Project SAFE:
Staggered Implementation Evaluation Plan (Draft)

OVERVIEW

The goal of the Staggered Implementation Evaluation Plan is to develop a shared plan between the Los Angeles County Department of Children and Family Services (DCFS) and the Los Angeles County Substance Abuse and Prevention Control (SAPC) to examine and evaluate the impact and efficacy of Project SAFE during the 3-month Staggered Implementation. To develop the plan, the Evaluation/Data Committee Members developed cross-systems goals and reviewed the capacity of current data and information systems. An evaluation plan for the county-wide implementation will be developed upon analysis of the lessons learned from the Staggered Implementation.

OBJECTIVE

The objective of Project SAFE is to connect DCFS families with timely screening, assessment, and referral to treatment services in order to ensure their children remain with them, or to expedite the timely return of their children placed in out-of-home care with their families.

PROGRAM GOALS

In order to meet the objective, the following long- and short- terms goals have been developed.

Short Term Goals:

- Substance use disorders among families reported for child maltreatment will be identified at earlier points in time.
- Substance use disorders among families reported for child maltreatment will be identified more accurately.
- Closer alignment between the number of DCFS involved families who need treatment and those who gain timely access.

Long-Term Goals:

- The number of DCFS involved parents successfully completing substance abuse treatment will increase.
- The rate and timeliness to reunification and permanency will improve, in that more children will be reunified or placed in a permanent plan in a shorter timeframe.
- Less children will experience re-entry to out-of-home care or recurrence of maltreatment.

OUTCOMES

The committee developed process and program outcomes that seek to measure Project SAFE's progress in meeting the defined objective and program goals. The process outcomes seek to measure the impact of the project on collaborative practice. The performance outcomes measure the impact of the project on programmatic issues, such as access to treatment and treatment outcomes.

Process Outcomes: Program success is dependent on collaboration between multiple county partners, therefore, the committee developed the below outcomes to measure the impact of Project SAFE on collaborative practice.

1. Development of a streamlined screening, assessment and treatment protocol
2. Development of a streamlined cross-systems communication protocol

3. To enhance the workforce skills and knowledge of staff in all three systems in order to address the unique needs of families affected by substance use disorders.
4. Create the ability for cross-systems data collection

The process outcomes will be measured through a worker satisfaction survey that will be administered to staff from DCFS, SAPC, Community Assessment and Screening Centers (CASC) and the Dependency Court at the end of the Staggered Implementation. The survey will be completely anonymous, web-based and administered via e-mail. The committee is in the process of developing the survey.

Performance Outcomes: As the Staggered Implementation is scheduled for a 3-month timeframe, the Evaluation/Data Committee developed both short- and long-term performance outcomes. It is anticipated that the short-term performance outcomes, such as timeliness to treatment access, can be measured in the 3-month period while the long-term outcomes can only be measured over a longer period of time.

Short-Term Performance Outcomes

A. How many DCFS clients received UNCOPE screen?

- Operationlized: Total number of clients who receive the AUDIT C + screen in the pilot office(s) during the investigative stage vs. Total number of clients receive Drug Testing in the non-pilot comparison office(s) during the investigative stage.
- Responsible Entity: DCFS
- Challenges: It is anticipated that identifying the total number of clients who receive the AUDIT C+ screen will be challenging, particularly in identifying those who receive a negative screen and who are therefore not referred for an assessment. It is uncertain how the total number of screens will be compiled. Automated or electronic compilation would require addition(s) to CWS/CMS, which involves a state-approval process. As the approval process for an automated system would be lengthy, a manual compilation is recommended for the Staggered Implementation. Manual compilation would entail a copy of all completed AUDIT C+ to be sent to a designated DCFS program manager who will maintain a database detailing the results, client identifier (referral/hotline number), data of administration and DCFS office. The total number of clients who receive a Drug Test is automated and can be provided by the vendor, Pacific Toxicology. However, the number of tests administered for Emergency Response or Investigative cases are approximations.

B. Of the total number of DCFS clients who receive an AUDIT C+ screen, percentage with a positive, negative or self-declaration result.

- Responsible Entity: DCFS
- Operationalized: Percentage of those screened positive, self-declared or negative in the pilot office(s) vs. Percentage of those with a positive or negative drug test in the non-pilot comparison office(s).
- Challenges: Foreseeable challenges are similar to those posed in Outcome A in regard to staffing and ensuring compliance among CSWs.

C. Of the total number of positive AUDIT C+ screens, percentage that are referred for a CASC assessment.

- Responsible Entity: In order to accurately identify the total number of clients who are referred for an assessment, both DCFS and CASC (***all data collected by CASC and Treatment providers***

will be submitted to SAPC for overall collection, analysis, and reporting) will track and report this.

- Operationalized: Percentage of those referred for a CASC assessment in the pilot office(s). There will not be a comparison for this measure.
- Challenges: Foreseeable challenges are similar to those posed in Outcome A in regard to staffing and ensuring compliance among CSWs.

D. Of the total referred for a CASC assessment, percentage received a CASC assessment. And the number of days to assessment completion.

- Responsible Entity: CASC
- Operationalized: Percentage received a CASC assessment and number of days to assessment in the pilot office(s). There will not be a comparison for this measure

E. Of the total completed assessments, percentage positive, negative, no-show.

- Responsible Entity: CASC
- Operationalized: Percentage of positive, negative and no-show in the pilot office(s). There will be no comparison for this measure.

F. Of total positive assessments, percentage that are referred to treatment.

- Responsible Entity: In order to accurately identify the total number of clients referred to treatment, both CASC and Treatment Providers will track and report this.
- Operationalized: Percentage referred to treatment in pilot office(s) vs. Percentage referred to treatment in non-pilot comparison office(s).
- Challenges: Ditto comment h10. It is uncertain whether a comparison group can be identified for this measure. The ideal comparison group would be the percentage of clients who had a positive drug test and were referred to treatment. Currently, DCFS does not track this in CWS/CMS. Services rendered, including the drug test, referral to treatment, treatment progress and treatment outcomes are not automated and are instead input or captured as part of the case notes (narrative) or a copy of the referral in the hard-copy file. However, as the drug testing vendor electronically tracks clients who receive a drug testing, it is anticipated that the general course of a client can be reviewed, including the outcomes that are currently automated/tracked/mandatory in CWS/CMS (eg: reunification, etc.)

G. Of the total referred to treatment, number of days to treatment access.

- Responsible Entity: Treatment Provider
- Operationalized: Number of days to treatment access in pilot office(s) vs Number of days to treatment in non-pilot comparison office(s). (Code: wait-list, waiting for appt., show, no-show, etc.)
- Challenges: Foreseeable challenges are similar to those noted in Outcome F in regard to identifying a comparison group.

H. Of the total referred to treatment, percentage that enter treatment and type of treatment (residential, outpatient, etc.)

- Responsible Entity: Treatment Provider
- Operationalized: Percentage entering treatment in pilot office(s) vs. Percentage entering treatment in non-pilot comparison office(s).

- Challenges: Foreseeable challenges are similar to those noted in Outcome F in regard to identifying a comparison group.

I. Of the total entering treatment, what are the retention rates?
- Responsible Entity: Treatment Provider
- Operationalized: Retention rates (at 30, 60, 90 days, etc.) in pilot office(s) vs. Non-pilot comparison office(s)
- Challenges: Foreseeable challenges are similar to those noted in Outcome F in regard to identifying a comparison group.

Long-Term Performance Outcomes: These outcomes will be measured in the County-Wide implementation. 3 year longitudinal project; 2 interim annual reports and 1 final evaluation report.
Of those completing/not completing treatment what are the Child Welfare Outcomes?
- Reunification: Was the child/ren reunified? What was the length of time for reunification? What was the length of time in foster care?
- Re-Entry into Child Welfare/re-currence of maltreatment
- Permanency: # reunified, adopted, legal guardianship, other permanency arrangement

EVALUATION DESIGN

The above performance outcomes will be tracked through the use of a unique client identifier. There are multiple numbers assigned to DCFS families, including the Case/State number, parent or child number and the hotline or referral number. It is recommended that the referral or hotline number assigned by the DCFS child abuse hotline be used as the client identifier. The referral number remains with the family throughout the case. However, the referral number is assigned to the entire family and will pose a challenge in situations involving 2-parent or caregiver households and multiple children. The Case/State number is also assigned to the family and is currently the mechanism used to track families in the TLFR program. However, it is uncertain at what point in time the Case/State number is assigned or made available.

The referral/hotline number will be included in the CASC assessment referral form.

To examine the impact and efficacy of Project SAFE in the context of various factors, such as resource availability and utilization, the performance outcomes will be measured in multiple sites during the Staggered Implementation. The evaluation design will be further developed upon finalization of the Pilot Implementation plan.
- High-volume Pilot (A1) vs High-volume Non Pilot (B2)
- Low-volume Pilot (A2) vs Low-volume Non Pilot (B2)

Staffing:
- Natalie Manns, SAPC, will oversee data collection and reporting from the CASCs and Treatment Providers.
- TBD DCFS Program Manager and/or Data Analyst will oversee data collection and reporting from DCFS

Reporting: During the Staggered Implementation, two monthly reports will be developed for Oversight Committee review. The report will detail the short-term performance outcomes. At the end of the Staggered Implementation, a final report will be developed for Oversight Committee Review.

Challenges:

- Case Tracking: The committee has discussed various options to ensure that all parents served through Project SAFE are tracked for accurate program evaluation. The committee discussed various options, such as tracking parents based on the DCFS case number and the DCFS referral number. However, both options present challenges: It is uncertain when the case number is made available to the CSW and therefore may not be available to include in the referral to the CASC. The referral number is made available immediately and is attached to the family for the life of the case. However, the referral number is per family and may be challenging in tracking families with multiple caregivers and children.
- Comparison Group: It is uncertain whether a comparison group can be identified for this measure. The ideal comparison group would be the percentage of clients who had a positive drug test and were referred to treatment. Currently, DCFS does not track this in CWS/CMS. Services rendered, including the drug test, referral to treatment, treatment progress and treatment outcomes are not automated and are instead input or captured as part of the case notes (narrative) or a copy of the referral in the hard-copy file. However, as the drug testing vendor electronically tracks clients who receive a drug testing, it is anticipated that the general course of a client can be reviewed, including the outcomes that are currently automated/tracked/mandatory in CWS/CMS (eg: reunification, etc.)

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1) PILOT GROUP: DATA COLLECTION & ANALYSIS PROCESS

Step	Entity/System/Organization	Item	Assigned Staff	Schedule	Purpose	Start Date	Notes
1	DCFS	Conduct UNCOPE and Complete Referral for CASC assessment		Continuous	Determine whether parents are in need of an in-depth assessment for substance use		
2	DCFS	Completed UNCOPE and Referrals forms submitted to designed staff.		Continuous	Data Collection		
3	DCFS	Enter information from the completed UNCOPE and referral forms onto the logs.		Continuous	Data Collection		
4	DCFS	Send completed logs to DCFS (Laura McKee) via e-mail.		Weekly - Every Monday			
5	DCFS	Send reviewedlogs to SAPC (Natalie Manns) via e-mail.		Weekly - Every Monday			
6	CASC	Send completed Logs to SAPC (Natalie).		Weekly-Every Monday			
7	SAPC	Cross-reference DCFS log with the number CASC logs.		Weekly-Every Monday	Identify inconsistensies in the data reported between systems.		
8	Eval Committee and/or Core Team	Discuss & troubleshoot inconsistencies		As needed			
9	SAPC	Send reviewed and troubleshooted logs to DCFS R&E for merging		As needed			
10	SAPC	Develop 4 worksheets (2 CASC and 2 DCFS)		As needed	Preliminary clean-up of data for DCFS R&E analysis		
11	DCFS R&E (Victor and Ming); Serina; NCSACW	Merge data sets		Mid-way and at Pilot End			4 spreadsheets
12	DCFS R&E (Victor and Ming); Serina; NCSACW	Analyze data sets		Mid-way and at Pilot End	Overall: Determine the pilot's efficacy in terms of the non-automated indicators (treatment access, etc.) Short-Term: Program utility?		4 spreadsheets
13	DCFS R&E (Victor and Ming); Serina; NCSACW	Send merged data sets to Thomas		Pilot End			

14	DCFS BIS	Run BIS report of the indivdiuals identified in the merged data sets		Following/End o	Determine the pilot's efficacy terms of indicators that are automated via CWS, CMS (eg: allegation disposition, service component, etc.)		
15	DCFS	Cross-reference UFA and exceptions report.		Pilot End	Look at exceptions (Linkages, Service Area, UFA, DCFS Drug Testing Program, etc/)		
16	Eval Committee	Develop Report		Following Completioin of Data Analyses			

2) COMPARISON GROUP: DATA COLLECTION & ANALYSIS PROCESS						
Entity/System/Organization	**Item**	**Assigned Staff**	**Schedule**	**Purpose**	**Start Date**	**Notes**
DCFS	Conduct manual review of referrals that received a Drug Test to determine the results of the tests and ensuing access to treatment.			Identify a Comparison Group. Determine basline estimates for the Comparison Group on the non-automated indicators (eg: treatment access, etc.)	In-process	Review sample report - attached
DCFS	Run CWS/CMS report on the automated outcomes (eg: allegation disposition, service component, etc.) for those identified in the manual review.			Identify a Comparison Group. Determine basline estimates for the Comparison Group on the automated indicators (eg: treatment access, etc.)	In-process	Review sample report - attached
Collaborative	Merge and analyze data from the manual case review and automated reports			Identify baseline estimates for the Comparison Group		

COUNTY OF LOS ANGELES - DEPARTMENT OF PUBLIC HEALTH
SUBSTANCE ABUSE PREVENTION AND CONTROL
DCFS - PROJECT SAFE DATA REPORTING

WEEK ENDING:

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METRO NORTH: ***To be completed by the DCFS pilot offices and submitted to SAPC on a weekly basis.***

	DCFS Referral # (19 digits)	Last Name	First Name	DOB	UNCOPE Score								Date Referred to CASC (include date or N/A)
					0	1	2	3	4	5	6	~~Self Disclose~~	
1	12584-5963-2584-5236-52	Doe	Jane	12/22/66			X						12/22/99
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WEEK ENDING: February 17, 2012

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	CASC: HOMELESS HEALTH CARE															Treatment Referral Results				
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DCFS - PROJECT SAFE DATA REPORTING

WEEK ENDING: February 17, 2012

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	DCFS Referral # (19 digits)	Last Name	First Name	DOB	Date CASC Received Referral	Date of Assessment	Assmt		Assessment Results			Date Referred (TX):				Treatment Appointment	Show (X)	No Show (X)	Refused Treatment	Unable to Determine Outcome (X)
							Show	No Show	Pos.	Neg.	Drug Test	OP	RS	Refused referral	Placed on Wait List					
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	DCFS Referral # (19 digits)	Last Name	First Name	DOB	Date CASC Received Referral	Date of Assessment	Assmt		Assessment Results			Date Referred (TX):				Treatment Appointment	Show (X)	No Show (X)	Refused Treatment	Unable to Determine Outcome (X)
							Show	No Show	Pos.	Neg.	Drug Test	OP	RS	Refused referral	Placed on Wait List					
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							Show	No Show	Pos.	Neg.	Drug Test	OP	RS	Refused referral	Placed on Wait List					
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Project SAFE: Comparison Group Log

	COMPARISON GROUP-DRUG TEST RESULTS								COMPARISON GROUP- OUTCOMES, MANUAL TRACKING									
	DCFS Referral # (19 digits)	Last Name	First Name	DOB	Date of Drug Test	Drug Test Result +	–	no-show	DCFS Referral # (19 digits)	Last Name	First Name	DOB	~~Referred to Alternative Response~~	Referred for UFA	Referred to Treatment DDC	TLFR	Self-Referred	?
1	12584-5963-2584-5236-52	Doe, Jane	Jane	12/22/66			X		12584-5963-2584-5236-52	Doe	Jane							
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