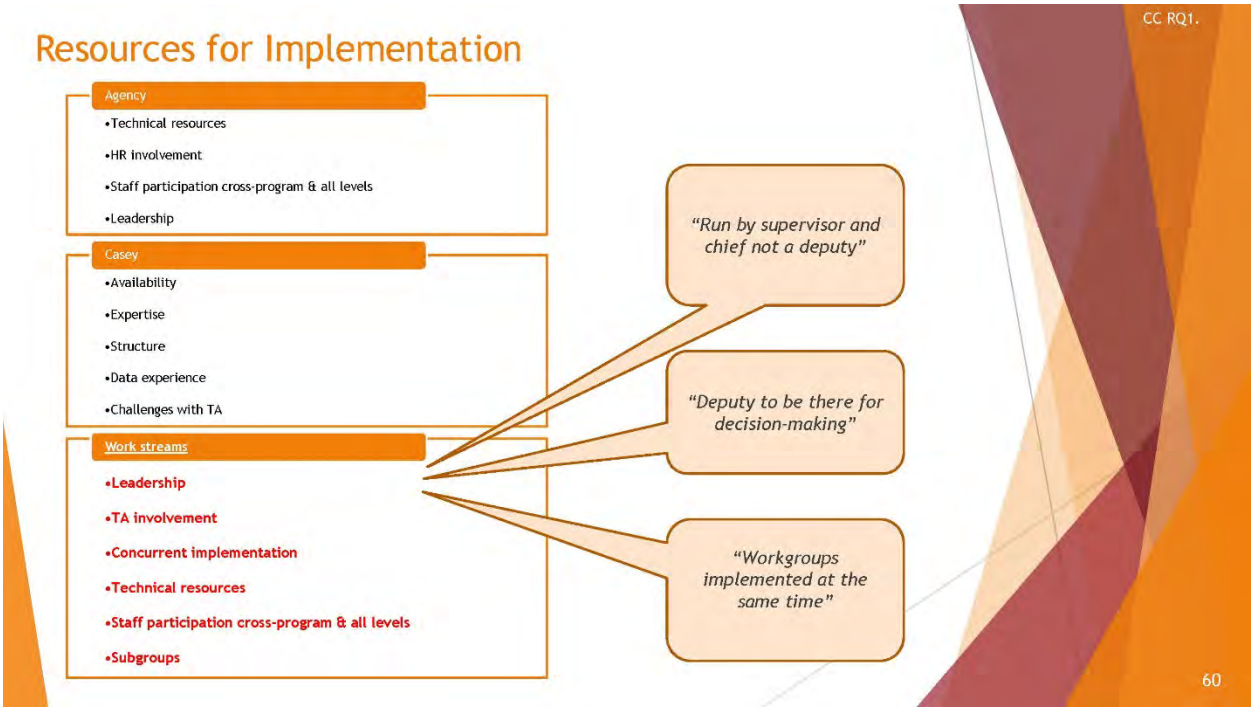
•TA involvement
•Concurrent implementation
•Technical resources
•Staff participation cross-program & all levels
•Subgroups
"As far as technical assistance, they came in twice a month… kept us on target"
"Experience in Human Resources"
"Help to set up work streams/workgroups"
"Help with interpretation and use of data"
59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•Data experience
•Challenges with TA
Work streams
•Leadership
•TA involvement
•Concurrent implementation
•Technical resources
•Staff participation cross-program & all levels
•Subgroups
"Run by supervisor and chief not a deputy"
"Deputy to be there for decision-making"
"Workgroups implemented at the same time"
60

RQ2. How do stakeholders define the OTF purpose, goals, and key activities? What were their expectations of the initiative?

61

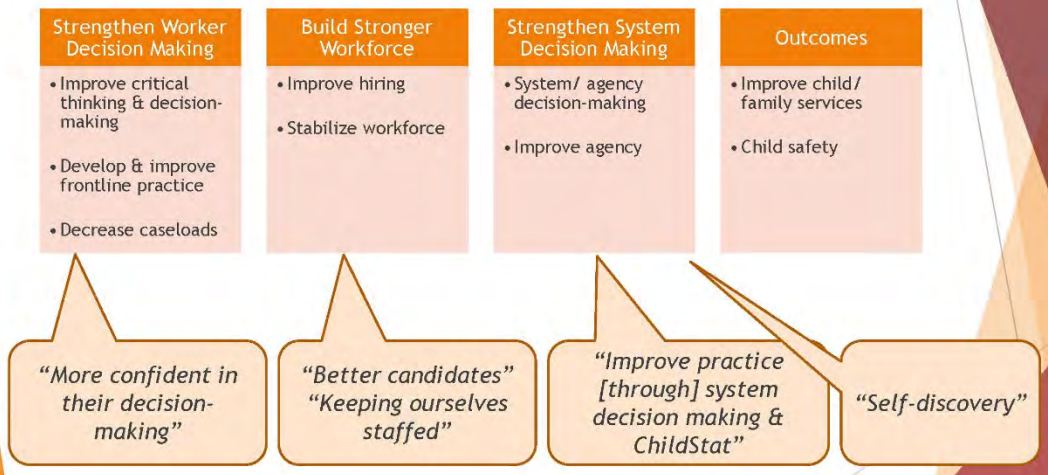
CC RQ2.

Perceived Goals of the Initiative

Strengthen Worker Decision Making	Build Stronger Workforce	Strengthen System Decision Making	Outcomes
• Improve critical thinking & decision-making • Develop & improve frontline practice & skills • Decrease caseloads	• Improve hiring • Stabilize workforce • Improve training	• System/ agency decision-making • Identify/ overcome systemic barriers • Improve agency	• Improve child/ family services • Child safety

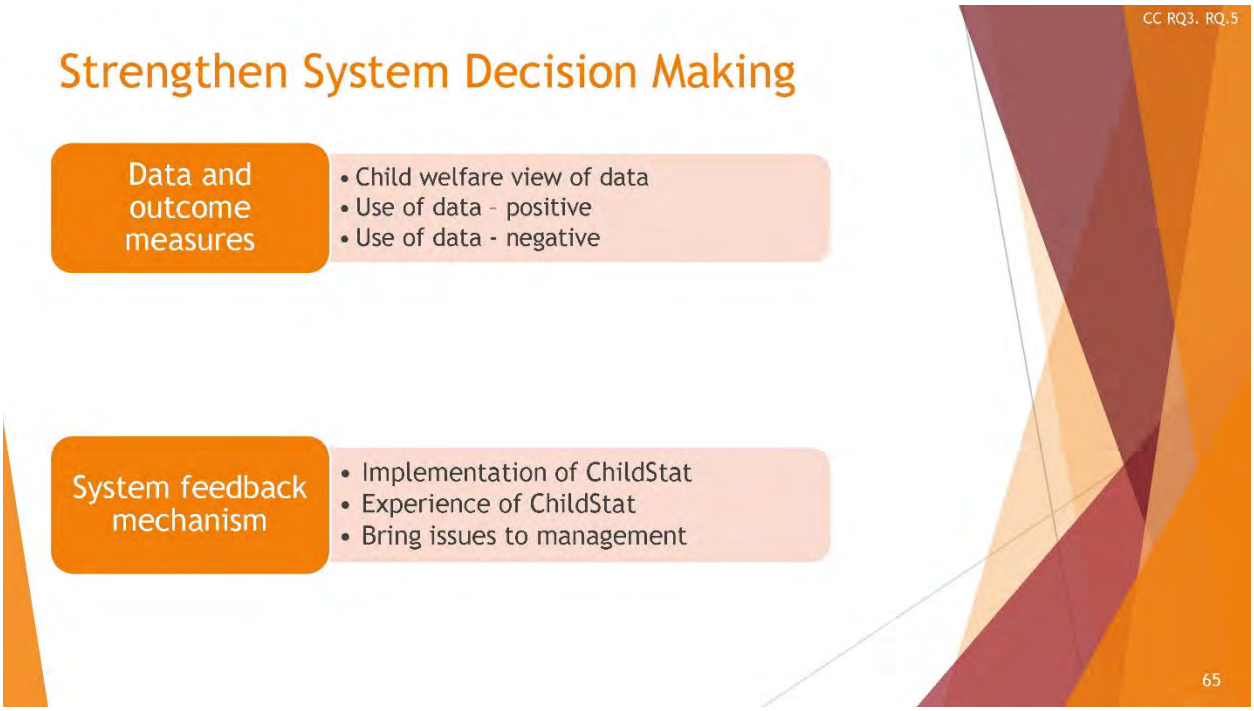
62

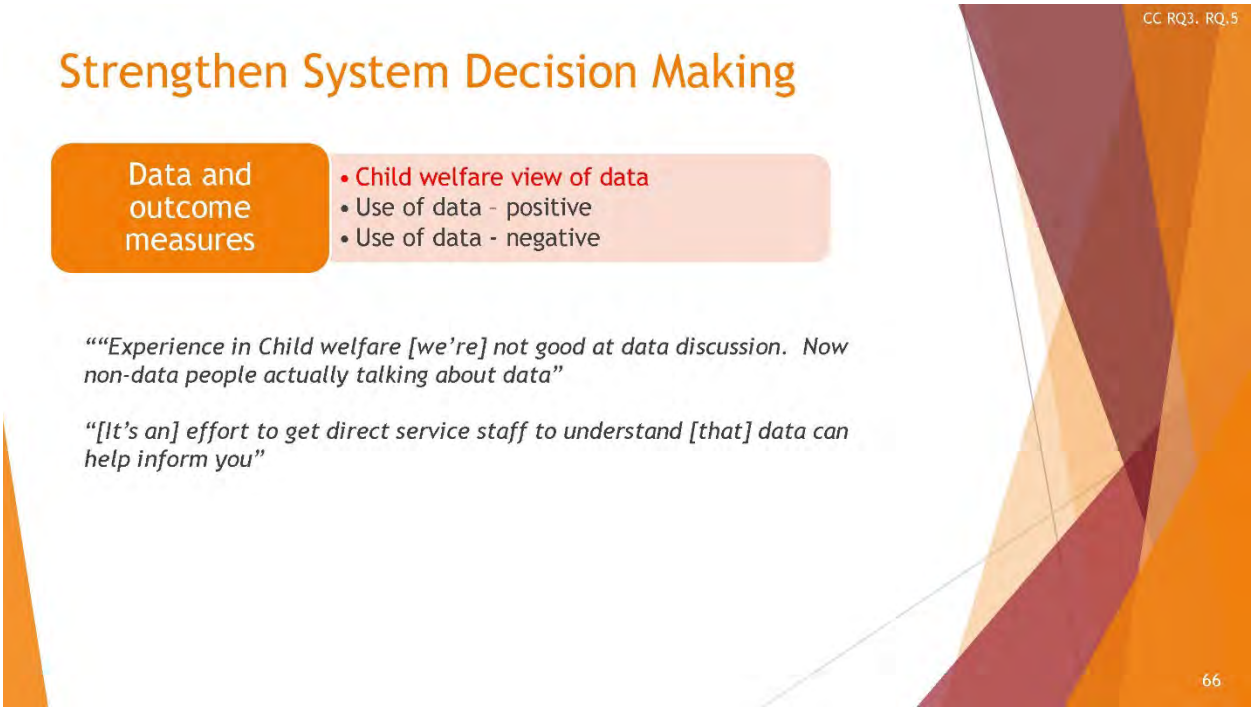
Expected Benefits

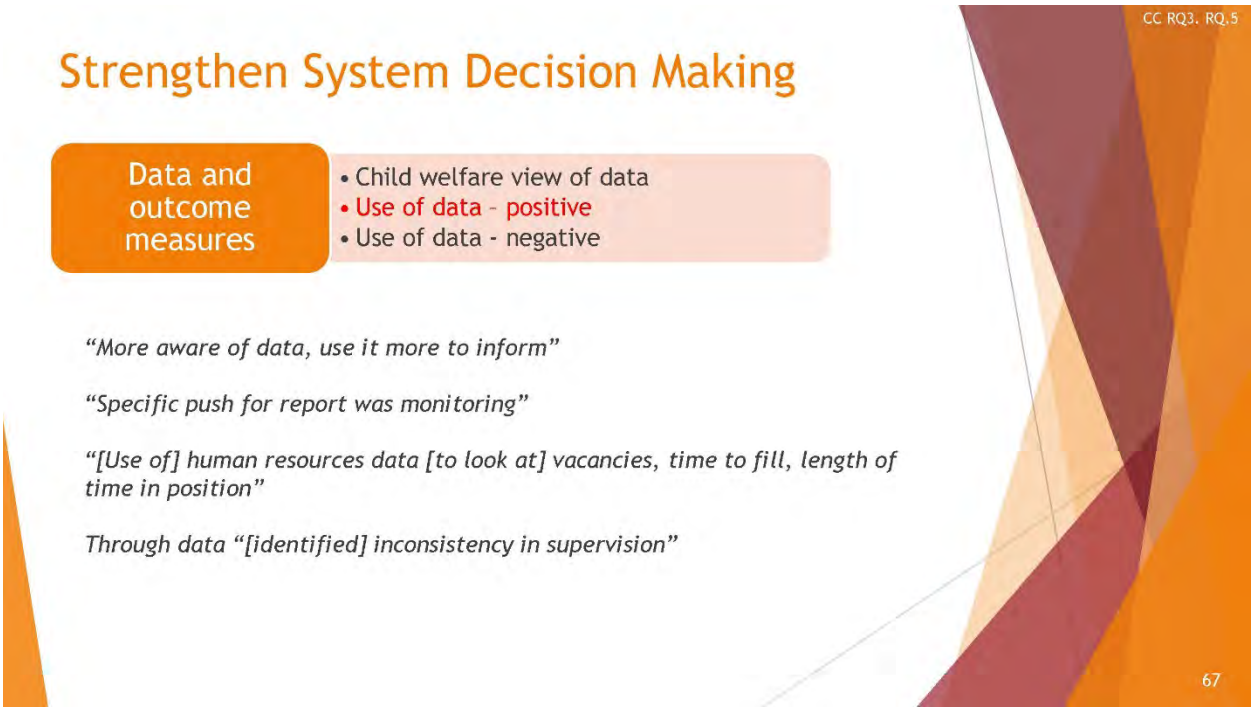


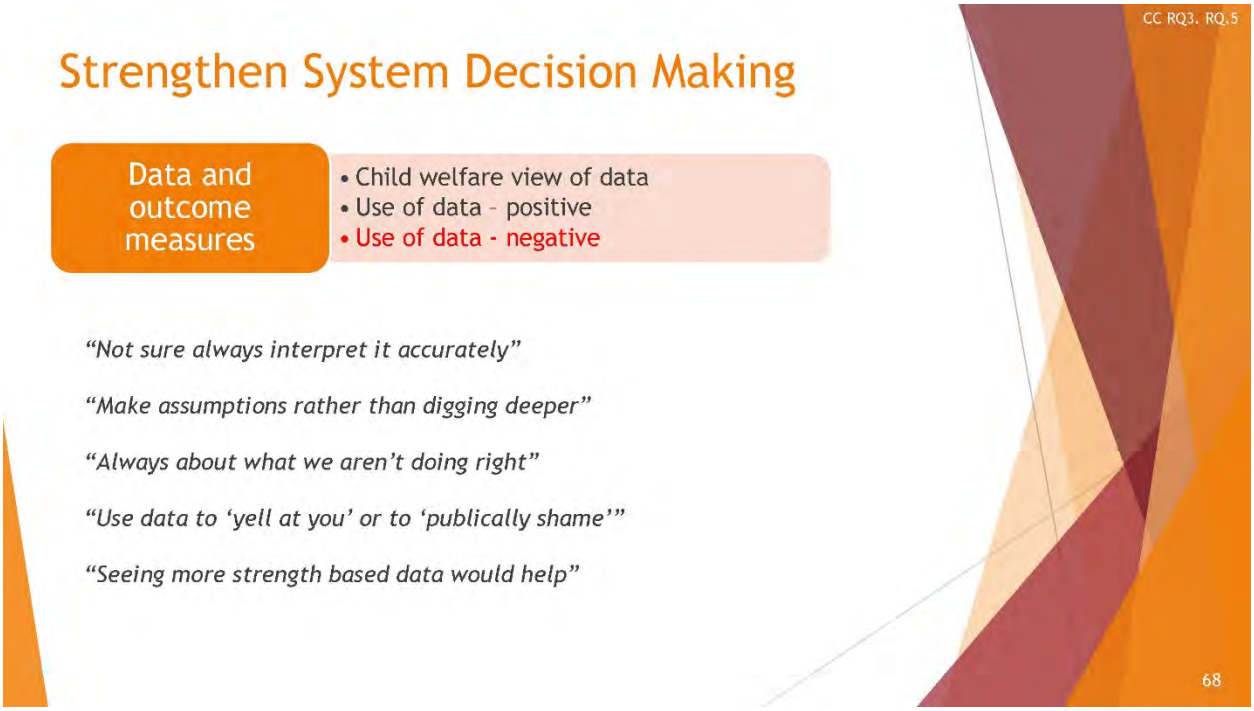
RQ3. Was the OTF Initiative implemented as intended?

RQ5. What results were observed in expected outputs?


CC RQ3. RQ.5
Strengthen System Decision Making
Data and outcome measures
• Child welfare view of data
• Use of data – positive
• Use of data - negative
System feedback mechanism
• Implementation of ChildStat
• Experience of ChildStat
• Bring issues to management
65


CC RQ3. RQ.5
Strengthen System Decision Making
Data and outcome measures
• Child welfare view of data
• Use of data – positive
• Use of data - negative
""Experience in Child welfare [we're] not good at data discussion. Now non-data people actually talking about data"
"[It's an] effort to get direct service staff to understand [that] data can help inform you"
66


CC RQ3. RQ5
Strengthen System Decision Making
Data and outcome measures
• Child welfare view of data
• Use of data – positive
• Use of data - negative
"More aware of data, use it more to inform"
"Specific push for report was monitoring"
"[Use of] human resources data [to look at] vacancies, time to fill, length of time in position"
Through data "[identified] inconsistency in supervision"
67


CC RQ3. RQ5
Strengthen System Decision Making
Data and outcome measures
• Child welfare view of data
• Use of data – positive
• Use of data - negative
"Not sure always interpret it accurately"
"Make assumptions rather than digging deeper"
"Always about what we aren't doing right"
"Use data to 'yell at you' or to 'publically shame'"
"Seeing more strength based data would help"
68

CC RQ3. RQ.5

Strengthen System Decision Making

System feedback mechanism

- Implementation of ChildStat
- Experience of ChildStat
- Bring issues to management

"We have done better quality because of ChildStat"

"ChildStat really key in helping to identify system-wide issues"

"ChildStat data showed not using CAPMIS, moving cases forward without safety"

"Used ChildStat to look at measures unit vs. all services'"

69

CC RQ3. RQ.5

Strengthen System Decision Making

System feedback mechanism

- Implementation of ChildStat
- Experience of ChildStat
- Bring issues to management

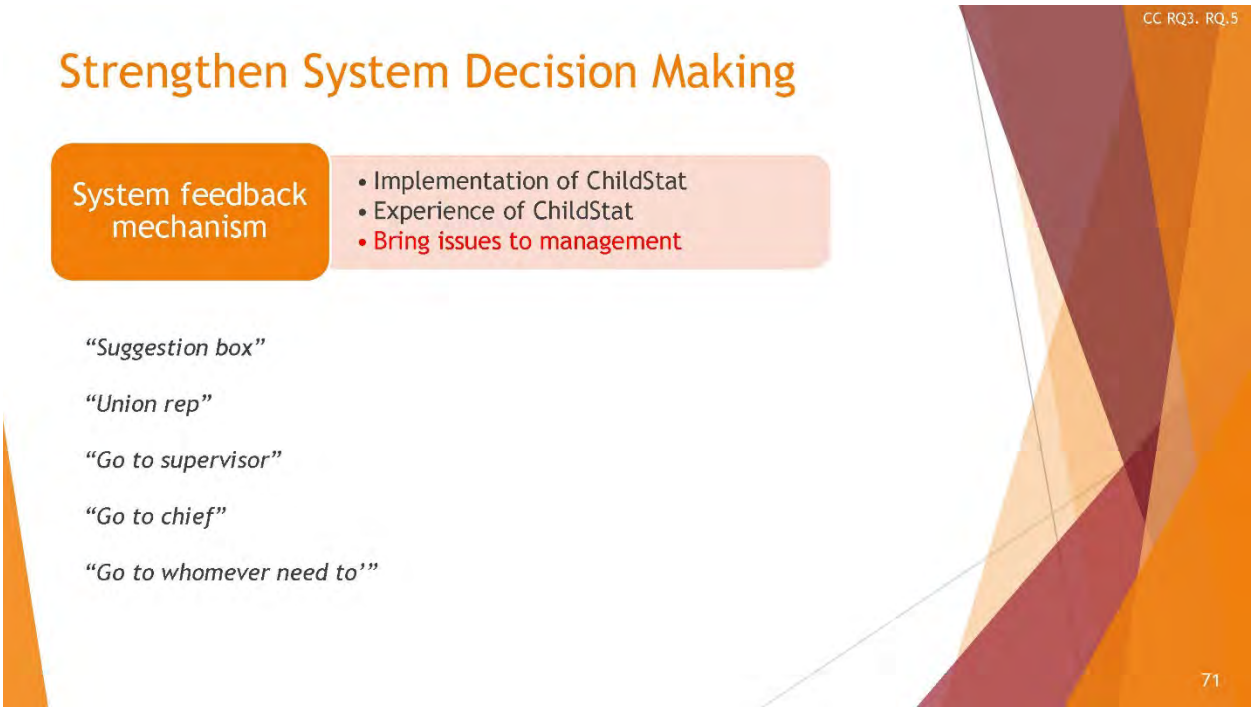
"Does not address decision-making just tells you what you did and didn't do"

"Goal was to identify system issues but it got very individualized"

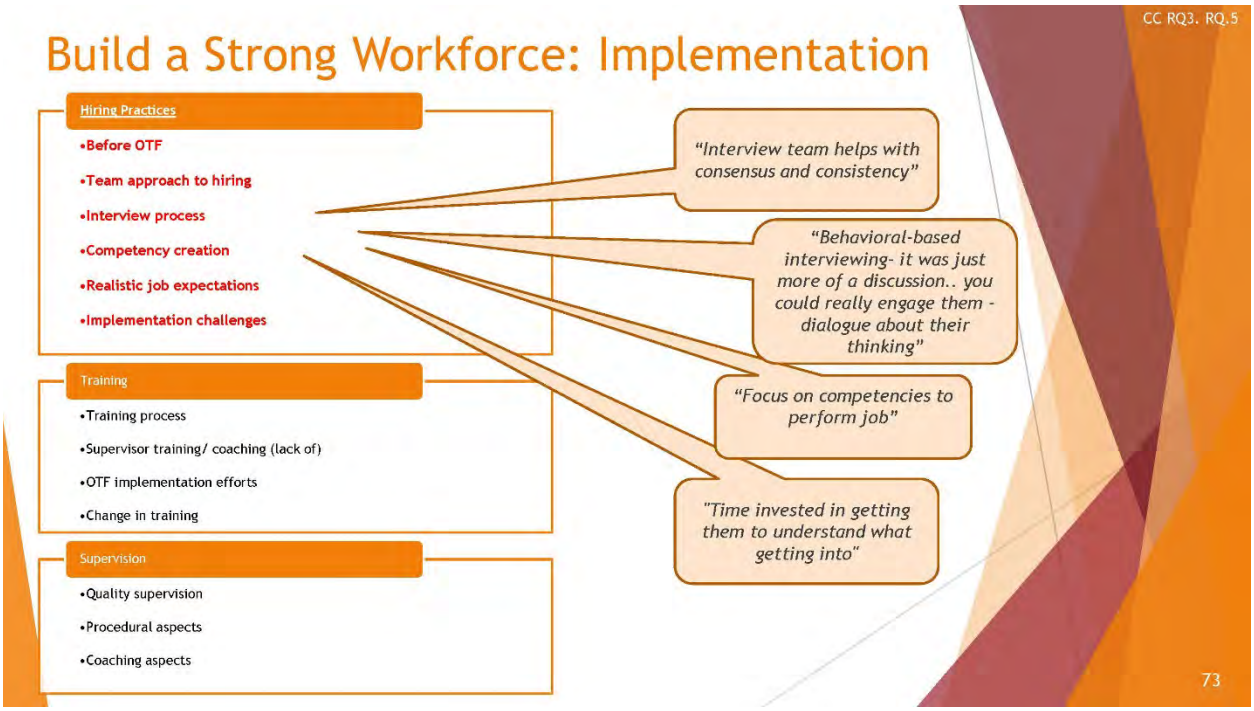
"ChildStat focus should have been on system issues/barriers but 'why did you do this"

"ChildStat real severe negativity and attacking of casework" & "Anxiety provoking"

70


CC RQ3. RQ5
Strengthen System Decision Making
System feedback mechanism
• Implementation of ChildStat
• Experience of ChildStat
• Bring issues to management
"Suggestion box"
"Union rep"
"Go to supervisor"
"Go to chief"
"Go to whomever need to'"
71

CC RQ3. RQ5
Build a Strong Workforce: Implementation
Hiring Practices
•Before OTF
•Team approach to hiring
•Interview process
•Competency creation
•Realistic job expectations
•Implementation challenges
Training
•Training process
•Supervisor training/ coaching (lack of)
•OTF implementation efforts
•Change in training
Supervision
•Quality supervision
•Procedural aspects
•Coaching aspects
72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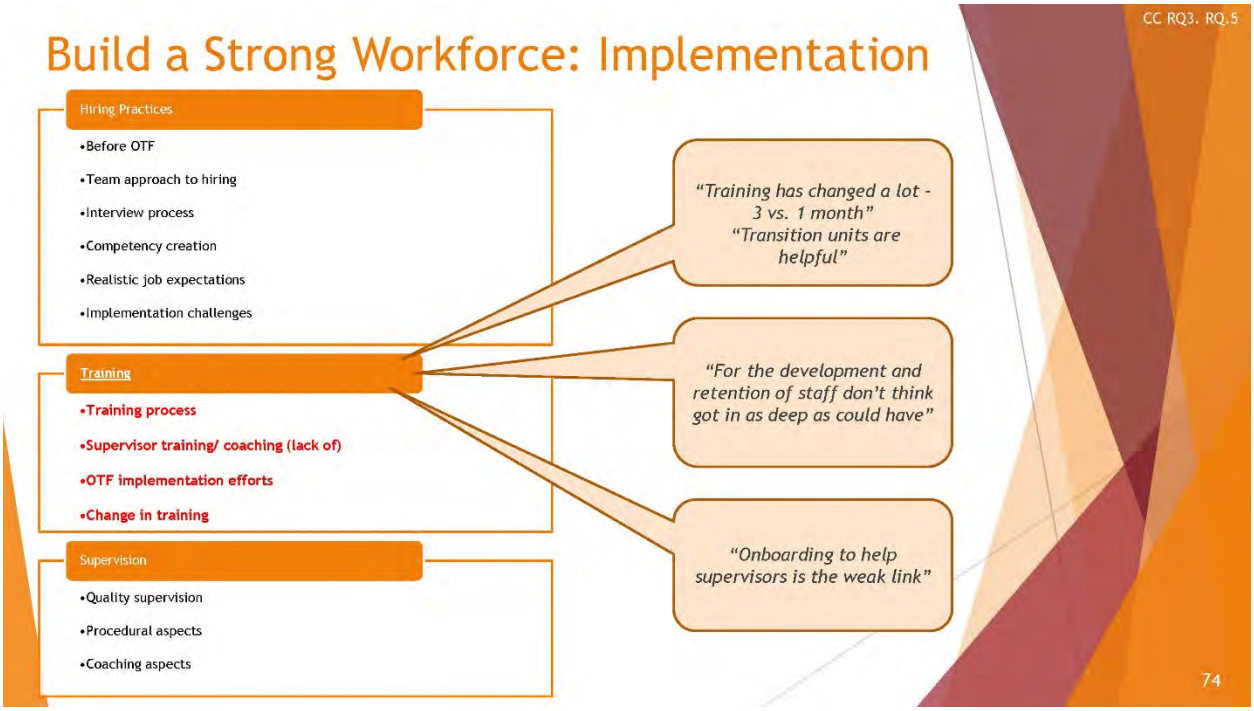
•Change in training
Supervision
•Quality supervision
•Procedural aspects
•Coaching aspects
"Interview team helps with consensus and consistency"
"Behavioral-based interviewing- it was just more of a discussion.. you could really engage them - dialogue about their thinking"
"Focus on competencies to perform job"
"Time invested in getting them to understand what getting into"
73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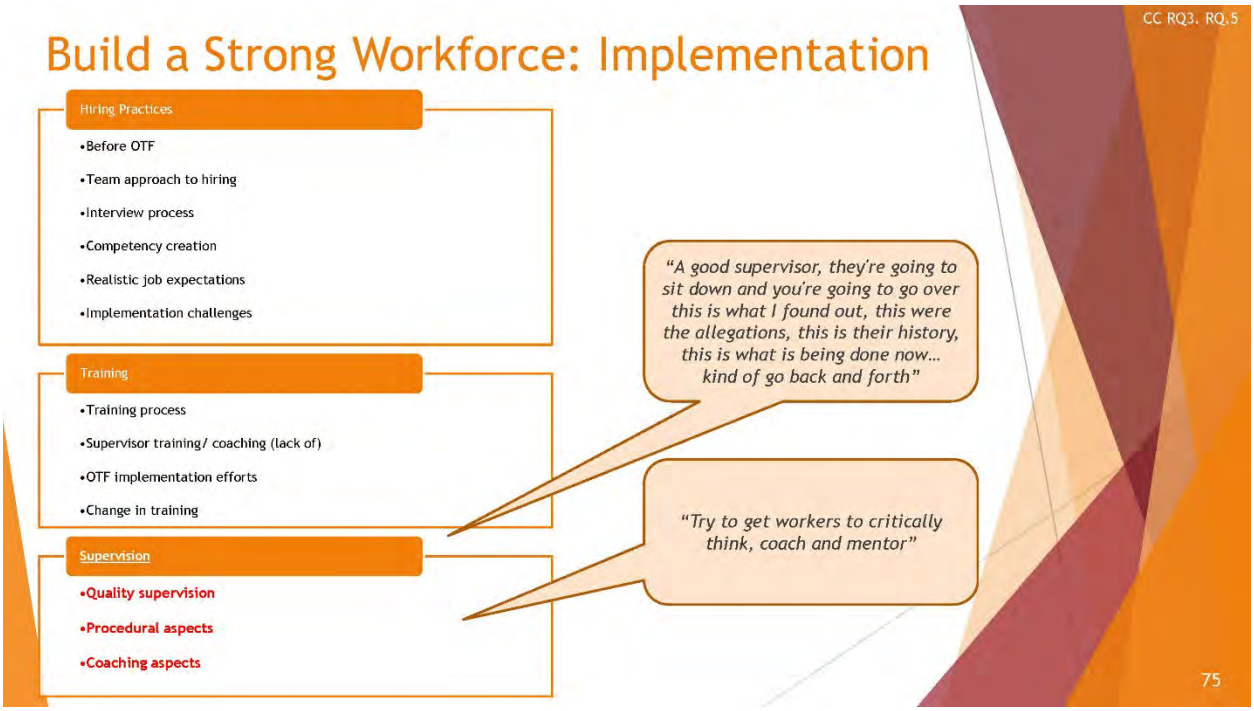
•OTF implementation efforts
•Change in training
Supervision
•Quality supervision
•Procedural aspects
•Coaching aspects
"Training has changed a lot - 3 vs. 1 month" "Transition units are helpful"
"For the development and retention of staff don't think got in as deep as could have"
"Onboarding to help supervisors is the weak link"
74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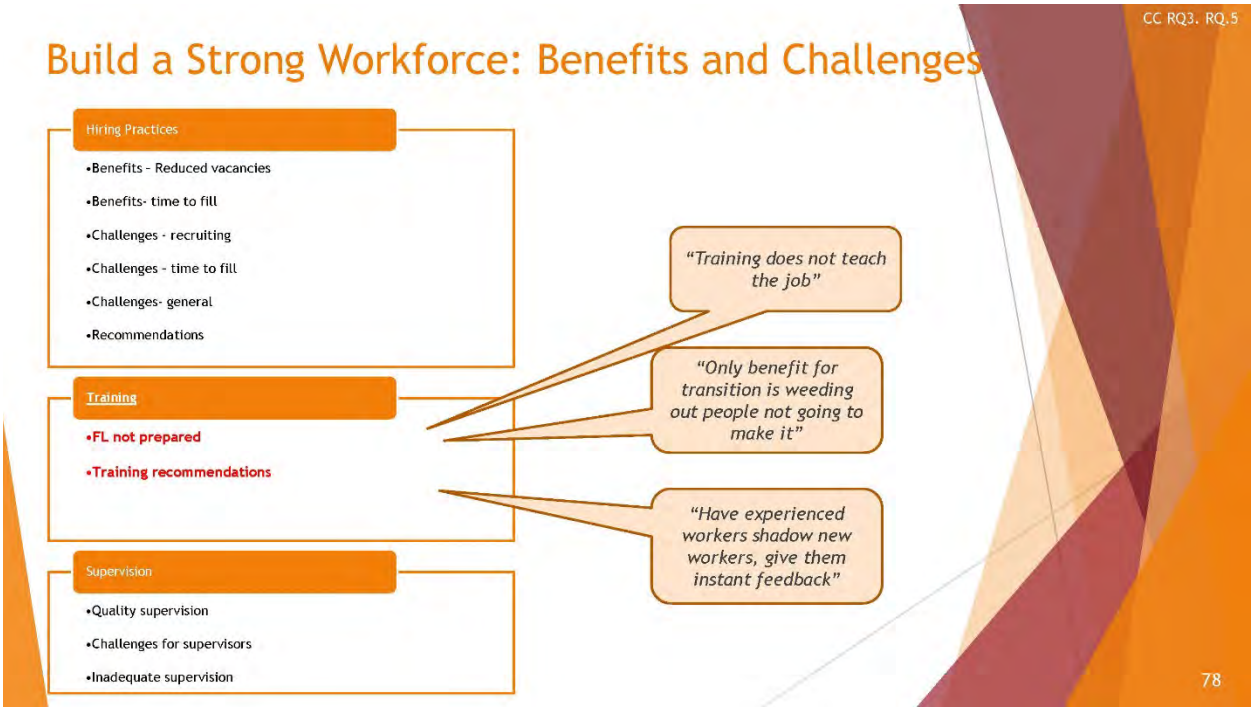
•Implementation challenges
Training
•Training process
•Supervisor training/ coaching (lack of)
•OTF implementation efforts
•Change in training
Supervision
•Quality supervision
•Procedural aspects
•Coaching aspects
"A good supervisor, they're going to sit down and you're going to go over this is what I found out, this were the allegations, this is their history, this is what is being done now... kind of go back and forth"
"Try to get workers to critically think, coach and mentor"
75

CC RQ3. RQ.5
Build a Strong Workforce: Benefits & Challenges
Hiring Practices
•Benefits - Reduced vacancies
•Benefits- time to fill
•Challenges - recruiting
•Challenges - time to fill
•Challenges- general
•Recommendations
Training
•FL not prepared
•Training recommendations
Supervision
•Quality supervision
•Challenges for supervisors
•Inadequate supervision
76

CC RQ3. RQ.5
Build a Strong Workfor ts and Challenges
Hiring Practices
•Benefits - Reduced vacancies
•Benefits- time to fill
•Challenges - recruiting
•Challenges - time to fill
•Challenges- general
•Recommendations
Training
•FL not prepared
•Training recommendations
Supervision
•Quality supervision
•Challenges for supervisors
•Inadequate supervision
"Huge strides in vacancy rates"
"Improved hiring timeline"
"Still a problem recruiting some of the better people"
"Instability in HR impacts hiring a great deal"
"Cultural competencies should be integrated into behavioral-based interviewing ... persons of color may see things differently"
77
77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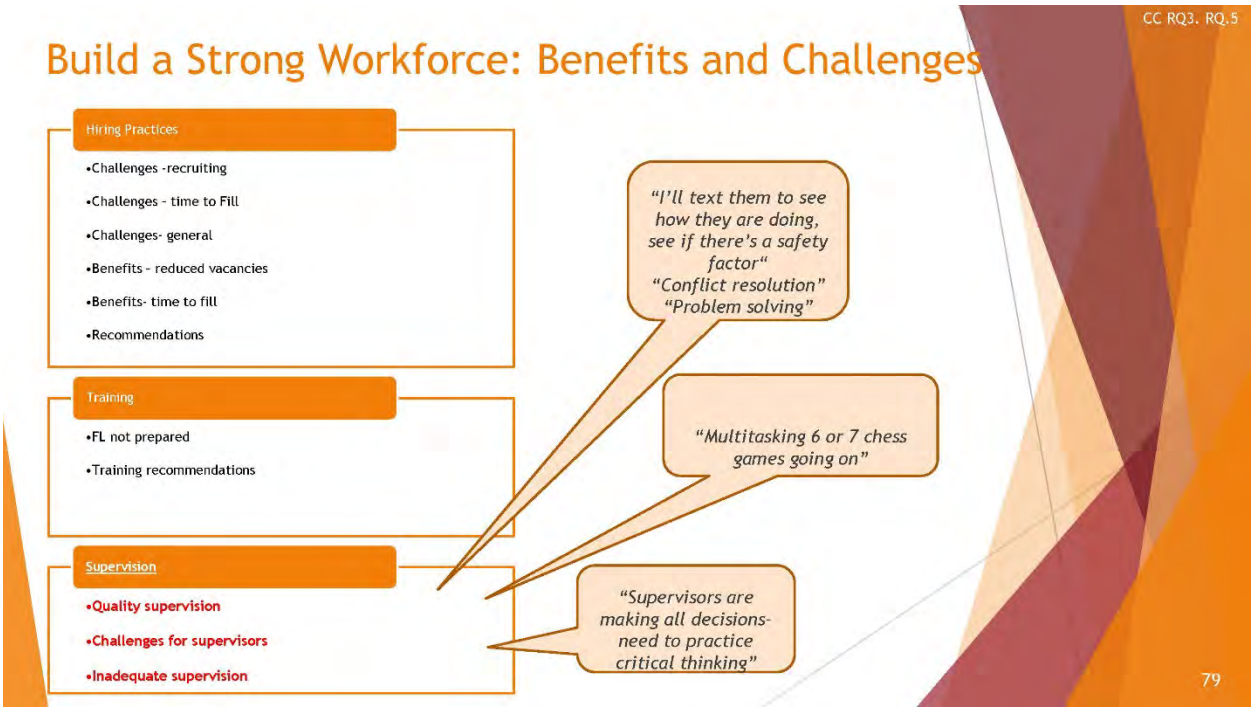
•Challenges - time to fill
•Challenges- general
•Recommendations
Training
•FL not prepared
•Training recommendations
Supervision
•Quality supervision
•Challenges for supervisors
•Inadequate supervision
"Training does not teach the job"
"Only benefit for transition is weeding out people not going to make it"
"Have experienced workers shadow new workers, give them instant feedback"
78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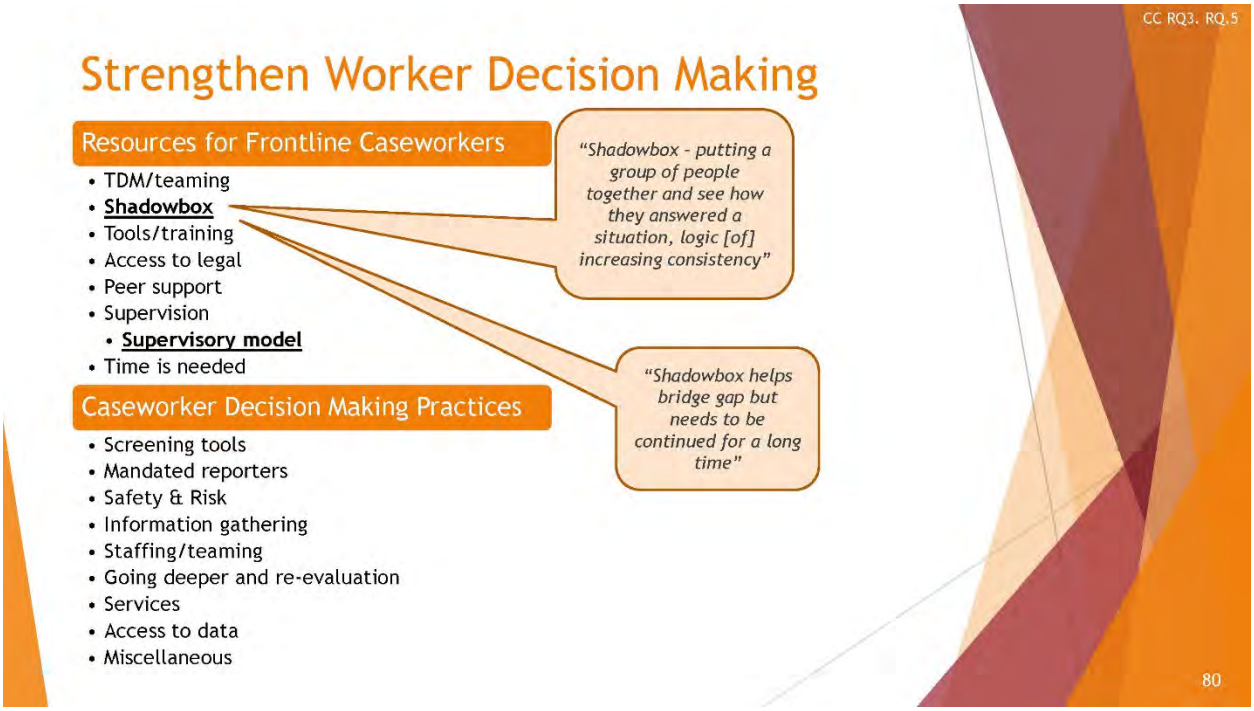
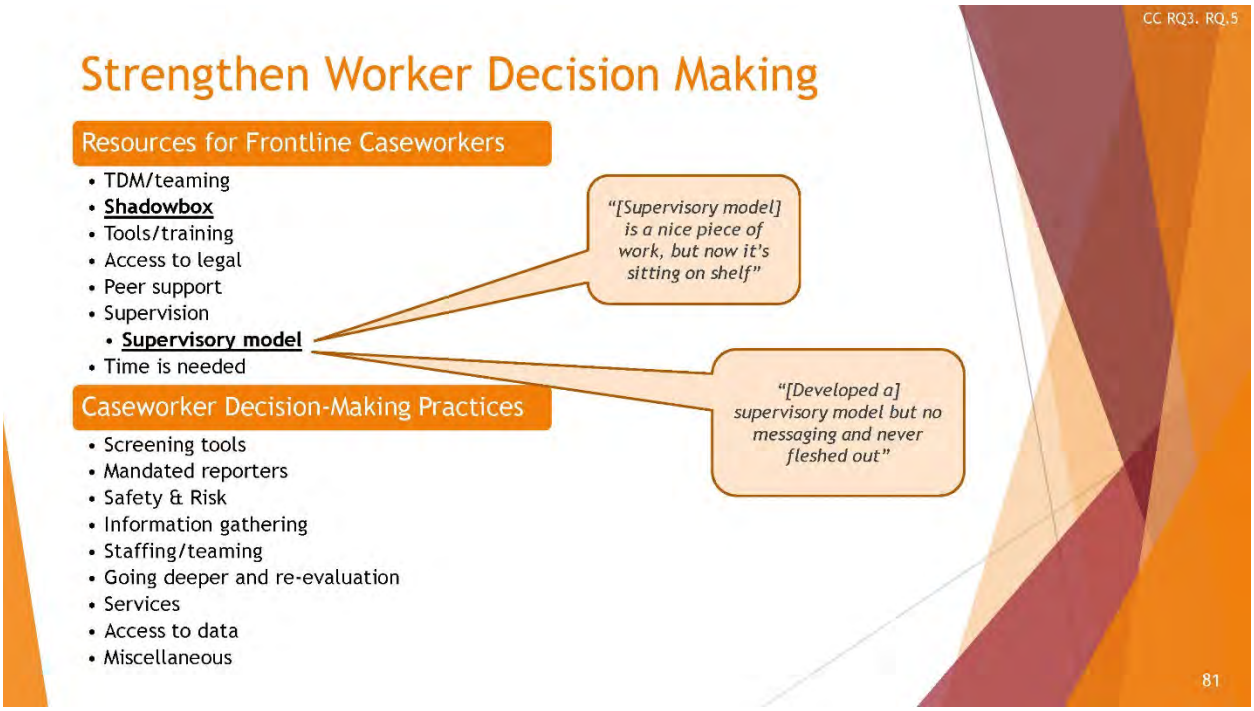
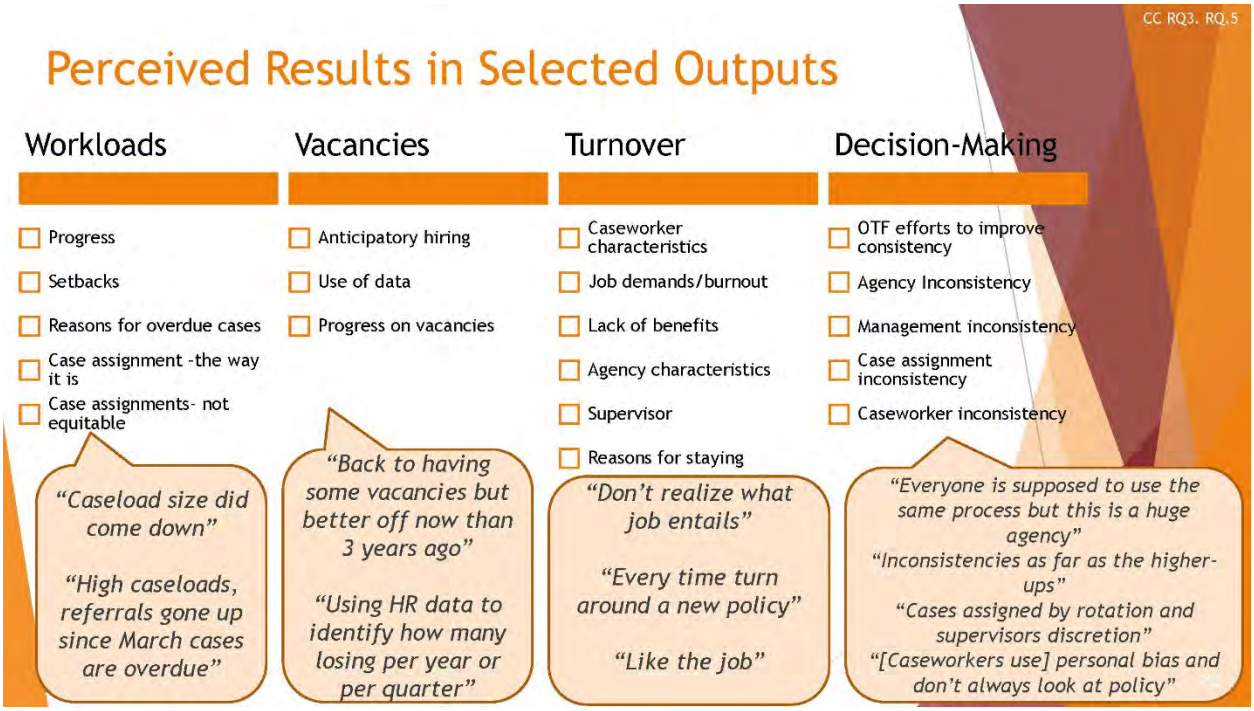
•Recommendations
Training
•FL not prepared
•Training recommendations
Supervision
•Quality supervision
•Challenges for supervisors
•Inadequate supervision
"I'll text them to see how they are doing, see if there's a safety factor"
"Conflict resolution"
"Problem solving"
"Multitasking 6 or 7 chess games going on"
"Supervisors are making all decisions- need to practice critical thinking"
79


CC RQ3. RQ.5
Strengthen Worker Decision Making
Resources for Frontline Caseworkers
• TDM/teaming
• Shadowbox
• Tools/training
• Access to legal
• Peer support
• Supervision
• Supervisory model
• Time is needed
Caseworker Decision Making Practices
• Screening tools
• Mandated reporters
• Safety & Risk
• Information gathering
• Staffing/teaming
• Going deeper and re-evaluation
• Services
• Access to data
• Miscellaneous
"Shadowbox - putting a group of people together and see how they answered a situation, logic [of] increasing consistency"
"Shadowbox helps bridge gap but needs to be continued for a long time"
80


CC RQ3. RQ.5
Strengthen Worker Decision Making
Resources for Frontline Caseworkers
• TDM/teaming
• Shadowbox
• Tools/training
• Access to legal
• Peer support
• Supervision
• Supervisory model
• Time is needed
"[Supervisory model] is a nice piece of work, but now it's sitting on shelf"
"[Developed a] supervisory model but no messaging and never fleshed out"
Caseworker Decision-Making Practices
• Screening tools
• Mandated reporters
• Safety & Risk
• Information gathering
• Staffing/teaming
• Going deeper and re-evaluation
• Services
• Access to data
• Miscellaneous
81


CC RQ3. RQ.5
Perceived Results in Selected Outputs
Workloads
☐ Progress
☐ Setbacks
☐ Reasons for overdue cases
☐ Case assignment -the way it is
☐ Case assignments- not equitable
"Caseload size did come down"
"High caseloads, referrals gone up since March cases are overdue"
Vacancies
☐ Anticipatory hiring
☐ Use of data
☐ Progress on vacancies
"Back to having some vacancies but better off now than 3 years ago"
"Using HR data to identify how many losing per year or per quarter"
Turnover
☐ Caseworker characteristics
☐ Job demands/burnout
☐ Lack of benefits
☐ Agency characteristics
☐ Supervisor
☐ Reasons for staying
"Don't realize what job entails"
"Every time turn around a new policy"
"Like the job"
Decision-Making
☐ OTF efforts to improve consistency
☐ Agency Inconsistency
☐ Management inconsistency
☐ Case assignment inconsistency
☐ Caseworker inconsistency
"Everyone is supposed to use the same process but this is a huge agency"
"Inconsistencies as far as the higher-ups"
"Cases assigned by rotation and supervisors discretion"
"[Caseworkers use] personal bias and don't always look at policy"

RQ4. What aspects of implementation have gone well? What have been the barriers?

83

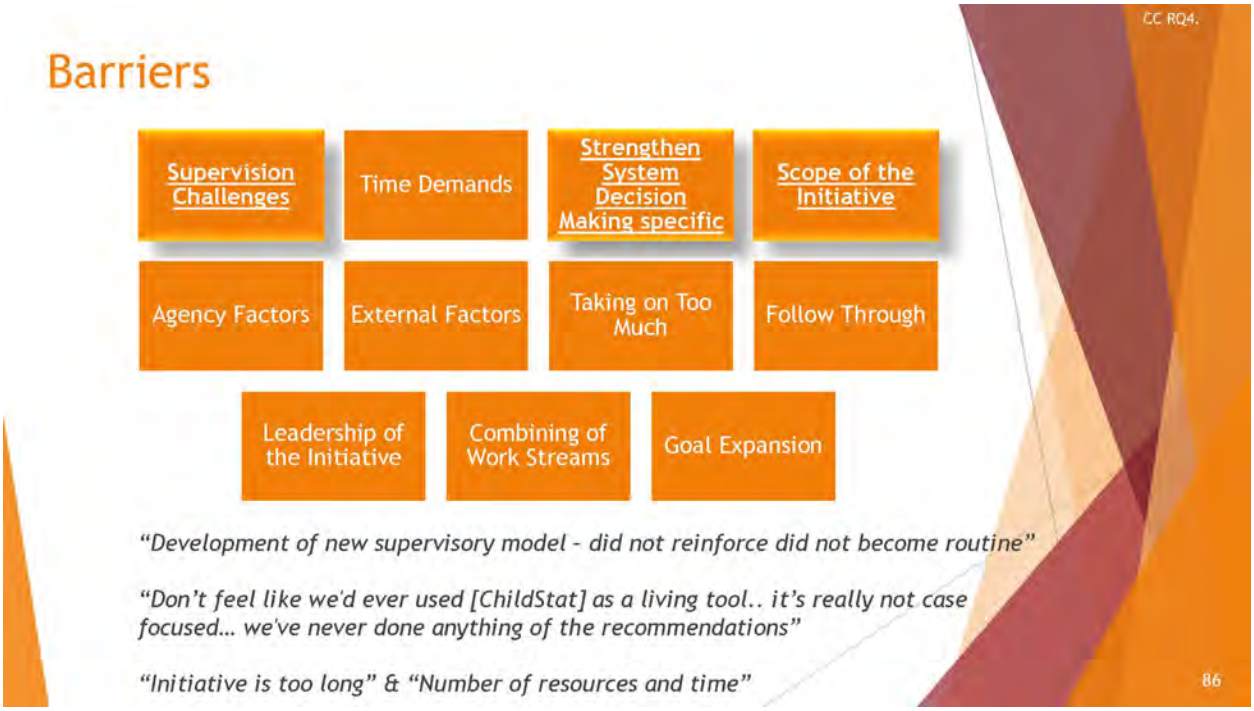
CC RQ4.

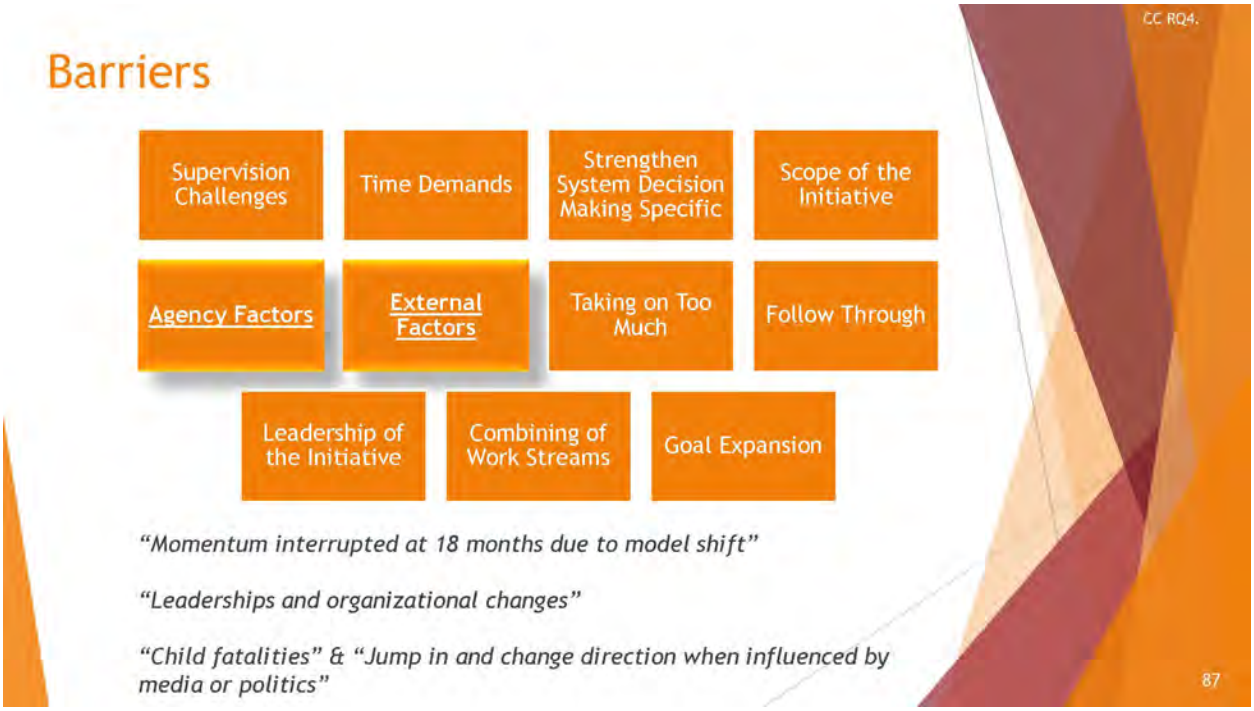
Successes

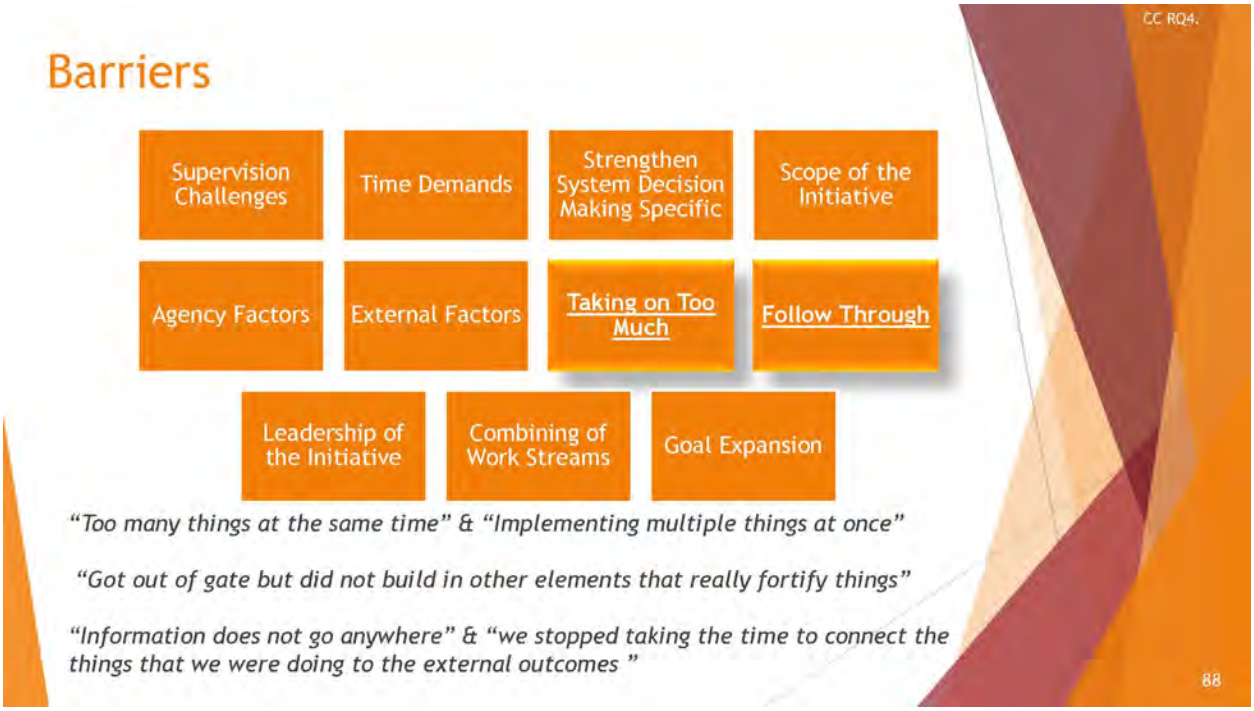
Strengthen Worker Decision Making	Build Stronger Workforce	Strengthen System Decision Making	Qualitative Benefits
• Develop and improve frontline practice	• Interview process • Stabilize Workforce	• Improved use of data • Identify/overcome systemic barriers • Improve agency	• Growth opportunities for staff • Collective collaboration (improved communication)
"Timeliness of assessments & investigations"	*"Improved process to bring in right staff with competencies"* *"Reduction in vacancies"*	*"Improvement of quarterly measures"* *"Identification of systemic issues via ChildStat"*	*"Opportunities for growth for staff to chair, lead a group"* *"Diverse parts of agency come together"*

84

CC RQ4.
Barriers
Supervision Challenges
Time Demands
Strengthen System Decision Making specific
Scope of the Initiative
Agency Factors
External Factors
Taking on Too Much
Follow Through
Leadership of the Initiative
Combining of Work Streams
Goal Expansion
85


CC RQ4.
Barriers
Supervision Challenges
Time Demands
Strengthen System Decision Making specific
Scope of the Initiative
Agency Factors
External Factors
Taking on Too Much
Follow Through
Leadership of the Initiative
Combining of Work Streams
Goal Expansion
"Development of new supervisory model - did not reinforce did not become routine"
"Don't feel like we'd ever used [ChildStat] as a living tool.. it's really not case focused... we've never done anything of the recommendations"
"Initiative is too long" & "Number of resources and time"
86


CC RQ4.
Barriers
Supervision Challenges
Time Demands
Strengthen System Decision Making Specific
Scope of the Initiative
Agency Factors
External Factors
Taking on Too Much
Follow Through
Leadership of the Initiative
Combining of Work Streams
Goal Expansion
"Momentum interrupted at 18 months due to model shift"
"Leaderships and organizational changes"
"Child fatalities" & "Jump in and change direction when influenced by media or politics"
87


CC RQ4.
Barriers
Supervision Challenges
Time Demands
Strengthen System Decision Making Specific
Scope of the Initiative
Agency Factors
External Factors
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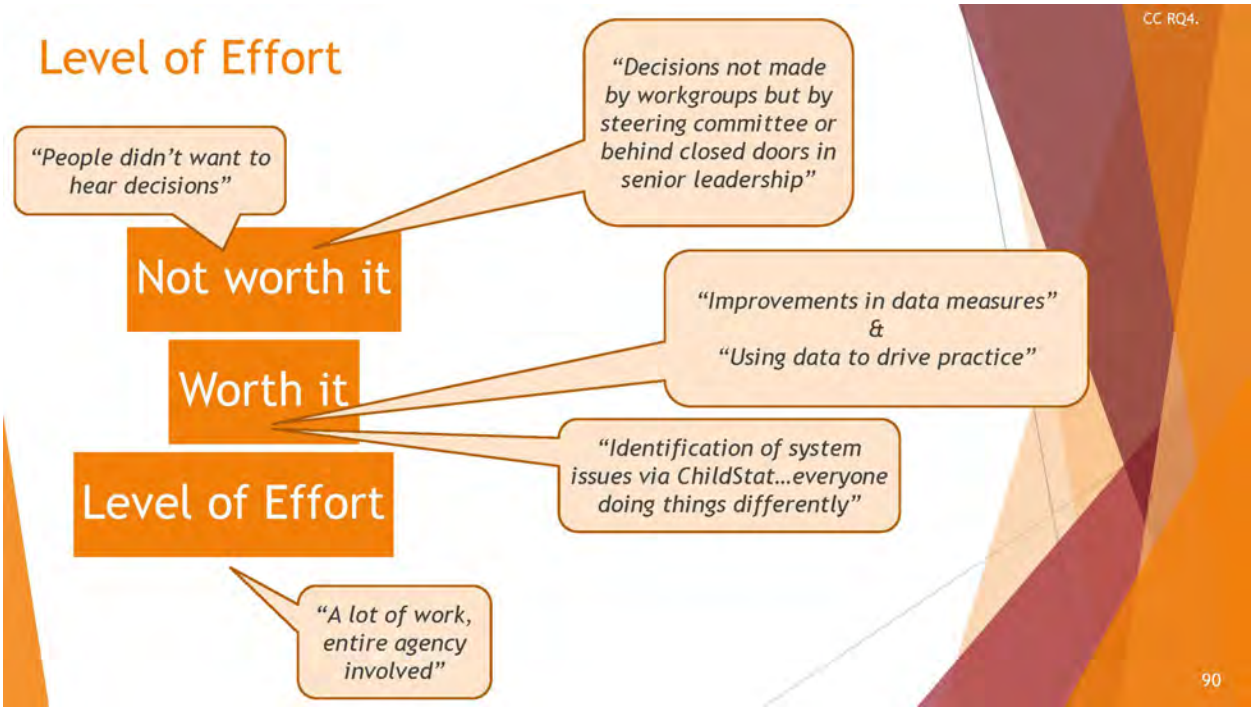
Follow Through
Leadership of the Initiative
Combining of Work Streams
Goal Expansion
"Too many things at the same time" & "Implementing multiple things at once"
"Got out of gate but did not build in other elements that really fortify things"
"Information does not go anywhere" & "we stopped taking the time to connect the things that we were doing to the external outcomes "
88

CC RQ4.
Barriers
Supervision Challenges
Time Demands
Strengthen System Decision Making specific
Scope of the Initiative
Agency Factors
External Factors
Taking on Too Much
Follow Through
Leadership of the Initiative
Combining of Work Streams
Goal Expansion
"Work that the work streams did was almost for nothing… it was going to get discussed at Steering and the decisions were going to be made there"
"People working on workgroups not able to make decisions- upper management made all decisions"
"Goals may gone off course, may have changed to accomplish different things- what leadership wanted to accomplish"
89


CC RQ4.
Level of Effort
"People didn't want to hear decisions"
"Decisions not made by workgroups but by steering committee or behind closed doors in senior leadership"
Not worth it
"Improvements in data measures" & "Using data to drive practice"
Worth it
"Identification of system issues via ChildStat…everyone doing things differently"
Level of Effort
"A lot of work, entire agency involved"
90

RQ7: What are the key lessons learned and recommendations?

91

CC RQ7.

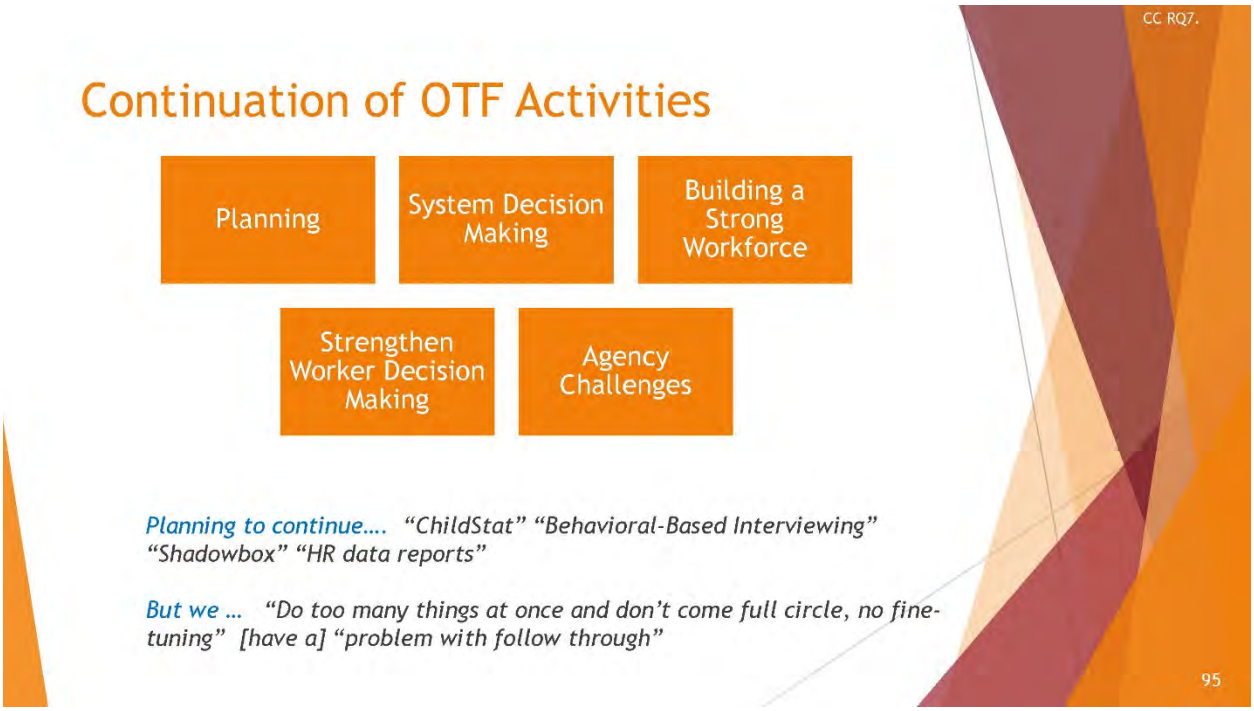
Lessons Learned From Site Participants

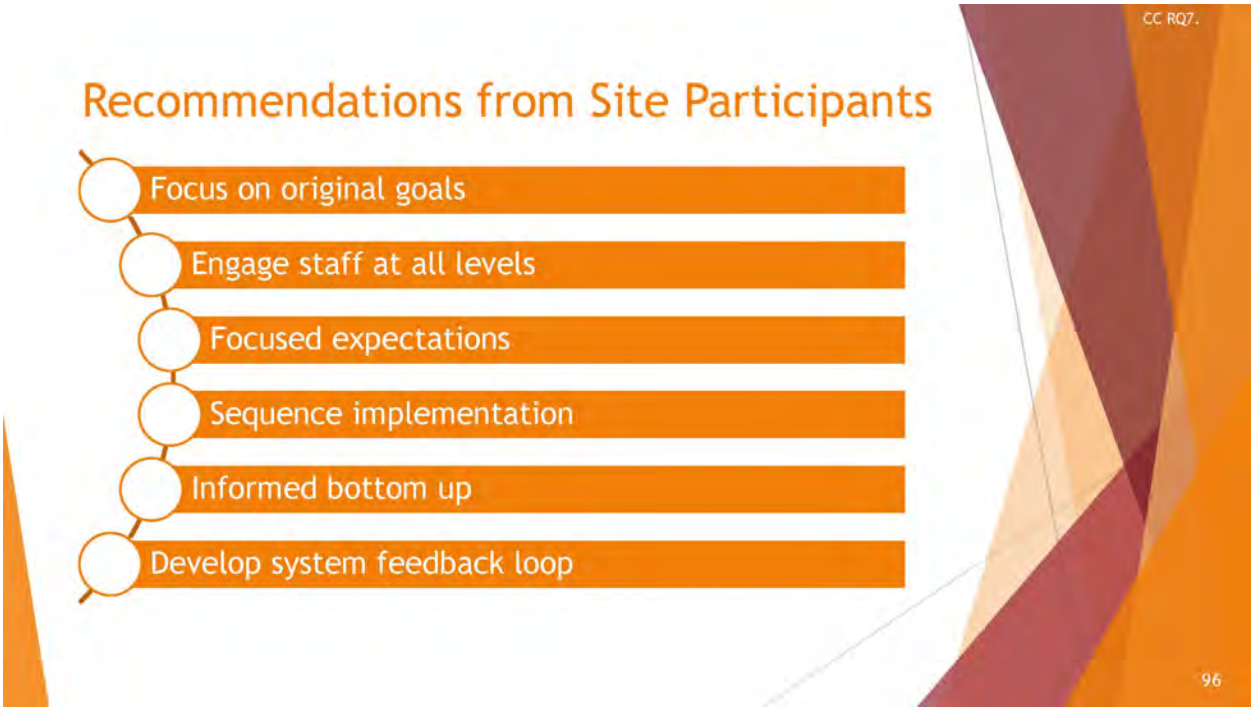
Timing	Sequencing and Need Goals	Recognize Hierarchical Structures
TA Support	ChildStat	Empower Frontline & Supervisors

92

CC RQ7.
Lessons Learned From Site Participants
Timing
Sequencing & Need Goals
Recognize Hierarchical Structures
TA Support
ChildStat
Empower Frontline & Supervisors
"Need timeline" & "Too long"
"Sequence work streams - start with behavioral-based interviewing to reduce caseloads so staff can focus on actionable data"
"Clear goals" & "Not so many goals"
"Investment in steering committee and their team decision-making"
93

CC RQ7.
Lessons Learned From Site Participants
Timing
Sequencing and Need Goals
Recognize Hierarchical Structures
TA Support
ChildStat
Empower Frontline & Supervisors
"TA for supervision model"
"Using ChildStat to other parts of the system in addition to front end"
"Decisions made in deputy leadership-loss of leadership throughout"
"Listen to workers/supervisors"
94


CC RQ7.
Continuation of OTF Activities
Planning
System Decision Making
Building a Strong Workforce
Strengthen Worker Decision Making
Agency Challenges
Planning to continue…. "ChildStat" "Behavioral-Based Interviewing" "Shadowbox" "HR data reports"
But we … "Do too many things at once and don't come full circle, no fine-tuning" [have a] "problem with follow through"
95


CC RQ7.
Recommendations from Site Participants
Focus on original goals
Engage staff at all levels
Focused expectations
Sequence implementation
Informed bottom up
Develop system feedback loop
96

Conclusion and Evaluators' Observations

- OTF is resource intensive and external TA is necessary for all parts
- Sites expressed a great deal of initial enthusiasm for OTF
- **Build a Strong Workforce** - consistent perspective across sites in observed positive outcomes
- Strengthen System Decision Making - importance of a full systems feedback loop
- Strengthen Worker Decision Making…

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Discussion: Cuyahoga County's Qualitative Findings and Overall Qualitative Findings

98

Welcome
Next steps...
Complete qualitative analysis
Complete quantitative data collection
Analyze quantitative data
Present quantitative findings
Triangulate findings
99

Appendix F.2

Quantitative Findings (December 13, 2018)

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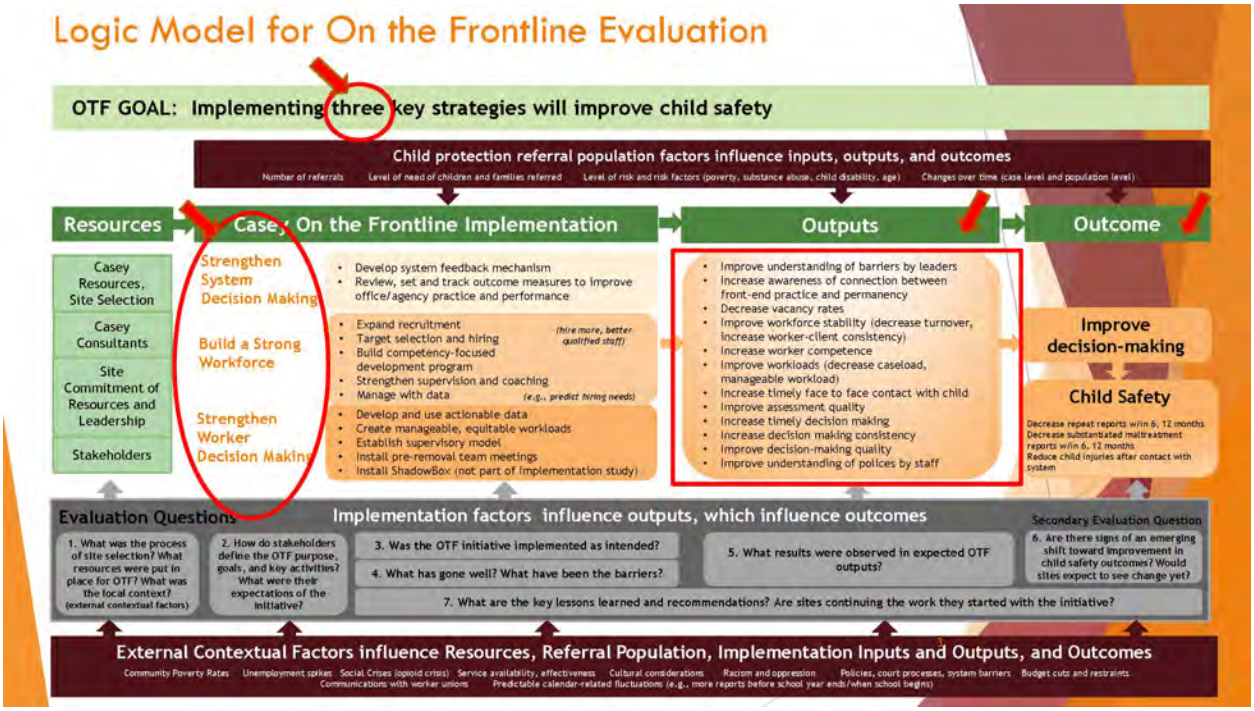
Appendix F.2
Quantitative Findings (December 13, 2018)



Evaluation Questions

1. What was the process of site selection? What resources were put in place for OTF, and what was the local context?
2. How do stakeholders define OTF's purpose, goals and activities? What were their expectations of the initiative?
3. **Was OTF implemented as intended? How, why, and with whom?**
4. What aspects of implementation have gone well? What have been the barriers?
5. **What results were observed in expected outputs?**
6. **Are there signs of emerging shift toward improvement in child safety outcomes?**
7. What are the key lessons and recommendations? Are sites continuing the work they started with the initiative?

Quantitative methods

Survey

Jefferson County

137 84%

Cuyahoga County

115 45%

Administrative Indicators

2014 – 2018*

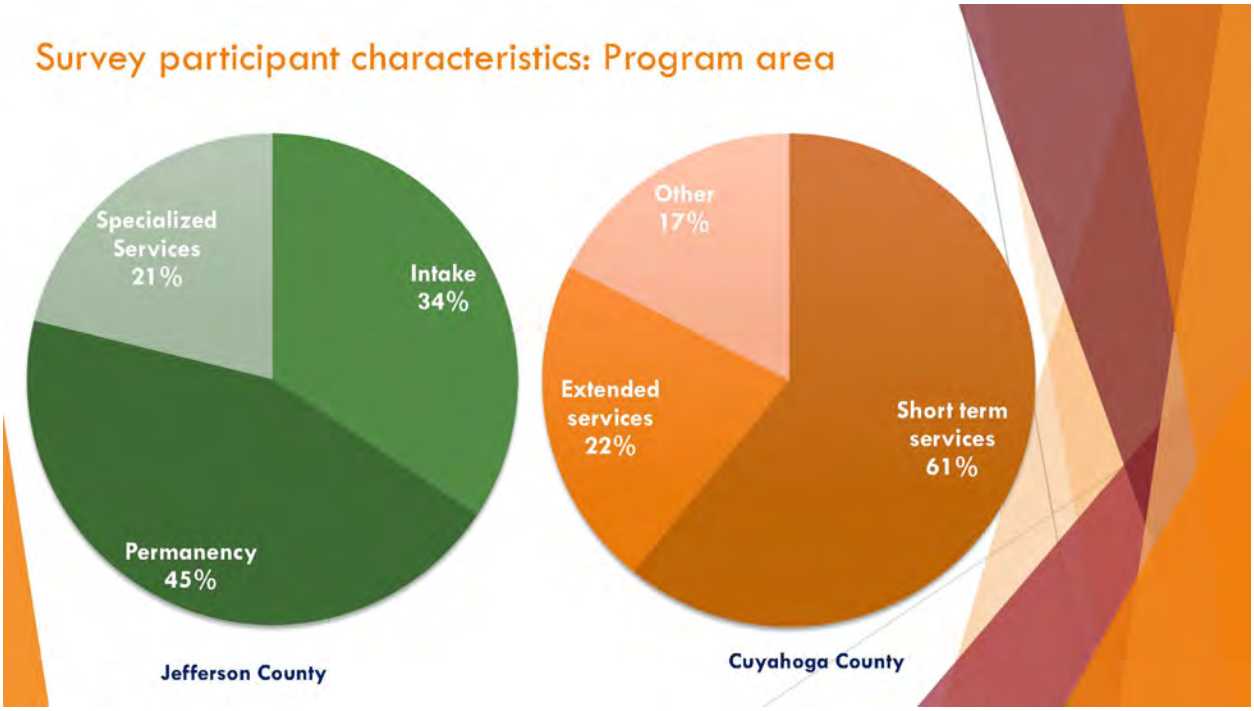
OTF Outputs

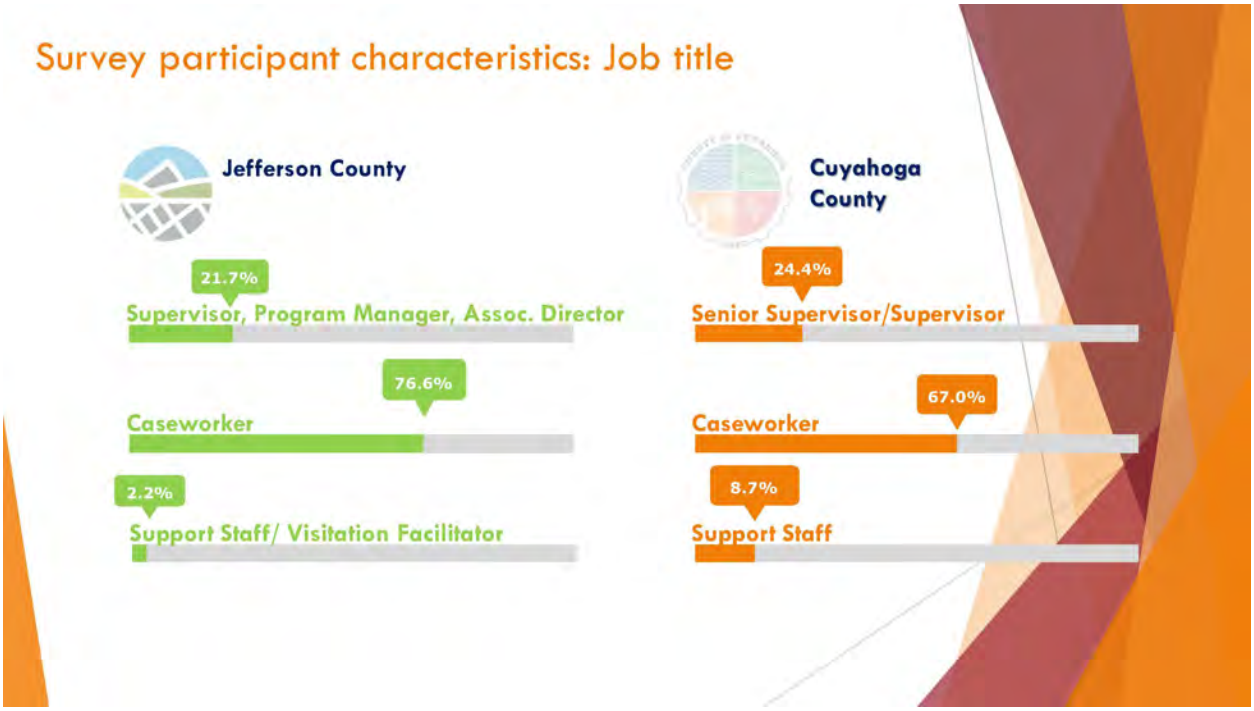
Safety Indicators

*2015 to 2017 for some; Monthly for JC Workload

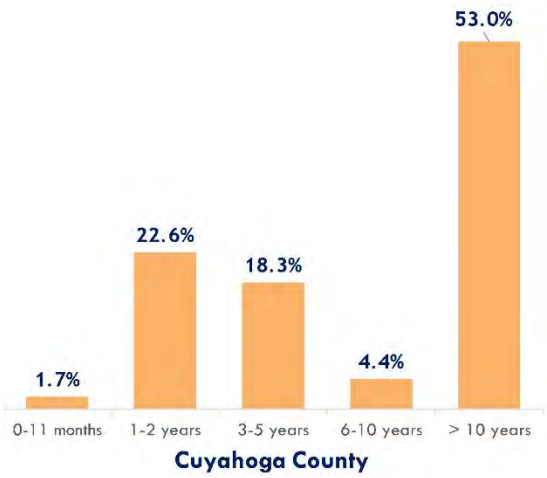
Analytic approach

- **Descriptive**
  - Overall
    - Percentages and mean scores
- **Comparisons**
  - Chi-square and t-tests for significant differences between 4 key groups
    - Hired before or after 2015 [start of OTF]
    - Caseworkers vs other positions
    - OTF workgroups/steering committee vs non-OTF implementation involved
    - Intake/Short-term services vs other program areas
- **Interrupted time series analysis**
  - Quarterly administrative indicators with baseline data

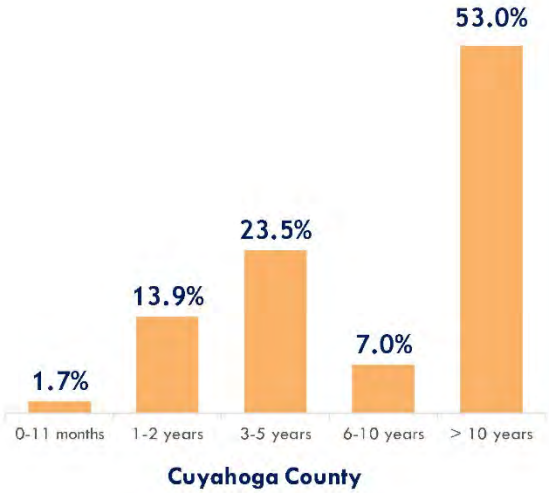

Survey participant characteristics: Program area
Specialized Services 21%
Intake 34%
Permanency 45%
Jefferson County
Other 17%
Extended services 22%
Short term services 61%
Cuyahoga County


Survey participant characteristics: Job title
Jefferson County
21.7%
Supervisor, Program Manager, Assoc. Director
76.6%
Caseworker
2.2%
Support Staff/ Visitation Facilitator
Cuyahoga County
24.4%
Senior Supervisor/Supervisor
67.0%
Caseworker
8.7%
Support Staff

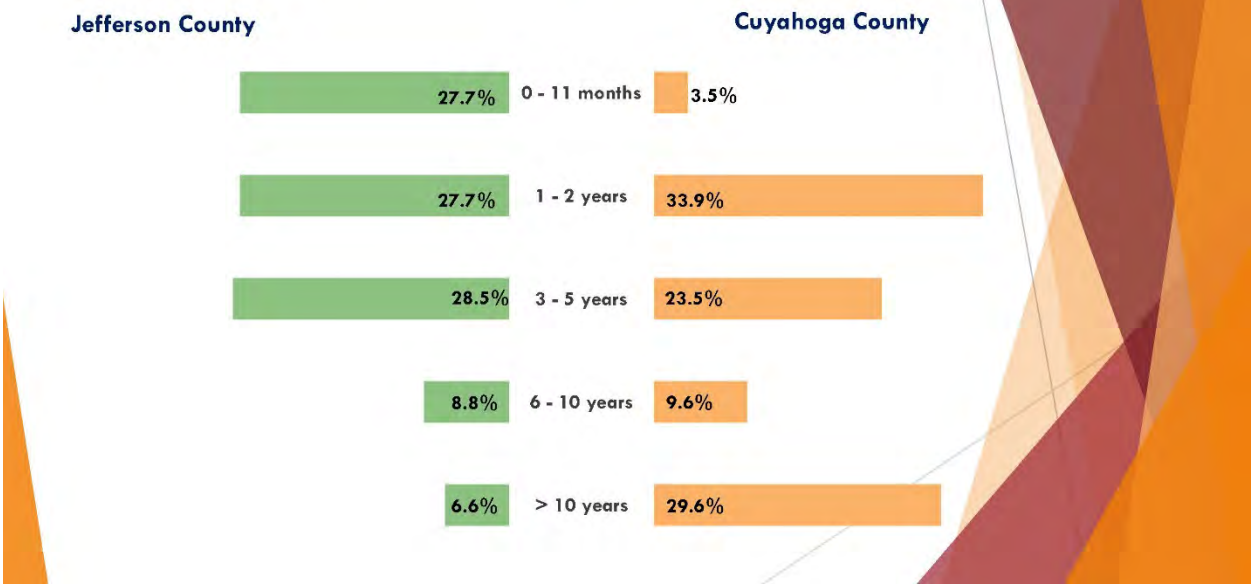
Survey participant characteristics: Length of time in agency



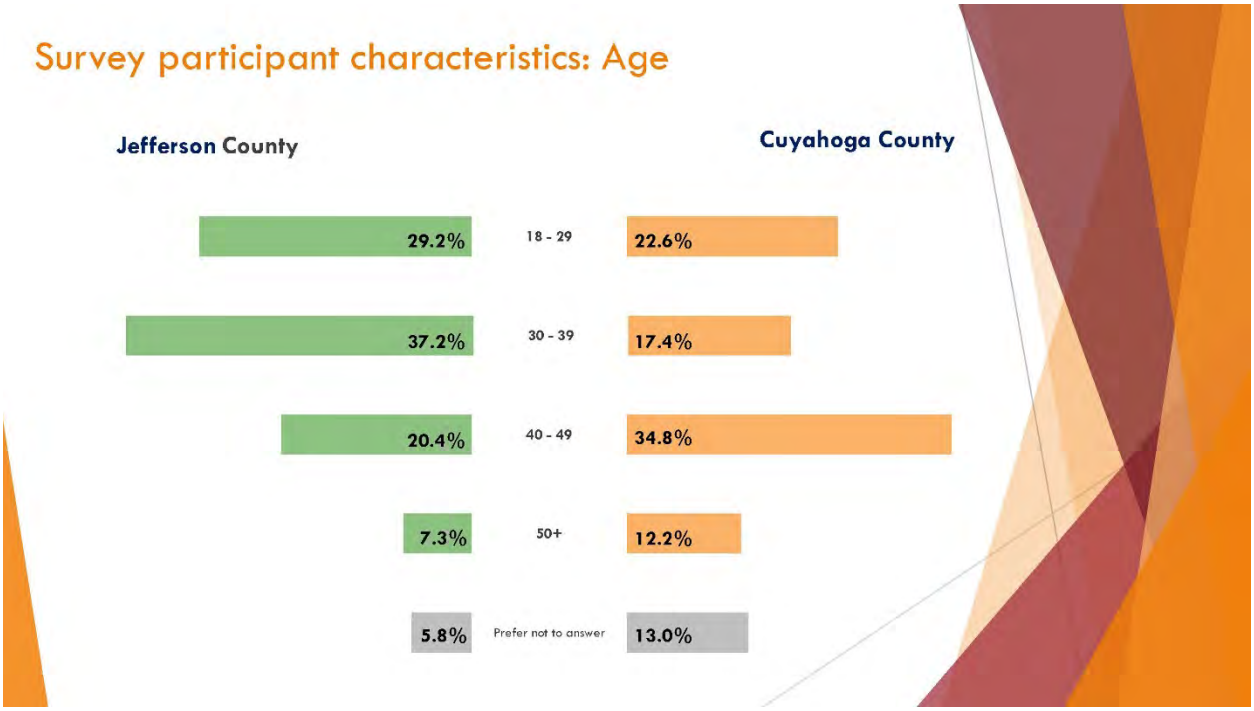
Survey participant characteristics: Length of time in child welfare



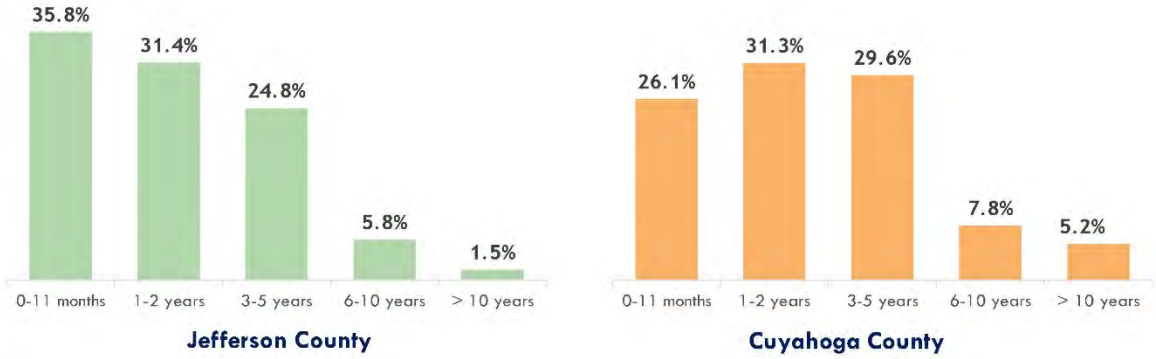
Survey participant characteristics: Length in current position



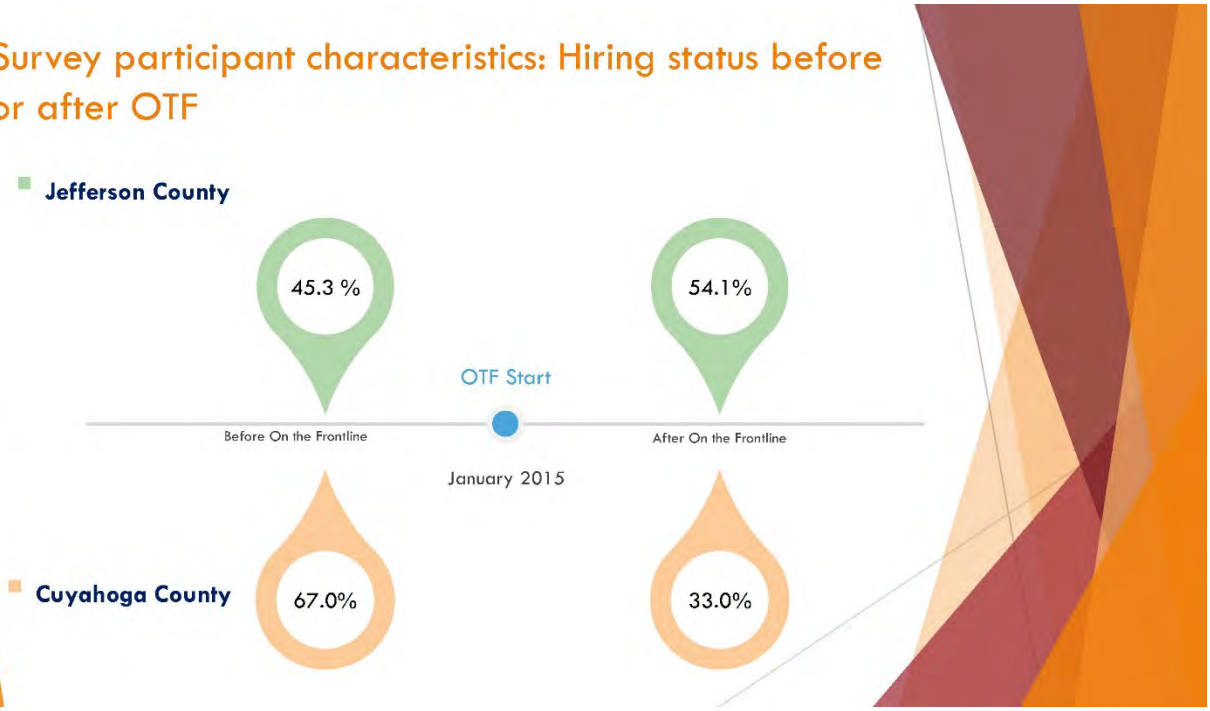
Survey participant characteristics: Age



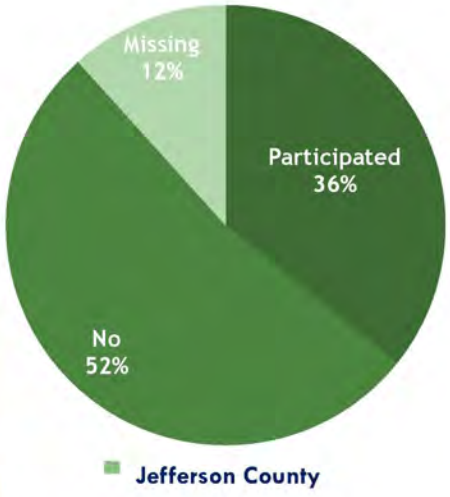
Survey participant characteristics: Length of time with supervisor

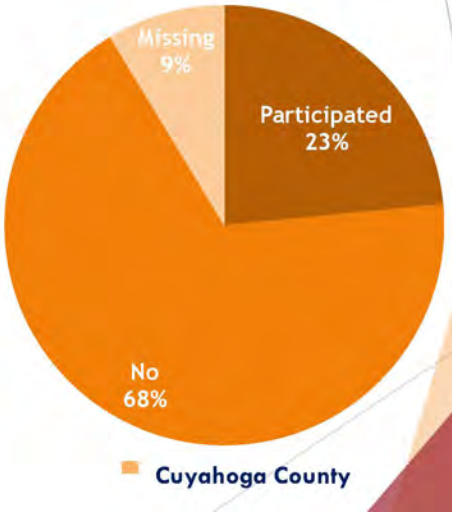


Survey participant characteristics: Hiring status before or after OTF



Survey participant characteristics: OTF workgroups





Summary of key findings

- OTF site finding similarities
- OTF site finding differences

OTF Site Implementation Similarities

System decision-making	Workforce	Worker Decision Making
Some outputs trending in the right direction Other outputs: no trend	Vacancy Rates trending in the right direction (down)	Generally positive and neutral findings Positive about Supervision

5 of 8

3 of 7

OTF Site Implementation Differences

Jefferson County	Cuyahoga County
Overall perception of change generally positive	Overall perception of change Mixed findings depending on output
Turnover moving in right direction	Turnover about the same

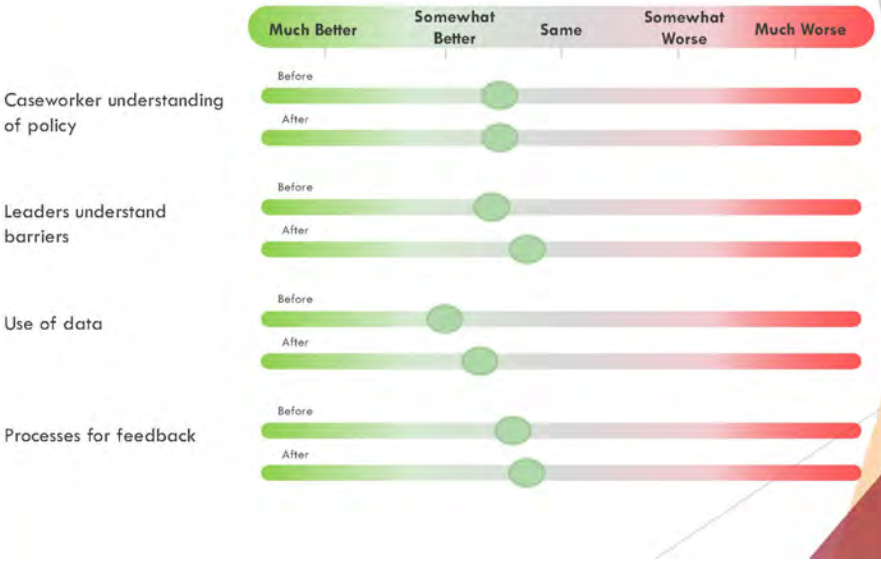
Jefferson County Quantitative Findings

RQ3. Was the OTF Initiative implemented as intended?
RQ5. What results were observed in expected outputs?

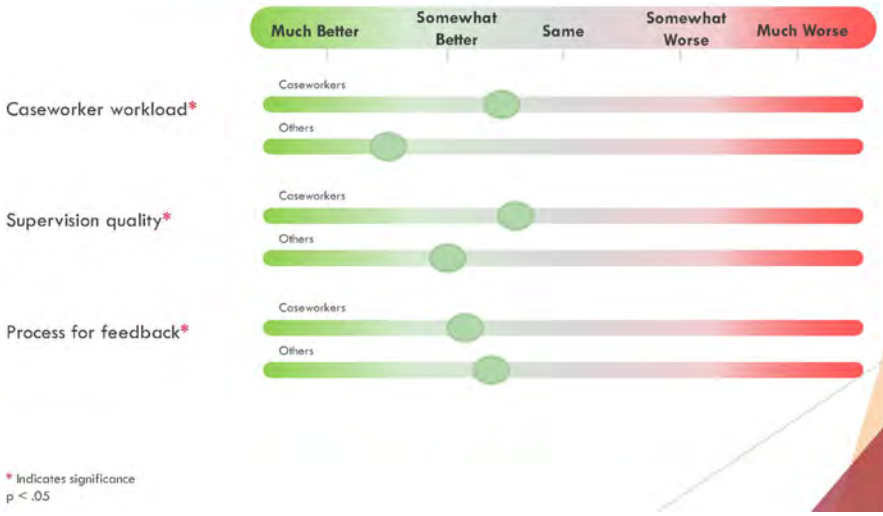
Overall perception of change since 2015: By workforce hired, before vs after

* Indicates significance
$p < .05$

Overall perception of change since 2015: By workforce hired, before vs after



Overall perception of change since 2015: By workforce position, Caseworkers vs all others



* Indicates significance
$p < .05$

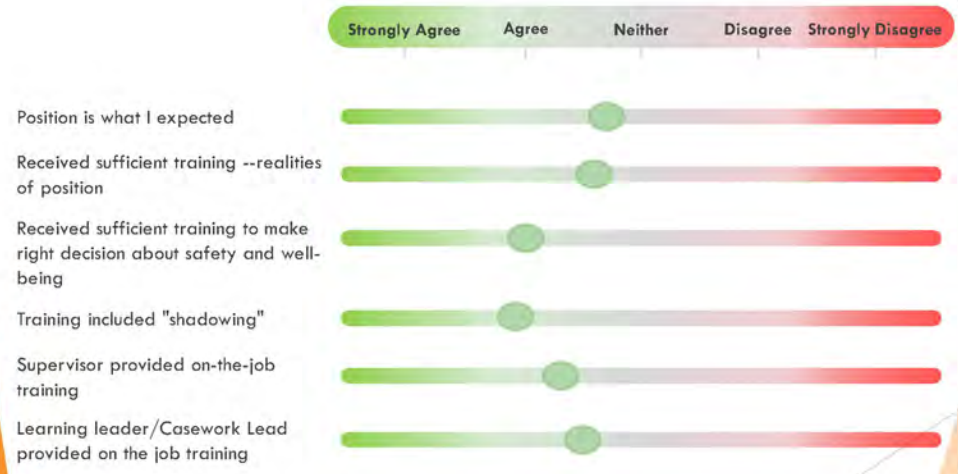
Build a Strong Workforce:

- Activities
  - Target selection & hiring
  - Strengthen supervision & coaching
- Outputs
  - Improve workforce stability
  - Decrease vacancy rates

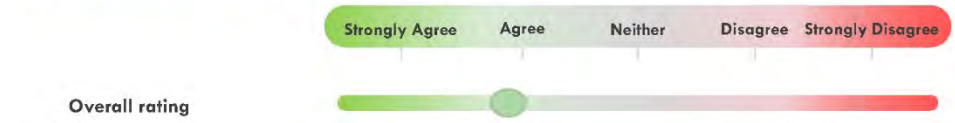
Target selection and hiring: Perceptions of hiring practices

Target selection and hiring: Perceptions of hiring practices by those involved

Target selection and hiring: Job expectations and training



Strengthen supervision and coaching: Supervision and work unit experience



My supervisor….

- *Encourages creative solutions*
- *Makes consistent decisions*
- *Knowledgeable about effective ways to work with children and families*
- *Teaches me the skills I need in this job*
- *Clearly communicates what are acceptable case decisions*
- *Supports my case decisions*
- *Takes time to review case decisions with me*
- *Advice from coworkers on case decisions is important*

Strengthen supervision and coaching: Supervision and performance management

Between Agree and **Strongly Agree**

- Direct Supervisor…
  - High standards for his/her own work
  - Cares about me
  - Encourages healthy work/life balance

Agree

- Direct Supervisor…
  - Clear expectations
  - Useful coaching and feedback
  - Assigns work fairly
  - Holds everyone accountable
  - Conversation includes self-care/my self-care plan
  - Assists in professional development
- Job description accurately reflects duties actually perform
- Adequate opportunities to provide input on my performance
- Recognized my achievements, areas to improve

Between Agree and **Neutral**

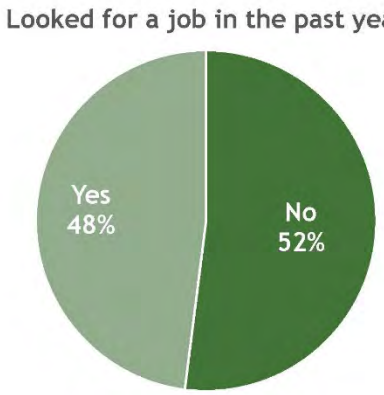
- Direct supervisor similar to direct supervisor
- Supervisors in my section consistent expectations

Strengthen supervision and coaching: Group Supervision

Agree

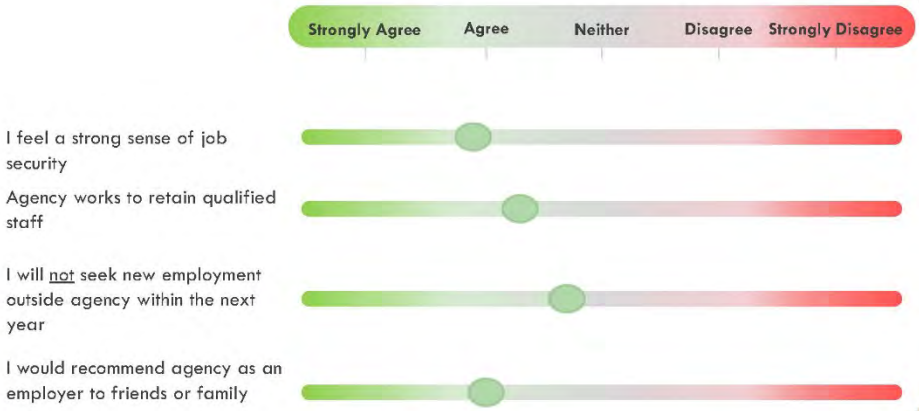
- I participate weekly
- Supervisor facilitates well
- Beneficial

Improve workforce stability: Job seeking behavior

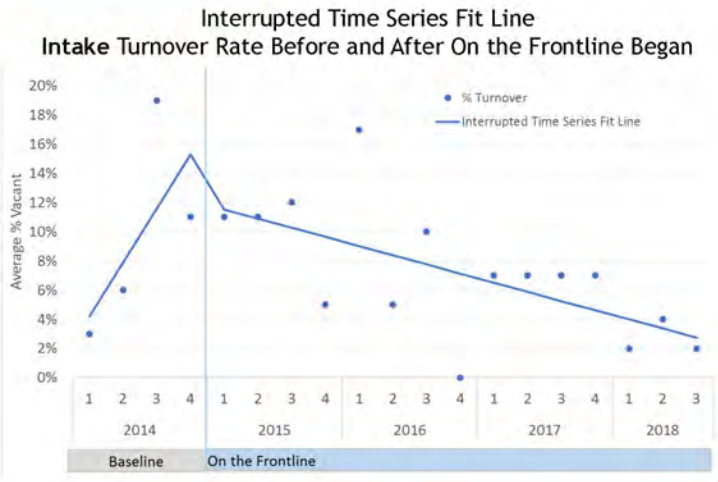


Improve workforce stability: Top 5 reasons to leave

Improve workforce stability: Retention

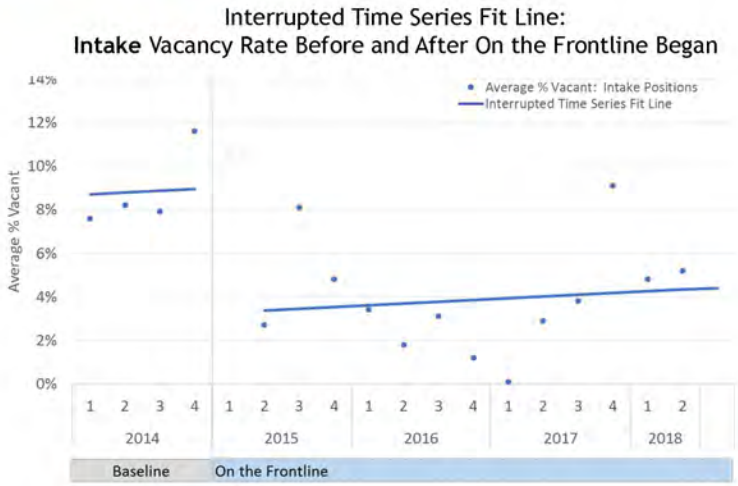


Improve Workforce Stability: Decrease Turnover Rates



Interaction between time and OTF ($p<0.05$).
Turnover increased during baseline, and decreased during OTF

Improve Workforce Stability: Decrease Vacancy Rates

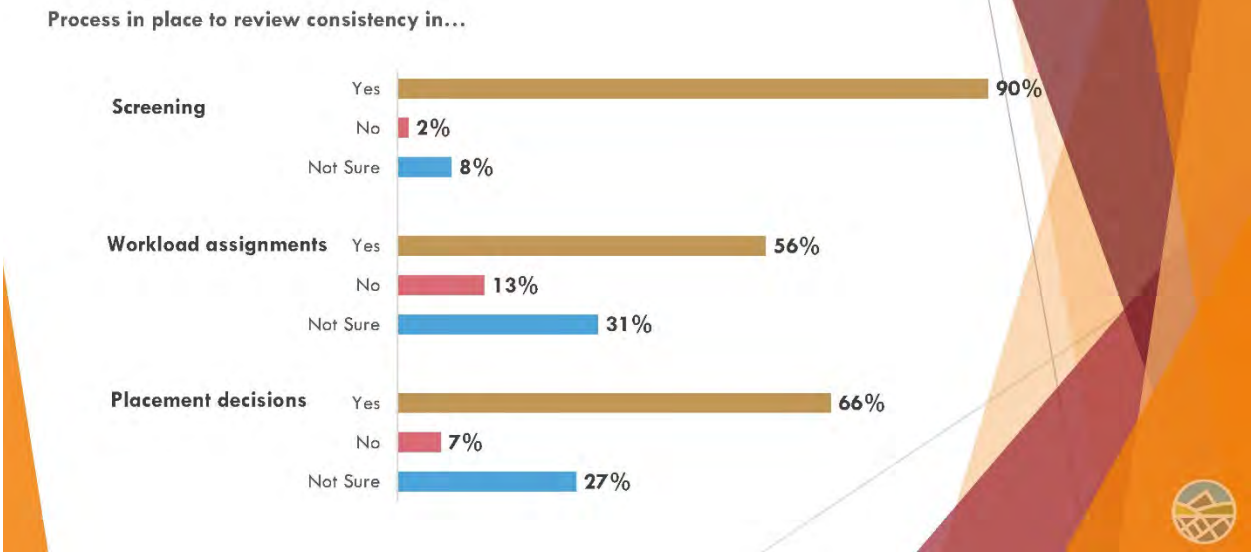


OTF was associated with a significantly lower vacancy rate ($p<0.05$)

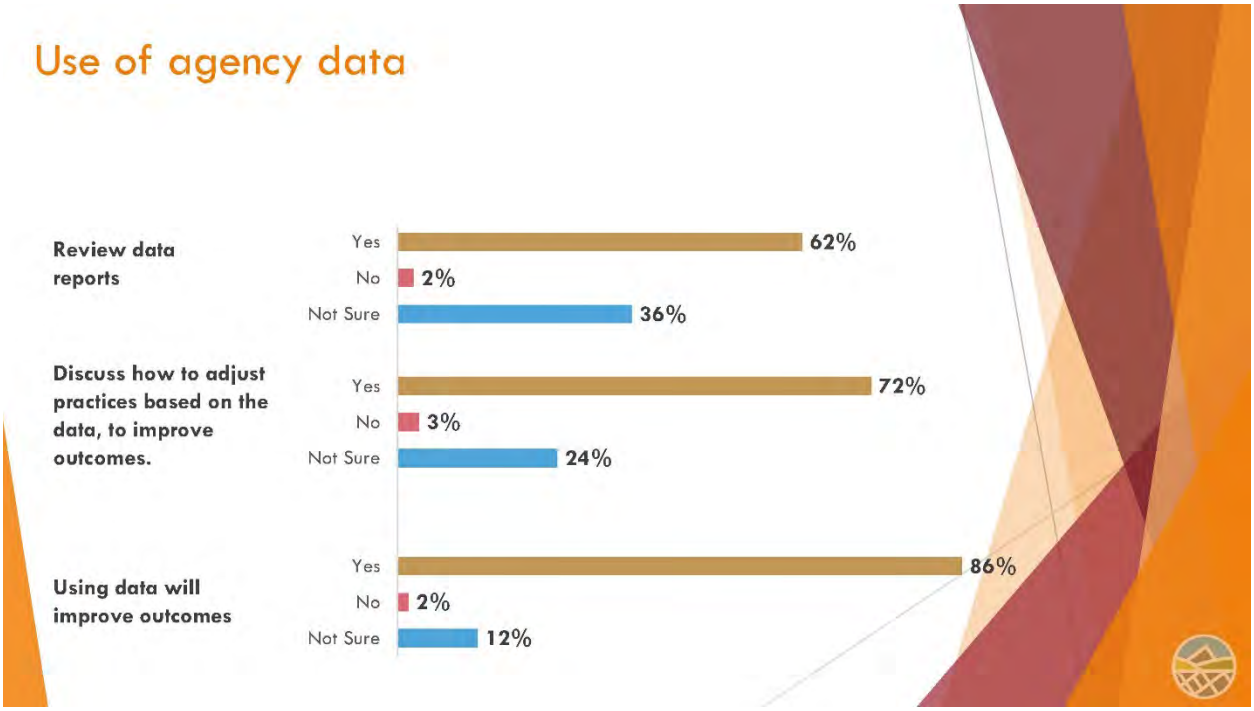
Strengthen System Decision Making:

- Activities
  - Develop system feedback mechanism
  - Review, set, and track measures
- Outputs – tracking measures
  - Agency decision making consistency
  - Use of agency data
  - Additional ones presented in Worker decision making section

Agency decision making consistency



Use of agency data



Strengthen Worker Decision Making:

- Activities
  - Establish supervisory model
- Outputs
  - Connection between front end practice & permanency
  - Increase worker competence
  - Improve decision making quality

- Outputs - tracking measures
  - Improve workloads
  - Increase timely face-to-face contact with child
  - Increase timely decision making
  - Increase decision making consistency
  - Improve decision making quality

Establish supervisory model: Supervisor check-in

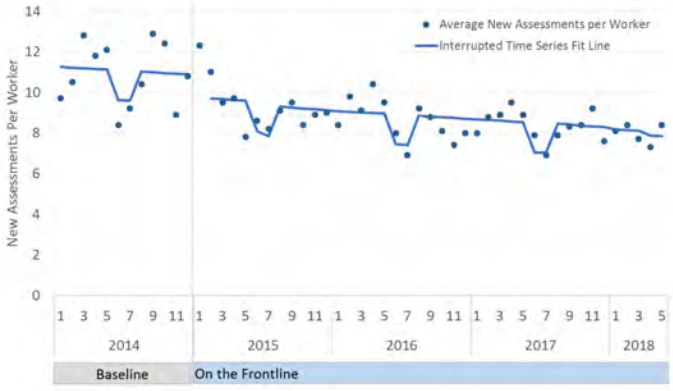
	Weekly	Monthly	Quarterly	Yearly
See how I am doing	✓			
Review specific cases	✓			
Talk through case decisions	✓			
Provide resources/support for cases	✓			
Discuss case obstacles and solutions	✓			
Strengths/successes		✓		
Feedback for leadership /the organization		✓		
Professional Goals/ Career Planning			✓	
Resiliency plan			✓	

Improve workloads: Perceptions of workload

- *Finish work without overtime*
- *Caseload manageable*
- *Too many cases to do good job*
- *Not enough time with clients*
- *Able to keep up with policies/guidelines*
- *Time to gather info for right decisions*

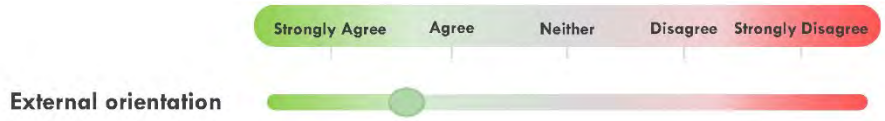
Improve workloads: Administrative data

Interrupted Time Series Fit Line:
Workload (New Assessments) Before and After On the Frontline Began



OTF was associated with lower workload ($p<0.05$)

Connection between front-end practice and permanency: Removal decisions

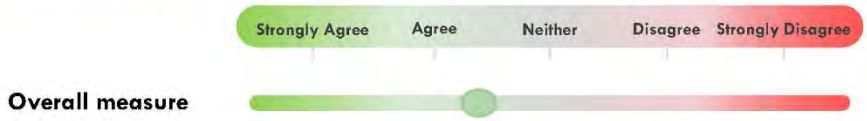


- *Short/long-term impact of removal on child*
- *Removal can cause significant trauma*
- *Understand how personal experiences influence*
- *Try to understand child/family feeling*
- *Consider culture affects parenting*

Connection between front-end practice and permanency: Removal decisions

- *The way raised influence*
- *Beliefs about parenting can influence*
- *Only sure way to be compliant with policies/standards*
- *Necessary so the family will understand the seriousness of the situation and will cooperate with the investigation.*

Increase worker competence: Conflict management



- *Adequate training in de-escalating hostile/intense situations*
- *Understand client's culture and interactions*
- *Not uncomfortable when clients angry/hostile**
- *Not scared when clients become angry/hostile**
- *Client is angry/hostile does not affect decision to remove**
- *Establish good relationships regardless of their initial response to CPS*
- *Parents are angry/hostile, I am able to gather info for risk assessment**

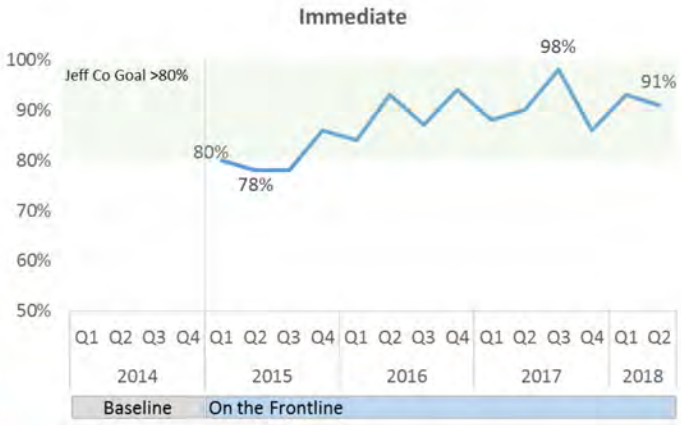
*Reverse coding and wording

Improve decision making quality: Collaboration

	Always	Often	Sometimes	Rarely	Never
Screening Decisions*		✓			
Remove a child from home		✓			
Place with relatives		✓			
File a court case		✓			
Open a Case		✓			
How to engage with hostile family^		✓			
Disposition			✓		
Close a Case			✓		
How to engage with compliant family^			✓		

Increase Timely Face-to-Face Contact

Timeliness of Initial Face-to-Face Contact with Alleged Victim(s):
% Completed within Indicated Response Time



- ✓ **Immediate:** Trends upward
- ◆ **3-Day and 5-Day:** No significant trend

Increase Timely Decision-Making

Timely Assessment Closure:
Child protection assessments **completed and closed** within 60 days.

Trend upward

Are desired outputs trending in the right direction?

Administrative data	Improvement associated with OTF (ITS)	Trending in the right direction, no baseline	No significant trend up or down, no baseline
Decrease Vacancy rates	✓		
Decrease Turnover	✓		
Improve Workloads	✓		
Increase Timely F2F Contact with Child		✓*	
Increase Timely Decision-making		✓	
Increase Decision-making Consistency			✓
Increase Decision-making Quality			✓
Improve Understanding of Policies by Staff			✓

* One indicator significant, second indicator is NOT significant

Job Satisfaction

Agree

Satisfied with my job

Satisfied with county benefits

Proper equipment and supplies to do job well

Co-workers help me get the job done

Making a positive impact in a family's life

Neutral

Satisfied with my pay

Workload is achievable with 40 hour work week

Organizational Health

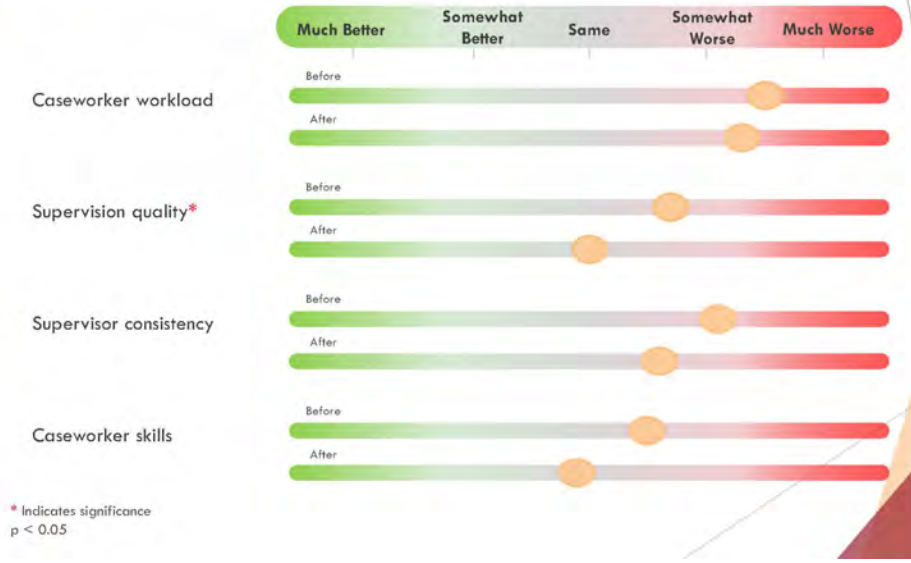
Agree

Recognition for work	Effective System for communicating to staff	Opportunities for prof. growth
Division values my ideas	CYFAP Management care/concern for employees	Recommend JCDCYFAP as a good place to work
Discrimination not tolerated	Strong teamwork	JCDCYFAP is an inclusive community
Understand practice model	Staff act professionally	JCDCYFAP promotes work resiliency
Reciprocal communication		

Discussion: Jefferson County's Quantitative Findings

Cuyahoga County Quantitative Findings

Overall perception of change since 2015: By workforce hired, before vs after



* Indicates significance
$p < 0.05$

Overall perception of change since 2015: By workforce hired, before vs after

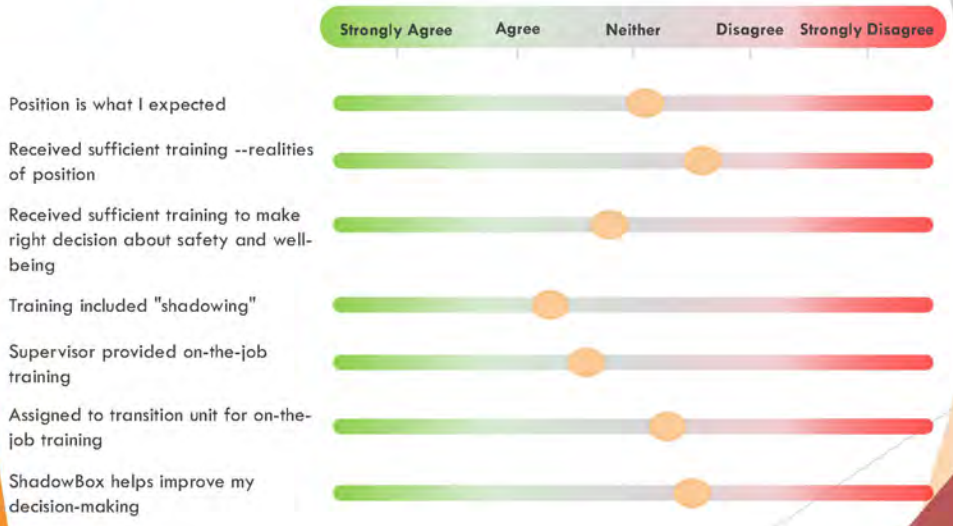
Build a Strong Workforce:

- Activities
  - Target selection & hiring
  - Strengthen supervision & coaching
- Outputs
  - Improve workforce stability
  - Decrease vacancy rates

Target selection and hiring: Perceptions of hiring practices

Target selection and hiring: Perceptions of hiring practices by those involved

Target selection and hiring: Job expectations and training

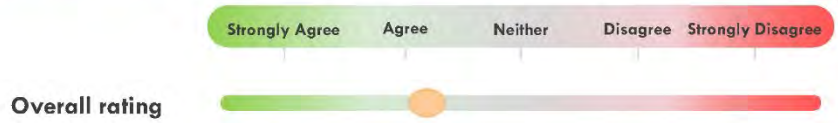


Target selection and hiring: Job expectations and training, comparisons

Significant differences	Hired before vs after 2015	Caseworkers vs other positions	OTF wkgrps vs non-wkgrps	STS vs non-STS
Transition unit*	S/Disagree vs Agree		S/Disagree vs Neutral	Neutral/Agree vs Disagree
Position what* expected		Neutral/Disagree vs Agree		
Training included shadowing*		Agree vs Neutral		
ShadowBox improved decision- making*		[N]Disagree vs Neutral		

p<.05

Strengthen supervision and coaching: Supervision and work unit experience



My Supervisor…

- *Encourages creative solutions*
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- *Clearly communicates what are acceptable case decisions*
- *Supports my case decisions*
- *Takes time to review case decisions with me*
- *Advice from coworkers on case decisions is important*

Strengthen supervision and coaching: Supervision and performance management

Agree

- Direct Supervisor…
  - Maintains high standards about me
  - Cares about me
  - Sets clear job performance expectations
  - Provides useful coaching/feedback
  - Encourages healthy work/life balance
  - Assigns work fairly
  - Holds everyone accountable same performance/conduct
- Last performance review recognized achievements/identify areas to improve

Neutral

- Direct supervisor assists professional development
- Supervisors in my section consistent expectations
- Adequate opportunities input on my performance
- Job description accurately reflects duties actually perform
- Direction from another supervisor similar to direct supervisor

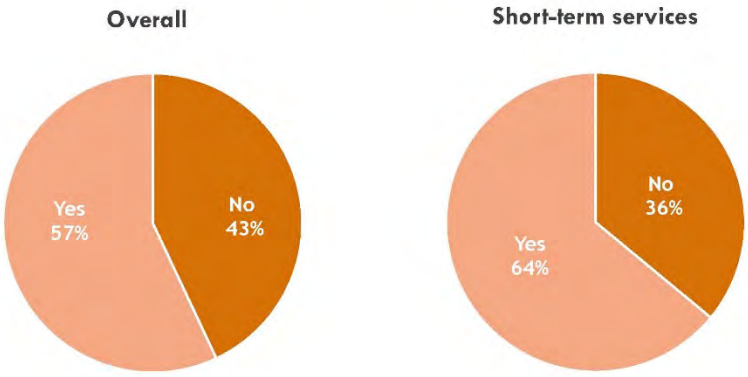
Supervision and Performance Management

Short-term services vs. Non short-term services

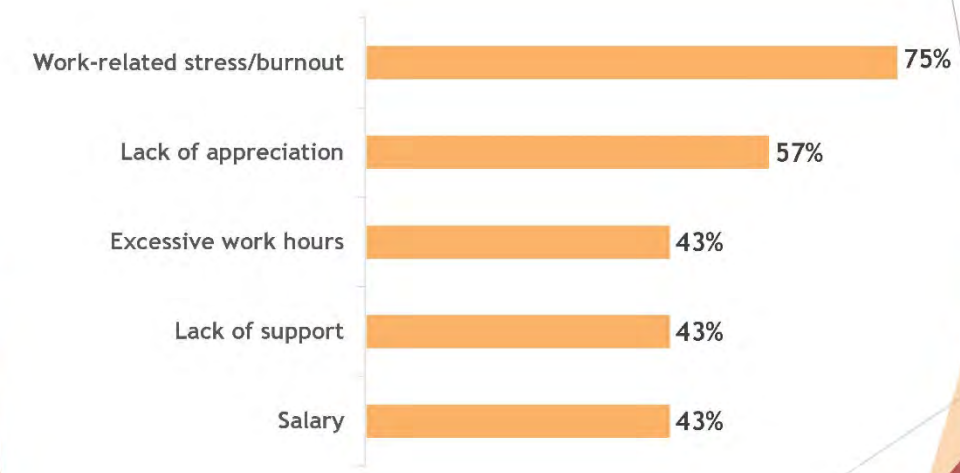
	STS	Non-STS
Supervisors in my section have consistent expectations	Agree	Neutral
Last performance review recognized achievements/identify areas to improve	Agree	Neutral

Improve workforce stability: Job seeking behavior

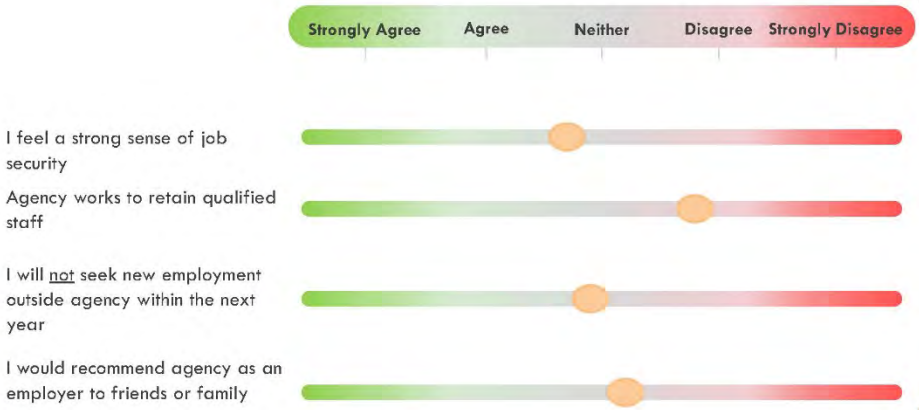
Looked for a job in the past year



Improve workforce stability: Top 5 reasons to leave



Improve workforce stability: Retention



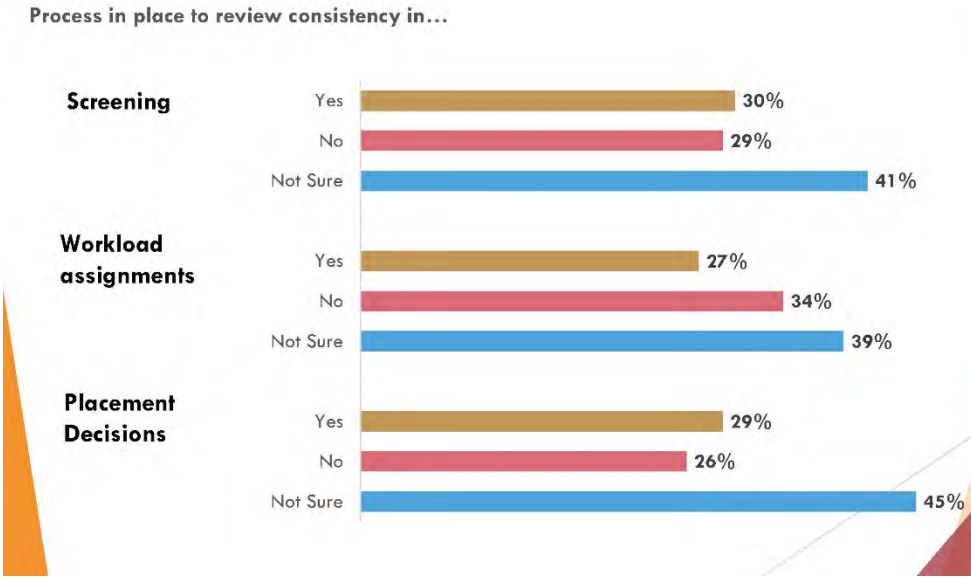
Decrease vacancy rates

Trending down, but no baseline

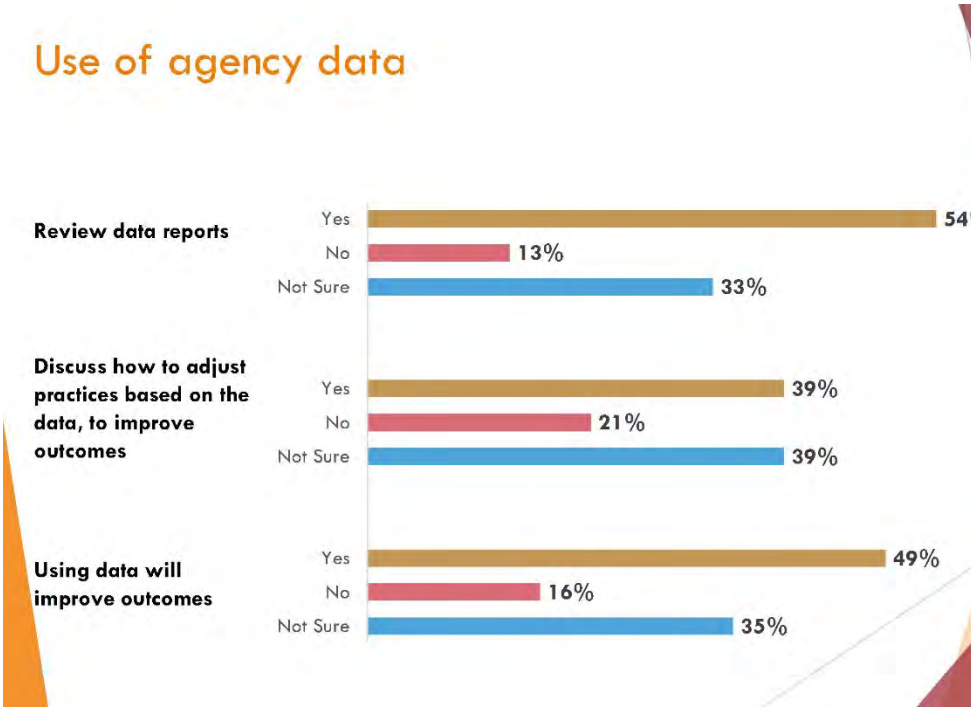
Strengthen System Decision Making:

- Activities
  - Develop system feedback mechanism
  - Review, set, and track measures
- Outputs – tracking measures
  - Agency decision making consistency
  - Use of agency data
  - Additional ones presented in Worker decision making section

Agency decision making consistency



Use of agency data



Agency decision making consistency & Use of agency data: Who is not sure?

Significant differences	Hired before vs after 2015	Caseworkers vs other positions	OTF wkgrps vs non-wkgrps	STS vs non-STS
Screening*				STS
Workload assignments				
Placement decisions*	after 2015			
Review data reports*	after 2015	caseworkers	Non-workgrps	
Adjust practice based on data*		caseworkers	Non-workgrps	
Use data to improve outcomes*	after 2015			

p<.05

Strengthen Worker Decision Making:

- Activities
  - Establish supervisory model
- Outputs
  - Connection between front end practice & permanency
  - Increase worker competence
  - Improve decision making quality
- Outputs - tracking measures
  - Improve workloads
  - Increase timely face-to-face contact with child
  - Increase timely decision making
  - Increase decision making consistency
  - Improve decision making quality

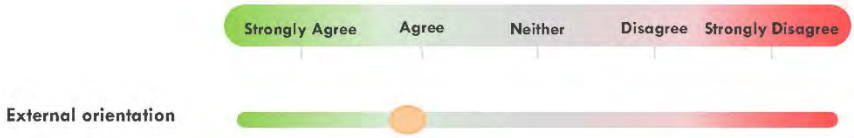
Establish supervisory model: Supervisor check-in

	Weekly	Monthly	Quarterly	Yearly
Case obstacles/solutions	✓			
Checked in how doing	✓			
Talk through case decisions	✓			
Provided resources/support for cases		✓		
Reviewed specific cases		✓		
Strengths/successes			✓	
Feedback for leadership /organization			✓	
Professional goals				✓

Improve workloads: Perceptions of workload

- *Finish work without overtime*
- *Caseload manageable*
- *Too many cases to do good job*
- *Not enough time with clients*
- *Able to keep up with policies/guidelines*
- *Time to gather info for right decisions*

Connection between front-end practice and permanency: Removal decisions



- *Short/long-term impact of removal on child*
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- *Understand how personal experiences influence*
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Connection between front-end practice and permanency: Removal decisions

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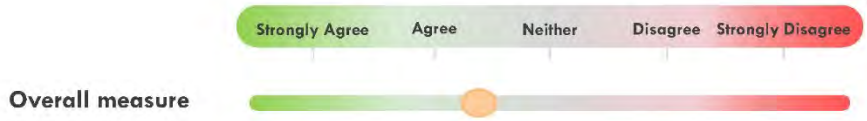
Increase worker competence: Conflict management



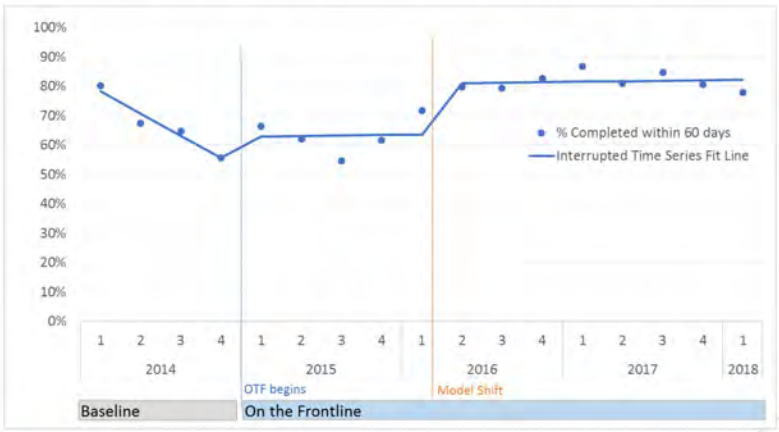
- *Adequate training in de-escalating hostile/intense situations*
- *Understand client's culture and interactions*
- *Not uncomfortable when clients angry/hostile**
- *Not scared when clients become angry/hostile**
- *Client is angry/hostile does not affect decision to remove**
- *Establish good relationships regardless of their initial response to CPS*
- *Parents are angry/hostile, I am able to gather info for risk assessment**

*Reverse coding and wording

Improve decision making quality: Collaboration

	Always	Often	Sometimes	Rarely	Never
Remove a child from home	✓	✓			
Place with relatives		✓			
File a court case		✓			
Close a Case			✓		
How to engage with hostile family			✓		
Make a disposition			✓		
Screening Decisions			✓		
Engage with a compliant family			✓	✓	
Open a case				✓	

Increase timely decision-making



Interaction between time and OTF ($p<0.005$). Percent completed trends down during baseline, begins to trend up with OTF.
Model shift associated with increased completion ($p<0.005$).

Increase decision-making consistency

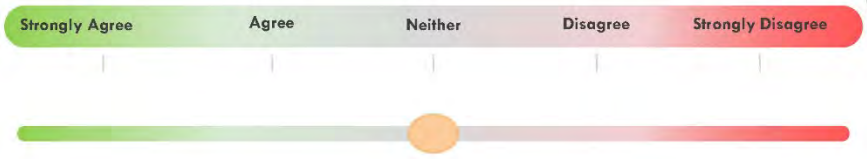
Are desired outputs trending in the right direction?

Administrative data

	Improvement associated with OTF (ITS)	Trending in the right direction, no baseline	No significant trend up or down, no baseline
Decrease Vacancy rates		✓	
Decrease Turnover			✓
Improve Workloads (*Data not available*)			
Increase Timely Contact with Child			✓
Increase Timely Decision-making	✓*		
Increase Decision-making Consistency		✓*	
Increase Decision-making Quality			✓
Improve Understanding of Policies by Staff			✓

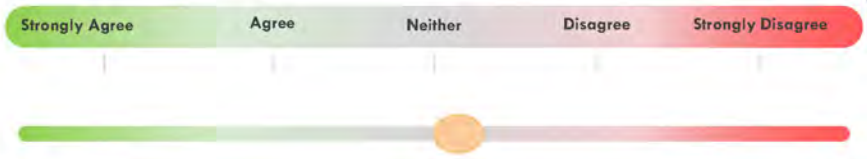
* One indicator significant, second indicator is NOT significant

Job Satisfaction



Agree	Neutral	Disagree
Co-workers get job done Satisfied with county benefits Making positive impact in family's life	Satisfied with my job Have proper equipment/supplies to do job well	Satisfied with pay Current workload is achievable in 40 hours

Organizational Health



Neutral

Agree

Discrimination not tolerated

DCFS is an inclusive community

Staff act professionally

Strong teamwork

Reciprocal communication

Opportunities for prof. growth

Effective system for communicating to staff

Practice model

Recognition for work

Recommend DCFS as a good place to work

Disagree

Division values my ideas

DCFS management care/concern for employees

Child Safety Outcomes
Administrative data

Relationship between OTF and child safety?

Child Safety Within 12 Months:	Jefferson	Cuyahoga
No repeat maltreatment after HRA/Investigation	No	No*
No subsequent maltreatment after FAR/Non-inv. Referral	No	No

*Time variable p<0.005, Gradual increase in safety over time, not associated with OTF.

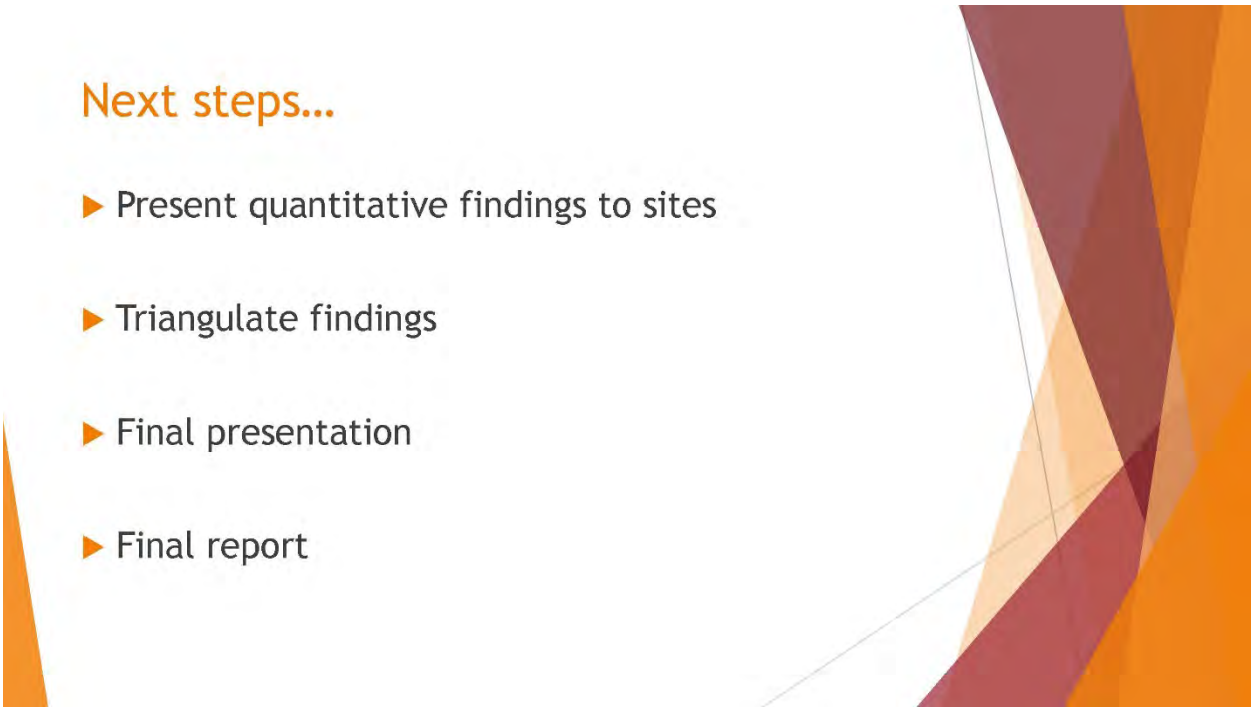
Conclusions

Still to come…

Discussion: Cuyahoga County's Quantitative Findings and Overall Quantitative Findings

Next steps…

- Present quantitative findings to sites
- Triangulate findings
- Final presentation
- Final report



Appendix F.3

Final Presentation, Conclusions and Considerations (January 8, 2019)

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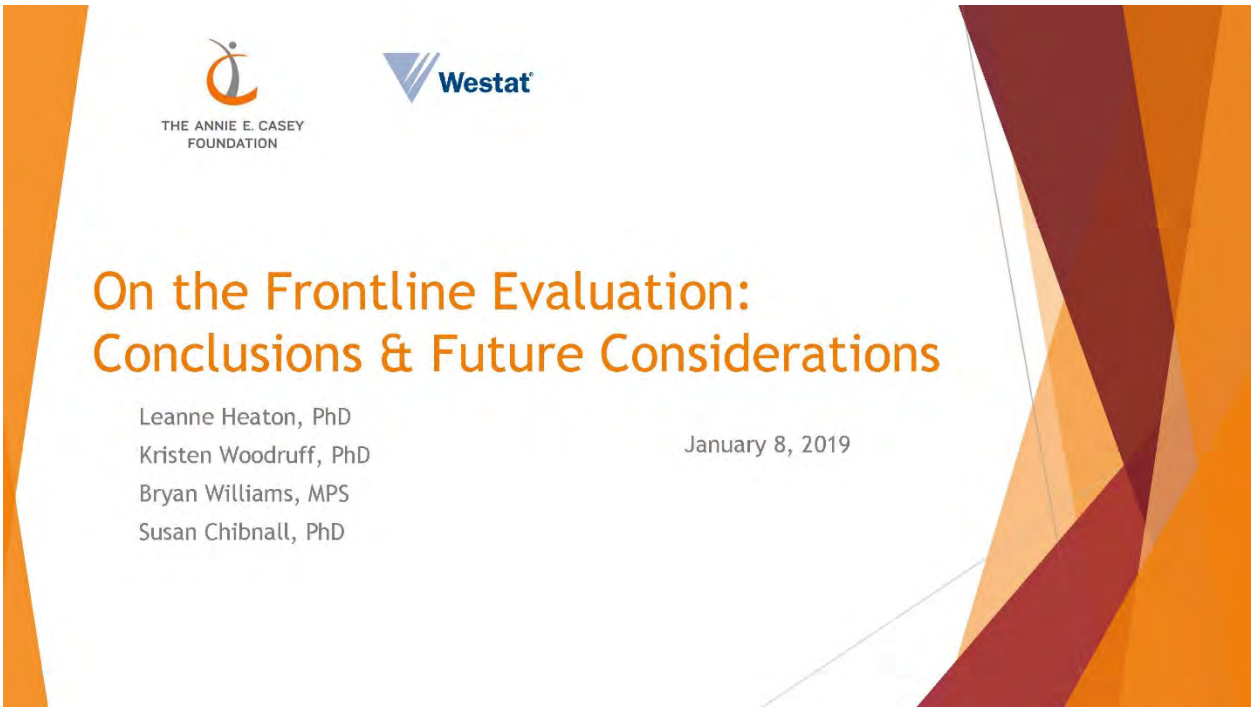
Appendix F.3
Final Presentation, Conclusions and Considerations (January 8, 2019)



Goal of the Presentation

- Present and summarize key findings from the evaluation
- Discuss considerations for future implementation

3

Conceptual Development of OTF: Rationale

- Historically limited work on the front-end of the child welfare system
- Need for better understanding of the decision-making process for screening, assessment, investigations, transfer of cases, and case closings
- Turnover and inexperience of frontline caseworkers impact decision-making and ultimately impact child safety

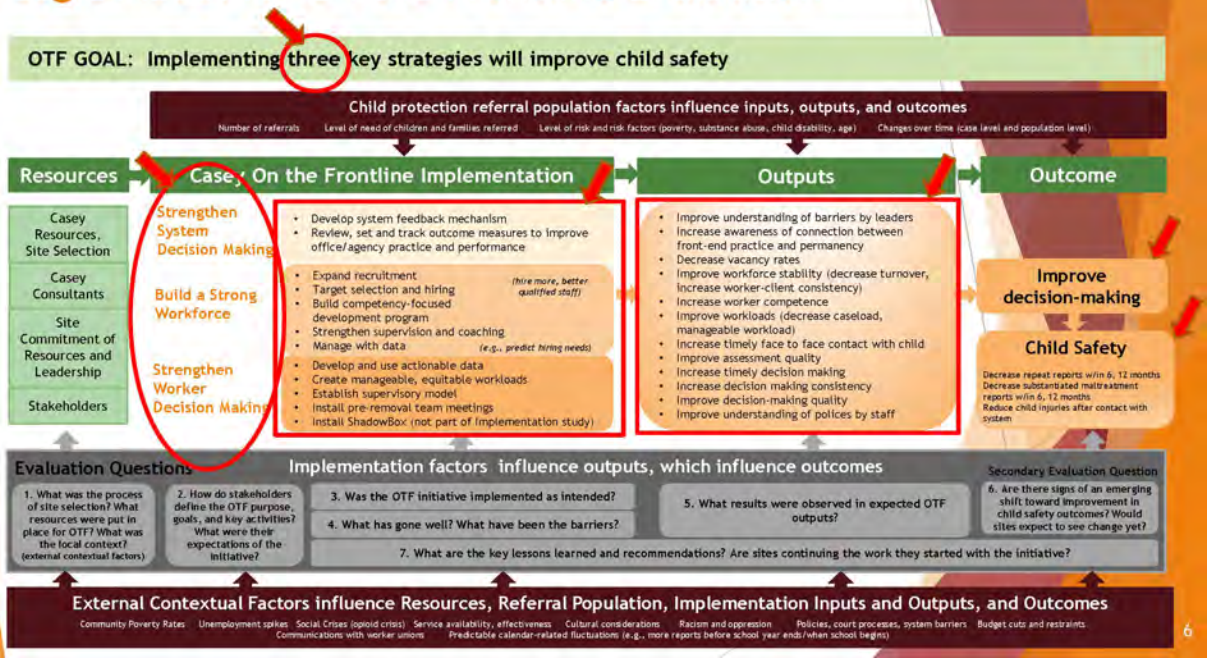
4

Conceptual Development of OTF: Work Streams Defined

1. **Building a strong workforce:** The child welfare workforce has a competent and stable, supported workforce.
2. **Strengthening system decision making:** System decisions and policies are informed by a managerial and monitoring forum that examines qualitative case reviews and quantitative data focused on systemic barriers affecting frontline work.
3. **Improving worker decision making:** Worker decisions are consistent, equitable, values driven, timely and informed by all available data.

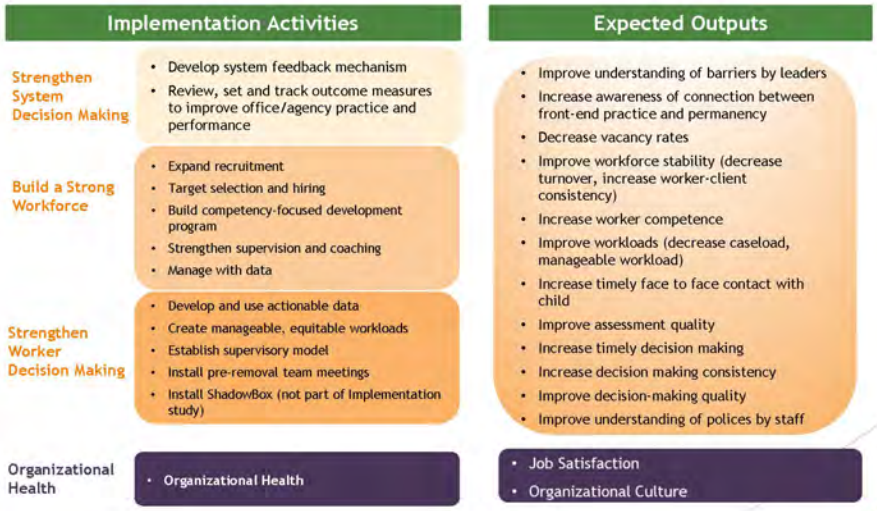
5

Logic Model for On the Frontline Evaluation



6

On the Frontline Activities and Outputs



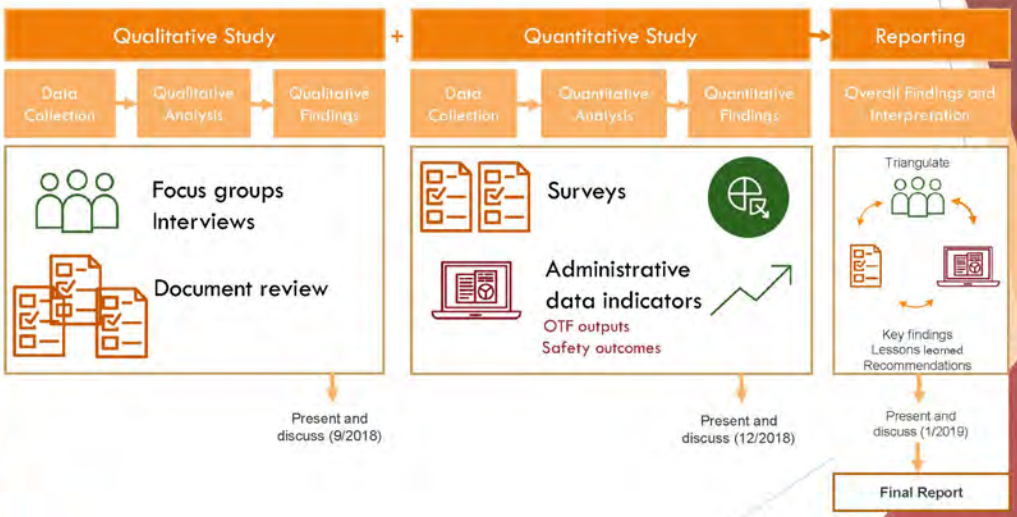
7

Evaluation Questions

1. What was the process of site selection? What resources were put in place for OTF, and what was the local context?
2. How do stakeholders define OTF's purpose, goals and activities? What were their expectations of the initiative?
3. **Was OTF implemented as intended? How, why, and with whom?**
4. What aspects of implementation have gone well? What have been the barriers?
5. **What results were observed in expected outputs?**
6. Are there signs of emerging shift toward improvement in child safety outcomes?
7. What are **the key lessons and recommendations?** Are sites continuing the work they started with the initiative?

8

Evaluation Methods: Mixed Methods Retrospective Study



9

Site-specific Contextual Factors

Cuyahoga County

- Large county, large agency
  - Population 1,280,122
- Agency factors during implementation
  - Model shift
  - Leadership changes, Reorganization
  - Alternative response roll out
- Data collection
  - Shortly after high profile media attention
  - Timing of administration of OTF survey

Jefferson County

- Smaller county, smaller agency
  - Population 534,543
- State level changes
  - State authorized new intake positions
  - State hotline, more referrals

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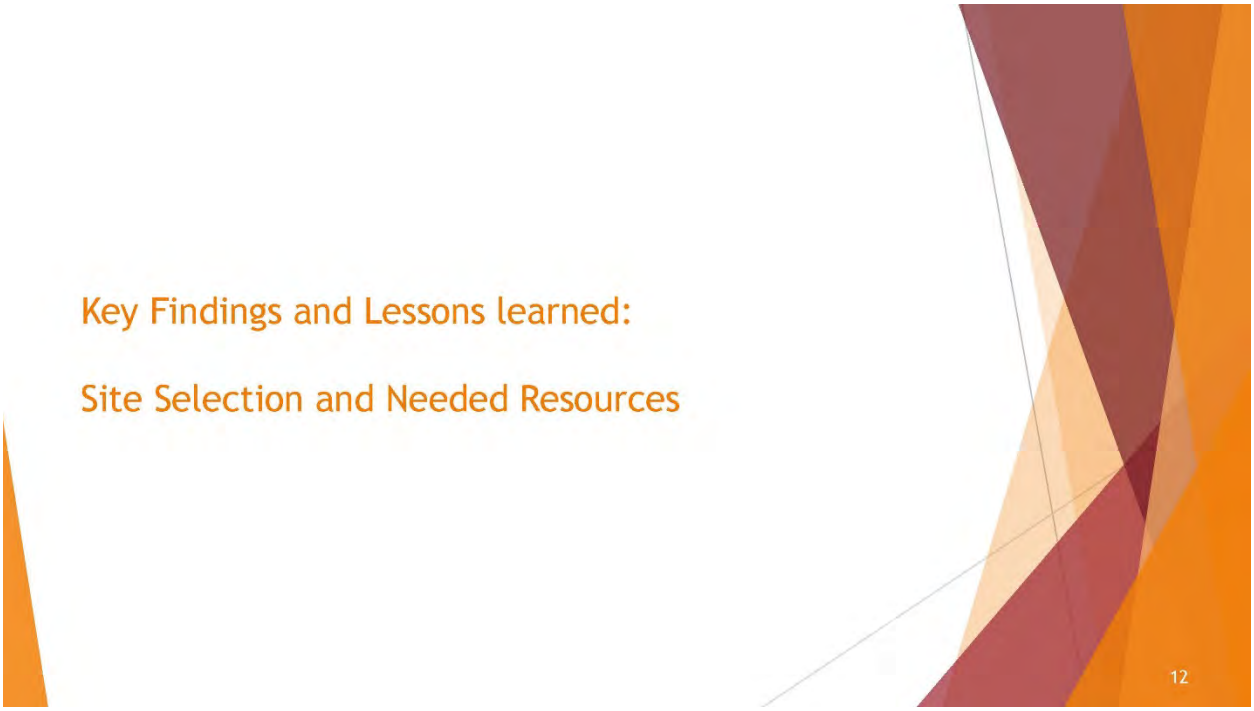
Key Cross-cutting Findings: On the Frontline
Resource intensive, technical assistance essential and positive view
Agency context is critical
Build a Strong Workforce - Clearly defined, consistent implementation and evidence of reduction in vacancies
System Decision Making – Increased use of actionable data and importance of frontline caseworker feedback
Worker Decision Making – Variation in both implementation and evidence
11


Key Findings and Lessons learned:
Site Selection and Needed Resources
12

Site Selection

Process	Criteria	County Sites
• Webinar explaining OTF • Invitation for sites to apply • Sites submit an application • On-site interviews • Committee selects three sites	• Agency leaders need ability to make decisions • Agency needs what OTF is offering • Agency needs history of other initiatives • Agency needs capacity (e.g. known to Casey on some level) • State system too complex for OTF to start	• Allegany County, PA • Cuyahoga County, OH • Jefferson County, CO

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Needed Resources

Casey

- HR expertise
- Data expertise
- Support & structure

Agency Capacity

Agency Workgroups

14

Key Findings and Lessons learned:

Build a Strong Workforce Work stream

15

Implementation of Workforce Work Stream

OTF Implementation Activities (inputs)

- Expand recruitment
- Target selection and hiring
- Build competency-focused development program
- Strengthen supervision and coaching
- Manage with data

16

Cuyahoga County: Implementation of Workforce Recruitment and Hiring Practices

Activities

- Continual job posting
- Realistic job preview
- Team-based approach
- Behavioral competencies
- Data tracking of vacancies & turnover

Expected Outputs

- Decrease vacancy rates
- Improve workforce stability
- Increase worker competence

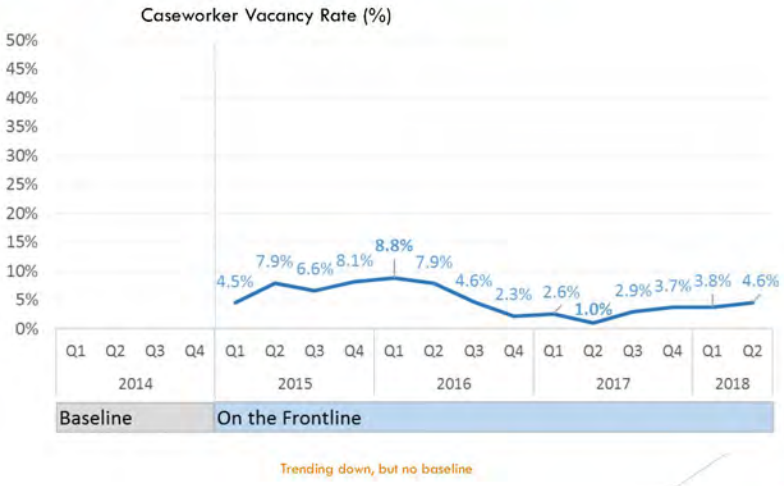
Observed Outputs

- Decreased vacancy rates (Q=A)
- Perception of decreased time to fill (Q)
- Low turnover - no change (Q=A)
- Hiring process
  - Conducted by teams (Q=S)
  - Hiring focused on competencies (Q)

Q qualitative
A administrative
S survey
= congruent between data sources
<> differences between data sources
* administrative data evidence that change is associated with OTF

17

Cuyahoga County Vacancy Rates



Trending down, but no baseline

18

Jefferson County: Implementation of Workforce Recruitment and Hiring Practices

Activities	Expected Outputs	Observed Outputs

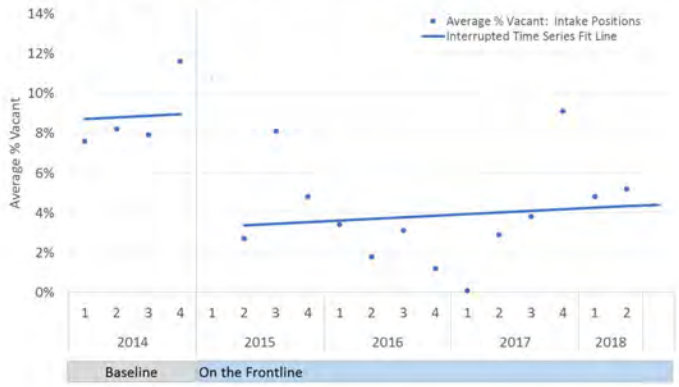
• Continual posting
• Realistic job preview
• Team-based approach
• Behavioral competencies
• Pre-screening
• Pre-vacancy positions
• Position tracking report
	• Decrease vacancy rates
	• Improve workforce stability
	• Increase worker competence
		• Decreased vacancy rates (Q=A*)
		• Decreased time to fill (Q=A*)
		• Decreased turnover (Q<>A*)
		• Hiring process
		  • Conducted by teams (Q=S)
		  • Hiring focused on competencies (Q)

Q qualitative
A administrative
S survey
= congruent between data sources
<> differences between data sources
* administrative data evidence that change is associated with OTF

19

Jefferson County Vacancy Rates

Interrupted Time Series Fit Line:
Intake Vacancy Rate Before and After On the Frontline Began



OTF was associated with a significantly lower vacancy rate ($p<0.05$)

20

Summary of Lessons Learned: Build a Strong Workforce Work Stream

- **Clearly defined work stream**
  - Specific prescribed activities guided by an expert in CW HR
- **Both sites**
  - Engaged in a similar process to implement this work stream
  - Referenced the value of focusing on this one more initially
  - Changed hiring processes
- **Significant improvement observed:**

  Vacancy rates ↓ (both sites)

  Time to fill a position ↓ (one site; perceived in other)

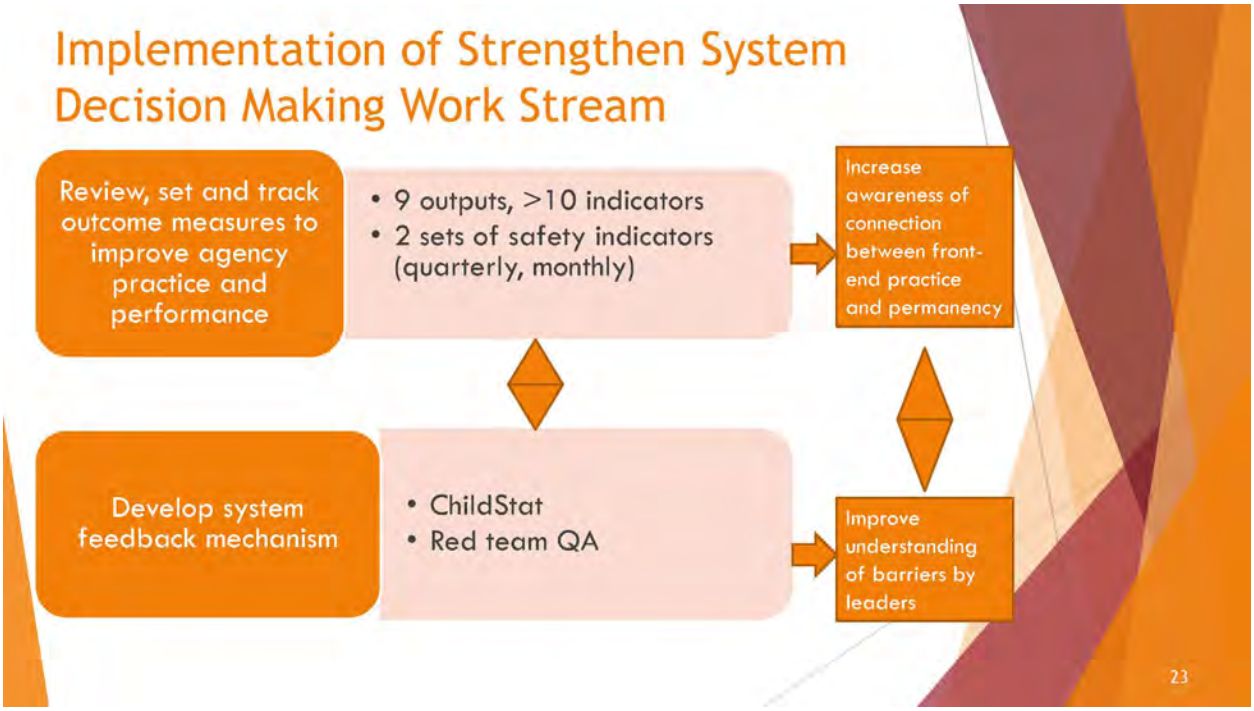
  Turnover ↓ (one site; already low in other)
- *The site that dropped out reported that this work stream was the one with the most expected benefit and the one they wanted to prioritize*

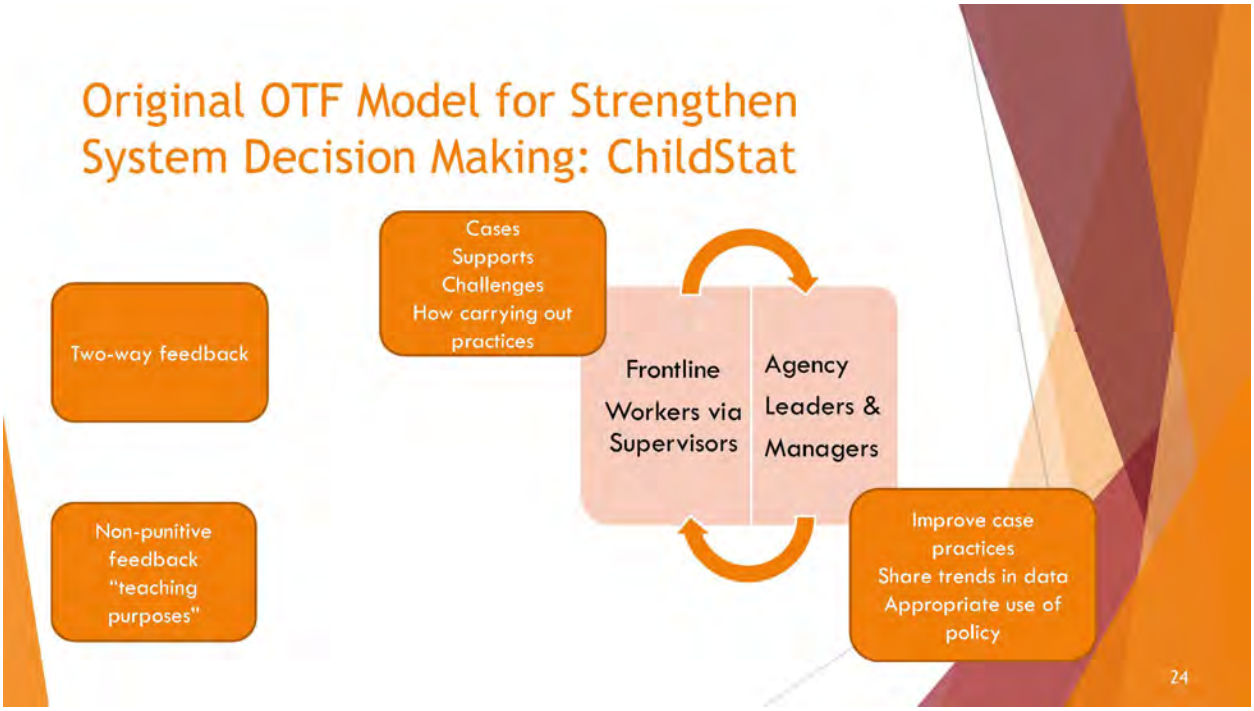
21

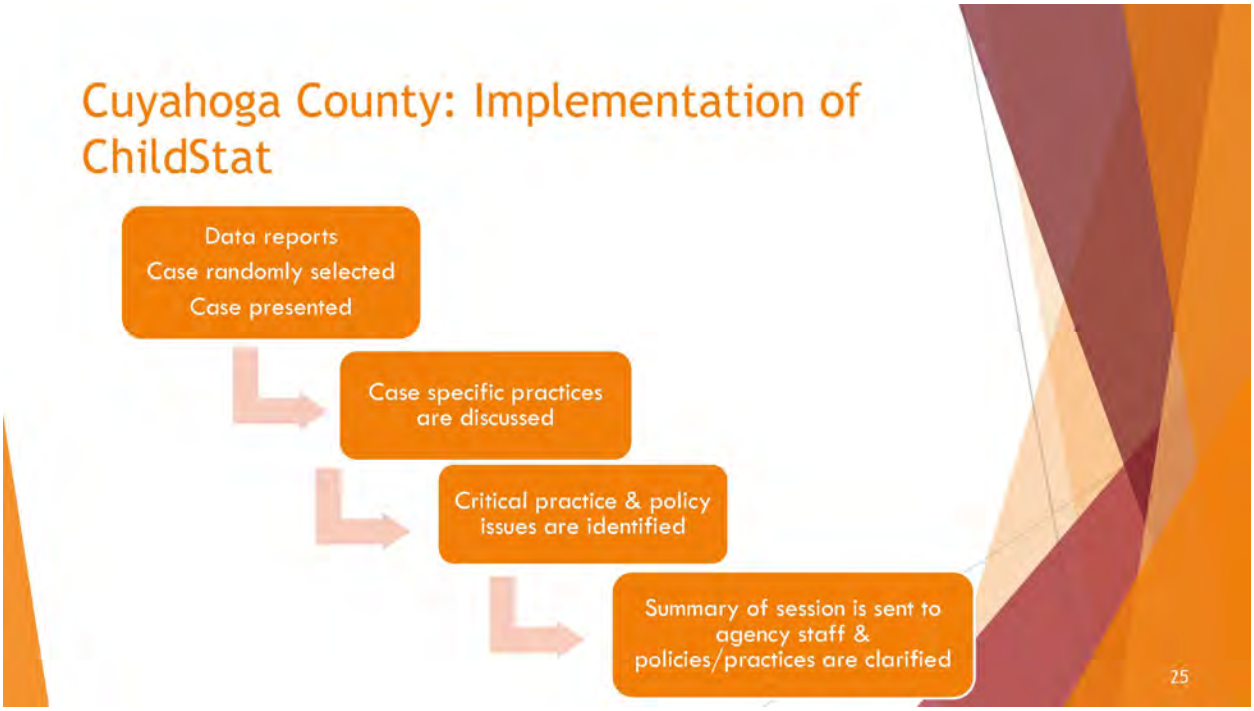
Key Findings and Lessons learned:

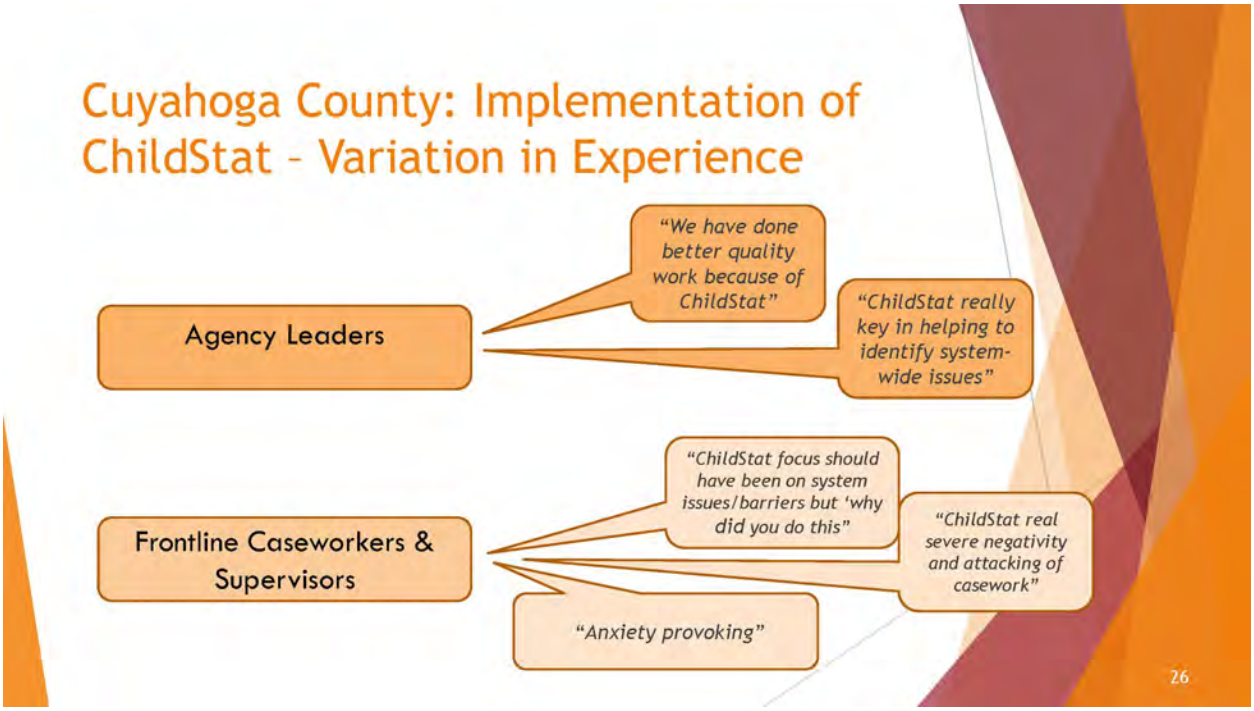
Strengthen System Decision Making Work Stream

22

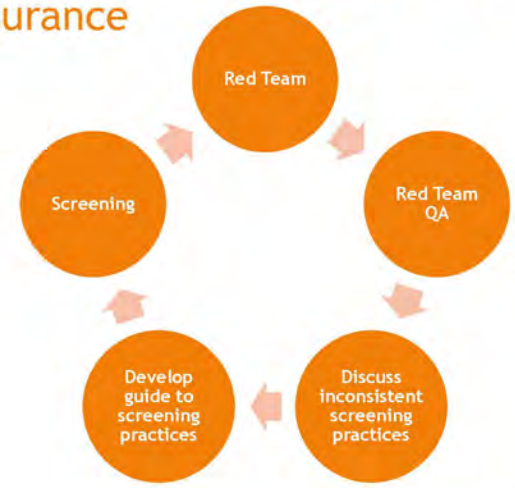

Implementation of Strengthen System Decision Making Work Stream
Review, set and track outcome measures to improve agency practice and performance
• 9 outputs, >10 indicators
• 2 sets of safety indicators (quarterly, monthly)
Increase awareness of connection between front-end practice and permanency
Develop system feedback mechanism
• ChildStat
• Red team QA
Improve understanding of barriers by leaders
23


Original OTF Model for Strengthen System Decision Making: ChildStat
Two-way feedback
Cases
Supports
Challenges
How carrying out practices
Frontline Workers via Supervisors
Agency Leaders & Managers
Non-punitive feedback "teaching purposes"
Improve case practices
Share trends in data
Appropriate use of policy
24


Cuyahoga County: Implementation of ChildStat
Data reports
Case randomly selected
Case presented
Case specific practices are discussed
Critical practice & policy issues are identified
Summary of session is sent to agency staff & policies/practices are clarified
25

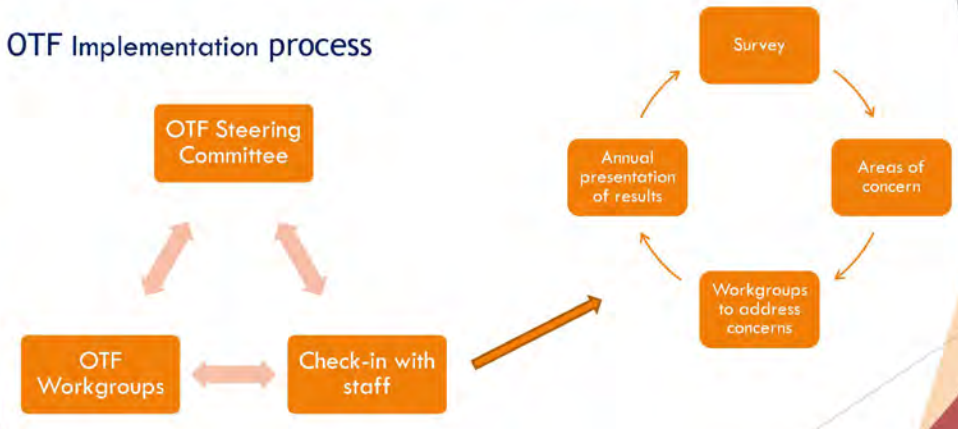

Cuyahoga County: Implementation of ChildStat - Variation in Experience
Agency Leaders
"We have done better quality work because of ChildStat"
"ChildStat really key in helping to identify system-wide issues"
Frontline Caseworkers & Supervisors
"ChildStat focus should have been on system issues/barriers but 'why did you do this"
"ChildStat real severe negativity and attacking of casework"
"Anxiety provoking"
26

Jefferson County System Decision Making Work Stream: Implementation of Red Team Quality Assurance



27

Jefferson County System Decision Making Process: All Staff Feedback Loop



28

Summary of Lessons Learned: Strengthen System Decision Making Work Stream

- **Both sites created and implemented administrative data reports**
  - >10 quarterly indicators in each site, measure 7 to 9 outputs
  - 2 sets of safety outcomes
- **Both sites implemented a system feedback loop mechanism**
  - Variation based on agency culture
  - Both sites report achieving variations of the expected outputs
  - Staff in both sites **experienced the implementation differently**
    - One site implemented an entire feedback loop that included two-way feedback
    - One site implemented cascading messages approach to share with frontline staff
- **Implemented annual staff satisfaction survey in one site**
  - Process to address staff concerns
  - Improvements in worker satisfaction
  - Facilitated Organization Health Work Stream

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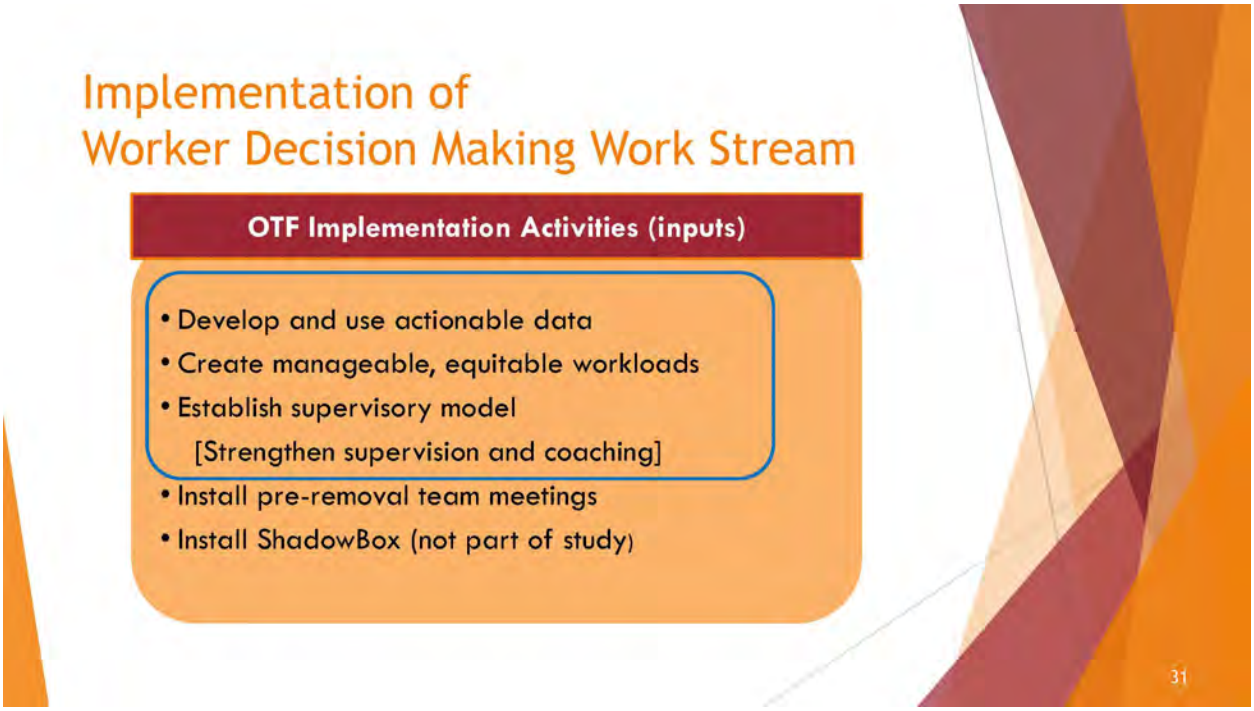
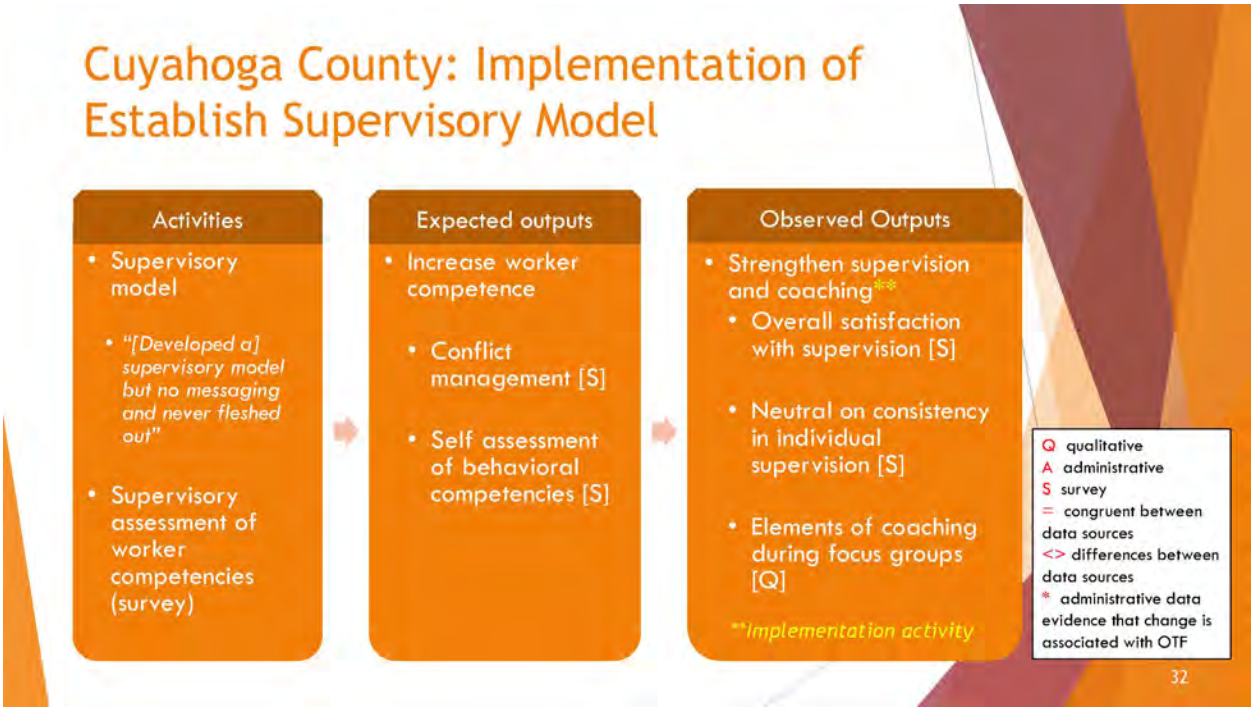
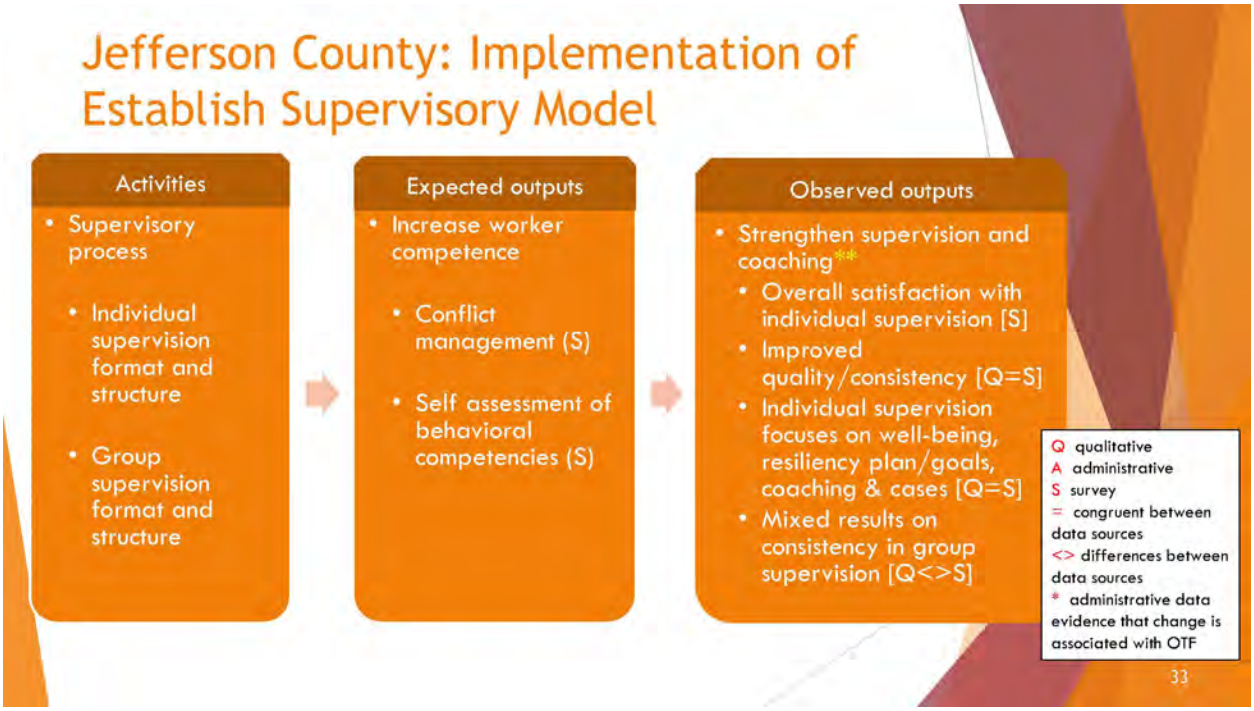
Key Findings and Lessons learned:

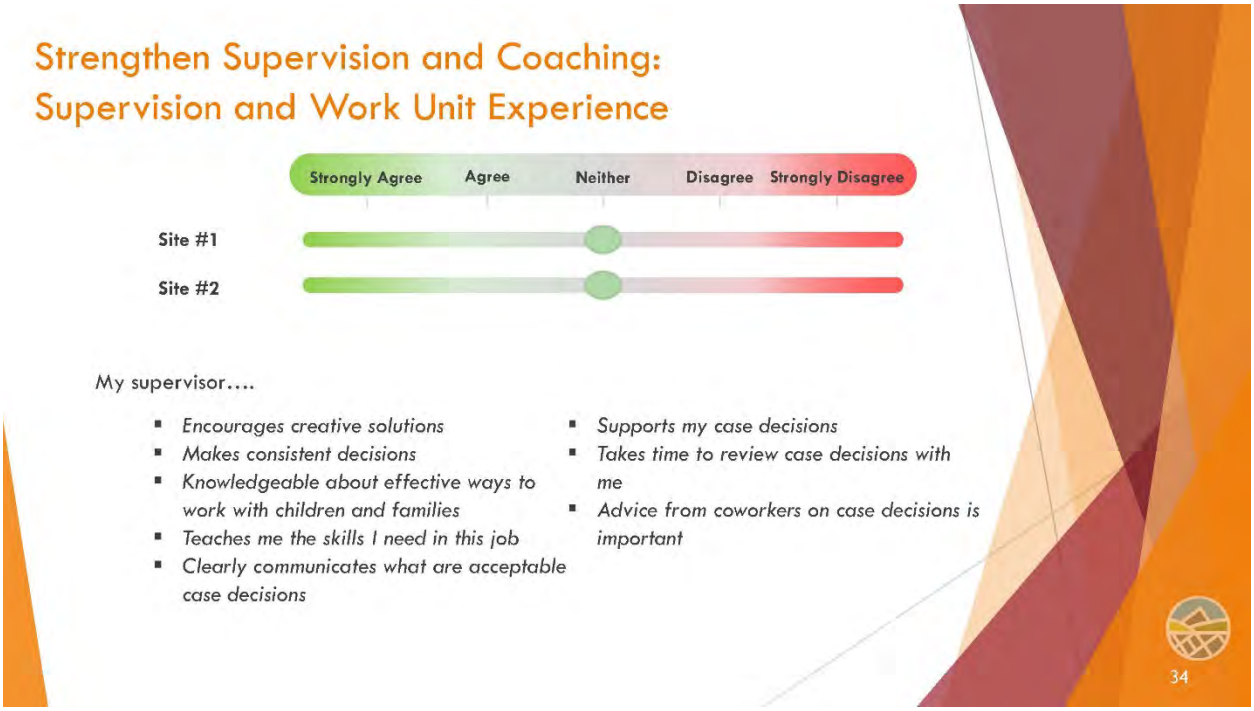
Strengthen Worker Decision Making Work Stream

30


Implementation of
Worker Decision Making Work Stream
OTF Implementation Activities (inputs)
• Develop and use actionable data
• Create manageable, equitable workloads
• Establish supervisory model
[Strengthen supervision and coaching]
• Install pre-removal team meetings
• Install ShadowBox (not part of study)
31


Cuyahoga County: Implementation of
Establish Supervisory Model
Activities
• Supervisory model
• "[Developed a] supervisory model but no messaging and never fleshed out"
• Supervisory assessment of worker competencies (survey)
Expected outputs
• Increase worker competence
• Conflict management [S]
• Self assessment of behavioral competencies [S]
Observed Outputs
• Strengthen supervision and coaching**
• Overall satisfaction with supervision [S]
• Neutral on consistency in individual supervision [S]
• Elements of coaching during focus groups [Q]
**Implementation activity
Q qualitative
A administrative
S survey
= congruent between data sources
<> differences between data sources
* administrative data evidence that change is associated with OTF
32


Jefferson County: Implementation of Establish Supervisory Model
Activities
Supervisory process
Individual supervision format and structure
Group supervision format and structure
Expected outputs
Increase worker competence
Conflict management (S)
Self assessment of behavioral competencies (S)
Observed outputs
Strengthen supervision and coaching**
Overall satisfaction with individual supervision [S]
Improved quality/consistency [Q=S]
Individual supervision focuses on well-being, resiliency plan/goals, coaching & cases [Q=S]
Mixed results on consistency in group supervision [Q<>S]
Q qualitative
A administrative
S survey
= congruent between data sources
<> differences between data sources
* administrative data evidence that change is associated with OTF
33


Strengthen Supervision and Coaching: Supervision and Work Unit Experience
Strongly Agree
Agree
Neither
Disagree
Strongly Disagree
Site #1
Site #2
My supervisor....
Encourages creative solutions
Makes consistent decisions
Knowledgeable about effective ways to work with children and families
Teaches me the skills I need in this job
Clearly communicates what are acceptable case decisions
Supports my case decisions
Takes time to review case decisions with me
Advice from coworkers on case decisions is important
34

Cuyahoga County: Implementation of Create Manageable, Equitable Workloads

Implementation activities

- Worker decision making workgroup concentrated on workloads heavily in the first year of OTF
- Workload data reports are generated manually every month and there are regular discussions and decisions made using them
- Quarterly workload data reports were not automated during OTF

Output: Improve workloads

Perception: progress overtime

Since March back to unmanageable (Q=S)

35

Jefferson County: Implementation of Create Manageable, Equitable Workloads

Implementation activities

- Scorecard: Quarterly workload data indicator
- Electronic case assignment process

Output: Improve workloads

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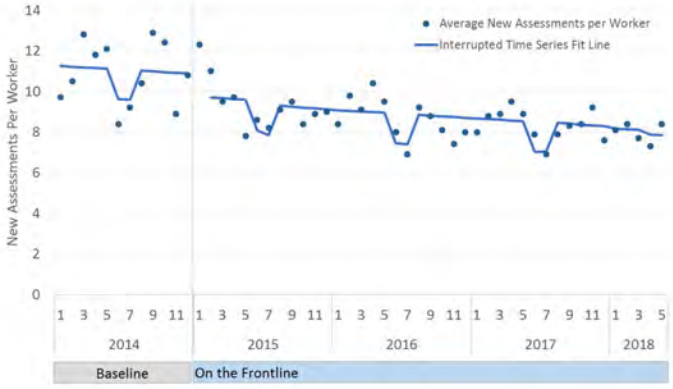
Jefferson County: Reduce Workloads

Interrupted Time Series Fit Line:
Workload (New Assessments) Before and After On the Frontline Began



OTF was associated with lower workload ($p<0.05$)

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Cuyahoga County: Worker Decision Making Work Stream Outputs

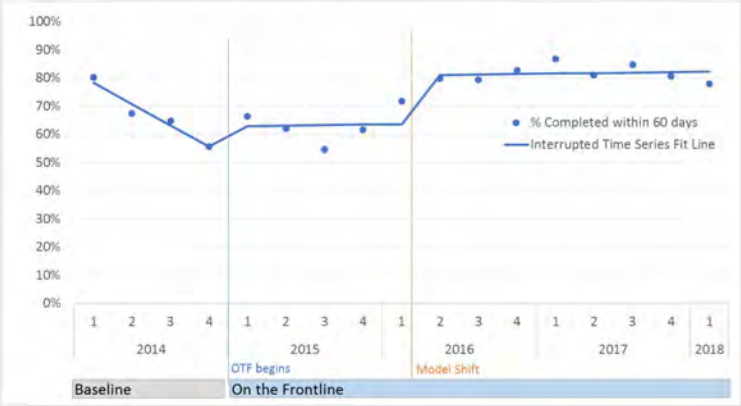
Quarterly indicators	Associated with OTF	Trending in right direction	No significant trend
Increase timely face to face contact with child			✓
Increase timely decision making	✓*		
Increase decision making consistency		✓*	
Improve decision making quality			✓
Improve understanding of polices by staff			✓

** One indictor significant but not the other, **Improve assessment quality not assessed*

38

Cuyahoga County: Increase Timely Decision-making

% Non-Investigative Assessments Completed within 60 days



Interaction between time and OTF ($p<0.005$). Percent completed trends down during baseline, begins to trend up with OTF.
Model shift associated with increased completion ($p<0.005$).

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Jefferson County: Worker Decision Making Work Stream Outputs

Quarterly indicators	Associated with OTF	Trending in right direction	No significant trend
Increase timely face to face contact with child		✓*	
Increase timely decision making		✓	
Increase decision making consistency			✓
Improve decision making quality			✓
Improve understanding of polices by staff			✓

* One indictor significant but not the other, **Improve assessment quality not assessed

40

Summary of Lessons Learned: Strengthen Worker Decision Making Work Stream

- Supervision
  - Both sites report satisfaction with supervision
  - There was no clearly defined supervisory model at the start of OTF
  - Both sites developed a model/process
  - One site implemented their process
- Workloads
  - Both sites perceived reductions
  - There is evidence of a significant reduction in workload in one site and TBD in the other
- Decision-making outputs
  - Evidence of improved consistency and timeliness in decision-making but vary by site

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Child Safety Outcomes

- Child Safety within 12 months - No relationship to OTF
  - **No repeat maltreatment** w/in 12 months after abuse/neglect substantiated/indicated/founded
  - **No subsequent maltreatment** w/in 12 months after non-investigative referral/family assessment response
- Possible Explanations for No Change
  1. **Time:** Exploratory, would not expect to see effect yet
  2. **OTF model still being refined:** Goals remained same but strategies and activities evolved
  3. **Not much room for change:** Child safety is already high in one site - most quarters met their goal
  4. **Confounding factors led to change in definition:** Roll out of alternative response, change in practice in one site
  5. **Statistical:** Relatively few time points, limited power

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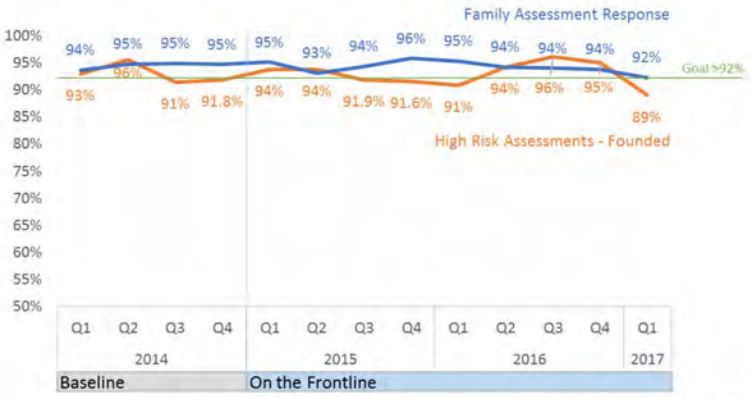
Child Safety in Jefferson County

Absence of Repeat/Subsequent Founded Abuse/Neglect Within 12 Months



- High % safe, most quarters meet Jefferson County goal for FAR, more than half for HRA-founded.
- ITS models were not significant (HRA p=0.898, FAR p=0.442). No trend over time, no relationship with On the Frontline.

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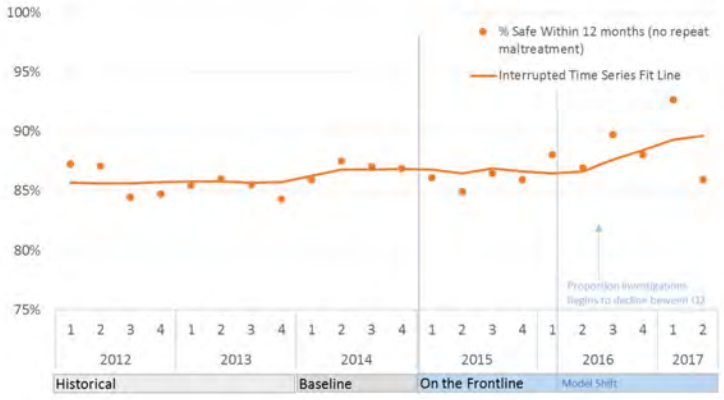
Child Safety in Cuyahoga County

No Repeat Maltreatment within 12 Months after Substantiated/Indicated C/AN Investigation



- OTF not associated with change in child safety (p=0.984)

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Summary of Key Findings

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Key Finding # 1: OTF is Resource Intensive, Technical Assistance is Essential, & Overall Positive View

- **Substantial Agency Resources**
  - Agency leadership
  - Systems and data support
  - Agency staff
- **Technical Assistance is Essential**
  - Human Resources expertise
  - Data expertise
  - Support and structure for workgroups
- **Enthusiasm, Momentum and Positive View**

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Key Finding #2: Agency Contextual Factors Have Implications for Implementation

- **Three original sites**
  - All county-based child welfare systems
- **Important agency contextual factors**
  - Agency-wide receptiveness to include all levels of staff (e.g., frontline) across program areas in implementation
  - Stability in agency leadership
  - Stability in the organizational structure
  - Other concurrent initiatives (e.g. major shifts in practice, # of initiatives)
  - Willingness of agency leaders to see value in implementing of all three work streams

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Key Finding #3: Build a Strong Workforce-Consistent Implementation and Evidence

- **Clearly defined goals, activities and outputs**
- **Implemented consistently, as prescribed and positive views in both sites**
  - Both sites had a complete restructuring of the hiring process
    - Hiring teams, behavioral-based competencies (site-specific), continual posting
  - Both sites saw a downward trend/drop in vacancy rates
  - Both sites report positive perceptions of the implementation process and in expected and observed outputs
- **Implication: Preliminary evidence for replicability**

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Key Finding #4: Strengthen System Decision Making – Increased use of Actionable Data & Importance of Frontline Caseworker Feedback

- **Both sites developed and used actionable data**
  - Created site-specific indictor measures & reports
  - Increased use of data to inform decision-making
- **One site expanded system feedback mechanism to include frontline caseworker feedback**
  - OTF workgroups check-in
  - All staff satisfaction survey
  - Frontline was involved systematically
  - Added 4th work stream – Organizational Health
- **System feedback mechanism**
  - Context specific
    - ChildStat
    - RedTeam QA
- Contrasting experience from frontline caseworkers
- Full system-wide feedback loop is important – include method to receive direct frontline caseworker voice

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Key Finding #5: Strengthen Worker Decision Making- Variation in Implementation & Evidence

- **Supervisory model**
  - There was no clearly defined model at the start of OTF
  - Both sites developed a model/process
  - One site implemented their process
- **Workloads**
  - Both sites implemented activities
  - Both sites perceived reductions
  - There is evidence of a significant reduction in workload in one site and TBD in the other
- **Decision-making outputs**
  - Evidence of improved consistency and timeliness in decision-making but varies by site

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Considerations for Future Implementation

52

Recommendations from Site Participants

- Focus on original goals
- Engage staff at all levels and across programs
- Have clear plans and goals that are agency specific
- Sequencing work streams
- Have frontline caseworker perspective - be informed bottom up
- Develop system feedback loop –be open to reflection & feedback
- Commit and preserve

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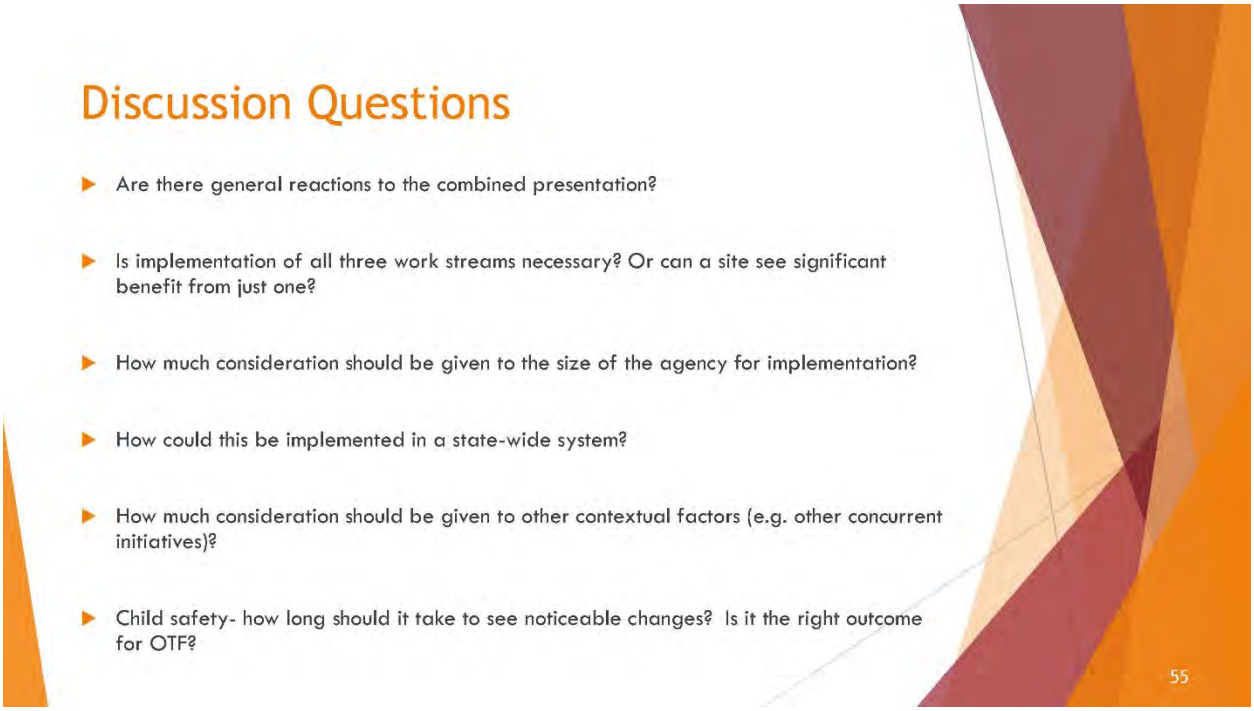
Considerations from Evaluators
Preliminary evidence for replication
• Workforce strategy
Refine goals & activities of work streams
• System & worker decision making strategies
Sequencing work streams
Revise OTF Model
• Focus on fewer activities & measureable outputs
Importance of communication/feedback loop
54


Discussion Questions
Are there general reactions to the combined presentation?
Is implementation of all three work streams necessary? Or can a site see significant benefit from just one?
How much consideration should be given to the size of the agency for implementation?
How could this be implemented in a state-wide system?
How much consideration should be given to other contextual factors (e.g. other concurrent initiatives)?
Child safety- how long should it take to see noticeable changes? Is it the right outcome for OTF?
55