

Hollyhawk Treatment
Foster Care Services

Annual Outcomes Report

2006

P.O. Box 905
Bobcaygeon, Ontario
K0M 1A0
Tel: (705) 738-3999
Fax: (705) 738-0331
hollyhawkfcs@i-zoom.net

Description of Services

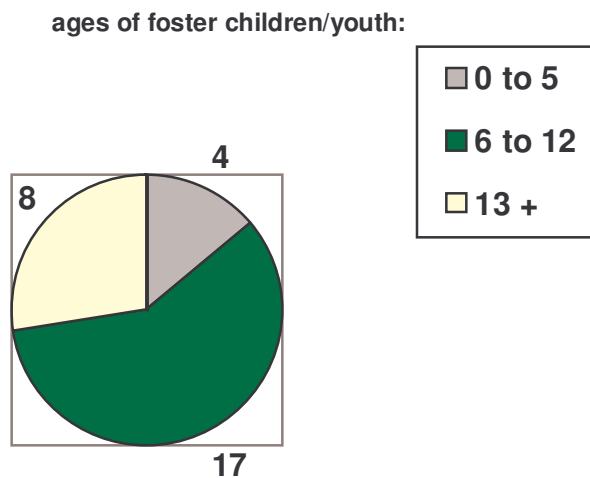
Hollyhawk Treatment Foster Care operates a varying number of foster homes for children with treatment needs who can be placed with the hope of making gains within a family setting.

The program accepts referrals of children and youth with FAS, FAE, ADHD, Conduct Disorder, PDD, ODD, attachment issues, developmental delays, learning disabilities and defiance.

Utilizing an “Outcomes” based Treatment Model including Risk Screening Tools and Standardized Vision / Outcome statements, our Foster Parents, in consultation with the Foster Care Support Workers, use behaviour modification and a cognitive behavioural approach to provide highly individualized, structured programs for all children in their homes that also include individual or group therapy and a number of community based programs.

Demographic Breakdown

Hollyhawk Treatment Foster Care currently provides services to boys and girls. The current age range is from 5 to 16 years old.



Developing Outcome Goals - Background

Hollyhawk Treatment Foster Care has established outcome goals for a number of service areas. Performance was measured with respect to **effectiveness, efficiency, access** and **satisfaction**. As this was our first formal measurement of outcomes, targets were created based on an informal review and discussion of expectations from Management personnel. Using our results from this initial outcome measurement activity, we intend to set more detailed outcome targets for next year's review.

Measure #1 - Effectiveness

The effectiveness of our program was measured in four ways:

- a. comparison of the foster children or youth's scores on the *Indicators of Success* checklist
- b. comparison of the foster children or youth's scores on the *Risk Screening* instruments over a nine-month testing cycle.

Given the long-term nature of our programs and the high needs of our foster children/youth, we expect slow change with respect to the *Indicators of Success* and *Risk Screening* instruments. Success in this area can also be dependent on external factors beyond our control, such as family dynamics, undetermined mental health issues, effects of counselling or therapy and changes in wardship status.

Both tests are completed upon admission and every 9 months thereafter for each foster child/youth. We set a target goal for 60% of our foster children/youth to show improvement on each item.

- c. Surveys to the children and youth
- d. Surveys to Foster Parents and Employee

Effectiveness Summary:

a.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Foster children/youth will achieve positive skill development though the achievement of Visions	Foster children/youth will see positive improvement in the scores on the <i>Indicators of Success</i> Checklist	All foster children/youth	Within 30 days of Admission, every 9 months thereafter	<i>Indicators of Success</i> change over time analysis	Foster Care Support Workers	50%	50%

Results

- 24 Foster children/youth had comparative analysis. There was 5 foster children/youths who were discharged prior to the 9-month mark and 3 that were admitted but not within a 9-month period that would have warranted a second measure.
- There was an equal split of "improvement" in the scores for Indicators of Success and "decrease in the outcomes achieved".
- For foster teens, only 1 of 6 had an improvement whereas with latency aged foster children more had improvements than decreases.

b.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Foster Children/youth will see a lowering of <i>Risk Level</i>	The maintenance or reduction in Risk Level as determined by Summary of Risk Screening instruments	All foster children/youth	Within 30 days of Admission, every 9 months thereafter	Analysis of Risk Screening Evaluations over time	Foster Care Support Workers	60%	66.7%

Results

- 24 Foster children/youth had comparative analysis. There was 5 foster children/youths who were discharged prior to the 9-month mark and 3 that were admitted but not within a 9-month period that would have warranted a second measure.
- Overall 33.3% showed an increase in their risk level, 37.5% showed a decrease and 29.2% showed no change in risk level
- Gender breakdown shows that there was a decrease or no change in risk level for 8 of 14 females and 8 of 10 males.
- For age groups the decrease or no change was 12 of 18 latency aged Foster children/youth and 4 of 6 teens.

Discussion: The above two effectiveness measures involve the completion of relatively subjective testing instruments. These instruments have been in place for almost one year. As with any new testing instrument, there may be valid questions about the reliability of the results.

Foster Parents and staff noted improved confidence and understanding of the instruments during the second round of testing. In some cases, upon reflection, Foster Parents and staff indicated that the initial results (i.e. the first time using the instrument) were either too high or too low. We continue to gain more experience in the testing process and we can expect continuous improvement in the accuracy and reliability of the results.

As we work with new foster children and youth, further historical information is often revealed that was unknown prior to admission, such as past abuse, family history etc. The *Socio-Demographic Checklist* relies on such historical data. Therefore, it is not uncommon for a child to experience an increase in *Risk Level* resulting simply from newly disclosed historical family information. In fact the child or youth's behaviour could actually improve during a 9 month testing cycle and they could see and increase in *Risk Level* resulting from historical data alone. We have thus identified a need to develop the capacity to control data analysis by individual Risk Screening instrument. (See Goal #2)

c.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Foster Children/youth will feel safe in placement	% of responding foster children/youth who answer "Yes" to "Do you feel safe in your home."	All Foster children/youth	Annually	<i>Foster Child/youth Satisfaction Survey</i>	Foster Care Support Workers during monthly privacy visit	95%	100%

Results

- 15/17 children (ages 6-12) and 8/8 youth (ages 13+) responded
- 100% stated that they feel safe in their home

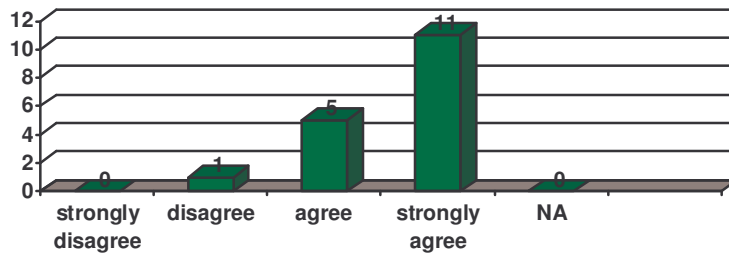
d.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Hollyhawk Treatment Foster Care is providing <i>excellent</i> care to Foster Children and Youth	% of responding foster parents and employees who answer agree or strongly agree to the statement "Hollyhawk Treatment Foster Care is providing top quality care to foster children and youth"	All Foster Parents and employees	Annually	<i>Foster Parent and Employee Satisfaction Surveys</i>	Director via anonymous mail return	90%	94%

Results

- 4 of 4 employees and 12 of 13 foster parents surveyed responded agree or strongly agree

HHTFC is providing Top quality care to children and youth



Discussion - a comment “no funding for therapy” was given by the person who responded “disagree”. This particular therapy was not covered within our per diem and is generally funded by the placing agency where approved, therefore the agency had little control over this factor.

Measure #2-Efficiency

Efficiency was measured through

- a. a survey from Resource workers rating services offered and whether our services matched our *Program Description*.

We have received feedback informally in this area and have made efforts in the past year to ensure that we meet all expectations outlined in our *Program Description*. Given that our per diem is considered above average for the region, we have been striving to provide an above- average service. We set a goal of 80% satisfaction in the Efficiency outcomes

Efficiency Summary:

Satisfaction surveys were sent to all main Resource Worker / Placement Co-ordinator contacts.

Resource Workers / Placement Co-ordinators were defined as the workers typically making referrals to our program or in some cases their supervisors. It was important for the person receiving the survey to have enough familiarity with our agency to provide valid feedback.

The first question asked Resource Workers to provide feedback as to whether the services provided match those described in our Detailed Program Description.

Ensuring the positive participation of CAS Resource departments is vital to ensure the success of future referrals and any Rate Review proposals.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Placing agencies will indicate that the services provided match the services described in the Program Description	% of responding workers who respond "Yes, to the question <i>"Do the services we provide match the services as described in our Program Description?"</i>	All Resource Workers	Annually	Resource Worker – Satisfaction Survey	Director	90%	100%

Results

- Only 2 Resource Worker Surveys were returned
- Surveys were emailed and mailed to 19 workers in total with the option to fax or mail back in the self addressed, stamped envelope
- Instruction, rationale for survey information to make quality improvement goals as well as an option to receive a copy of the data roll out were included.
- To measure the Outcome, Resource Workers were asked to rate the following question as either: "No, not at all", "Some areas, but not all", "Yes, services match the description" or "No opinion or N/A"

Discussion - Both respondents indicated that the services provided, matched the Program Description, therefore the per diem paid was worthwhile. One Resource worker commented with services from Hollyhawk Treatment Foster Care, the placing agency gets their "bang for their buck".

Measure #3 - Access

Access was measured though:

- a. surveys from Resource Workers on the referral process for services
- b. surveys from Resource Workers on whether Hollyhawk Treatment Foster Care provides needed services for referral agencies

Access Summary:

a.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Hollyhawk Treatment Foster Care will provide a referral process without barriers for clients that meet the referral criteria	% of Resource Workers that answer the referral process was acceptable or above average	All Resource Worker who made referrals	Annual review	Resource Worker survey	Director via anonymous mail return	80%	100%

Results

- Only 2 Resource Worker Surveys were returned and responded “Above average” to please rate the referral process
- Surveys were emailed and mailed to 19 workers in total with the option to fax or mail back in the self addressed, stamped envelope
- Instruction, rationale for survey information to make quality improvement goals as well as an option to receive a copy of the data roll out were included.

Discussion - Comments on the 2 surveys returned were that the referral process was above average in terms of being informative, concise, efficiency, professional and the scope of services for various client groups. One Resource worker commented that in the referral process, although the referral needs could not be met due to there not being a match for a foster home in the geographic region requested, she was able to make an unexpected other referral once learning more through the discussion.

b.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Hollyhawk Treatment Foster Care will provide services required by placing agencies	% of Resource Workers that answer Hollyhawk Treatment Foster Care provides necessary services	All Resource Worker and Children Services Workers who have accessed our services in the past year	Annual review	Resource Worker and Children Service Worker survey	Director via anonymous mail return	80%	

Results

- 2 Resource Worker Surveys were returned and indicated that Hollyhawk Treatment Foster Care are providing vital services to their placing agency. They had no recommendations on how to improve services overall but did mention geographic locations closer to their agency would be helpful as well as more foster homes bed availability for teens.

Measure #4 - Satisfaction

Satisfaction was measured through surveys to Children Service Workers, Resource Workers, Employees, Foster Parents and Foster Children/Youth.

Satisfaction Summary:

a. Foster children/youth feeling cared for

Satisfaction surveys were sent to all Foster Children with 9 questions. We measured overall satisfaction using the results from the questions “Do you feel your foster parents care about you?”

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Foster Children/youth will feel their Foster Parents care about them	% of responding foster children/youth who answer “Yes” to “Do you feel your foster parents care about you.”	All Foster children/youth	Annually	<i>Foster Child/youth Satisfaction Survey</i>	Foster Care Support Workers during monthly privacy visit	95%	100%

Results

- 15/17 children (ages 6-12) and 8/8 youth (ages 13+) responded
- for all 9 questions, the responses were overwhelmingly positive for each (over 90%)

For the **children** the data was:

100% responded that they feel safe in their foster home
 that their foster parents care about them
 that they are involved in clubs/sports/lesson

For the **youth** the data was:

100% responded that they feel safe in the foster home
 that they have input into their goals and treatment
 that their foster parents care about them as a person
 that the foster parents support their contact with family

that they can go to foster parents with problems
that their foster parents have helped them

b. Communication and accuracy of information relayed regarding the child or youth

Hollyhawk Treatment Foster Care prides itself on keeping the Children’s Service Workers apprised of all incidents, successes and changes in a foster child/youth’s daily living.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Placing agencies will express satisfaction with the level of communication and accuracy of information provided about the foster child/youth	% of responding workers who rate satisfaction as “Acceptable” or “Above Average”	All Children’s Services Workers	Annually	Children’s Services Worker – Satisfaction Survey	Director	90%	100%

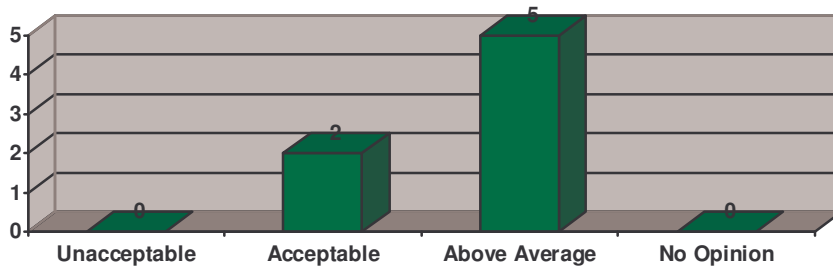
Results

Placing workers were asked to rate the following question as “Unacceptable”, “Acceptable”, “Above Average” or “No opinion or N/A”

- 7 of 34 surveys were returned
- all workers responded acceptable or above average

“How would you describe the level of communication and accuracy of information relayed regarding the child or youth you have placed with us?”

Level of communication



c. Quality of Documentation

Hollyhawk Treatment Foster Care prides itself on documentation, report writing and clinical assessments being provided. Documentation should be up to date and reflective as well as accurate, informative and sensitively written. Through documentation, we are able to articulate what services are being provided, what outside services are required and what individualized treatment plan has been developed and implemented for each foster child/youth.

OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Placing agencies will express satisfaction with the quality of documentation received about their child or youth	% of responding workers who rate satisfaction as "Acceptable" or "Above Average"	All Placing Workers	Annually	Placing Worker – Satisfaction Survey	Director	90%	100%

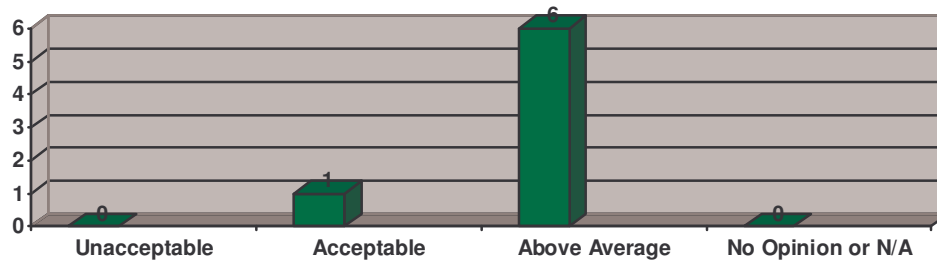
Results

Placing workers were asked to rate the following question as "Unacceptable", "Acceptable", "Above Average" or "No opinion or N/A"

- 7 of 34 surveys were returned
- all workers responded acceptable or above average

"How would you describe the quality of the documentation you receive about your child or youth?"

Quality of Documentation



c. Satisfaction with the Overall Treatment Services Provided

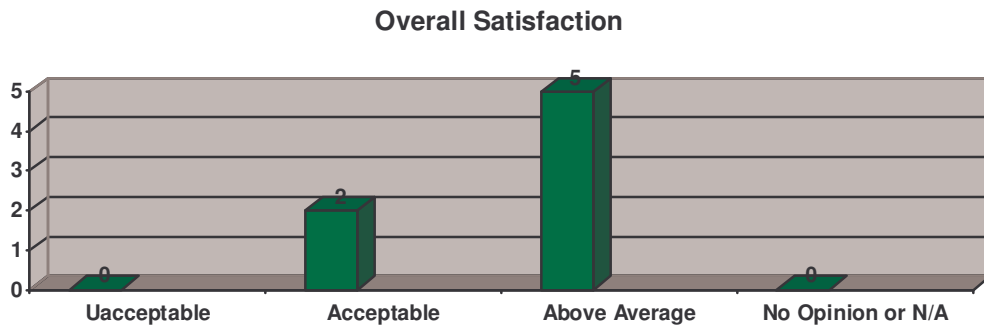
OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Placing agencies will express satisfaction with the overall services provided to their child or youth	% of responding workers who rate satisfaction as "Acceptable" or "Above Average"	All Children Services Workers	Annually	Children Service Worker Satisfaction Survey	Director	90%	100%

Results

Placing workers were asked to rate the following question as “Unacceptable”, “Acceptable”, “Above Average” or “No opinion or N/A”

- 7 of 34 surveys were returned
- all workers responded acceptable or above average

“How would you describe the overall treatment services provided to your child or youth by Hollyhawk Treatment Foster Care?”



e. Foster Parents recommending others Foster through Hollyhawk Treatment Foster Care

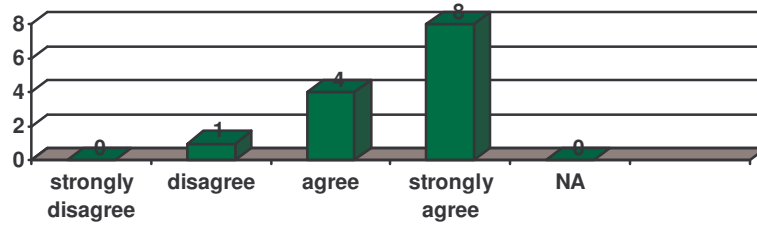
OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
Foster Parents would recommend their friends, extended family members or neighbours foster through our agency	% of responding foster parents who agree or strongly agree to the statement “I would recommend fostering through HHTFC to a friend”	All Foster Parents	Annually	<i>Foster Parent Satisfaction Survey</i>	Director via anonymous mail return	90%	92%

Results

- 13 out of 20 surveys were returned (65%)
- Surveys were mailed with a follow up email reminder to return

Foster Parents were asked to rate the following statement as “Strongly Disagree”, “Disagree”, “Agree”, “Strongly Agree” or “No opinion or N/A”

I would recommend fostering through HHTFC to a friend or colleague



f. Foster Parents Feeling Supported by Hollyhawk Treatment Foster Care

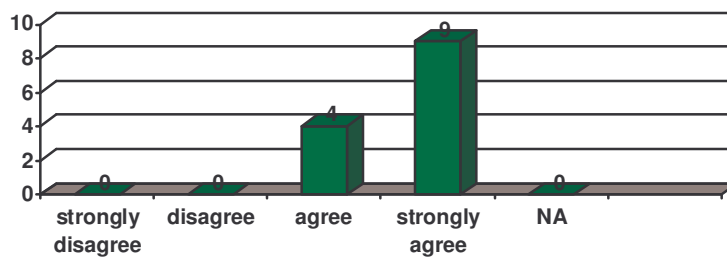
OUTCOME	INDICATOR	APPLIED TO	TIME OF MEASURE	DATA SOURCE	OBTAINED BY	TARGET	ACTUAL
The agency supports Foster Parents to complete their responsibilities as a Foster Parent	% of responding foster parents who agree or strongly agree to the statement "I am supported by the agency to complete my responsibilities as a foster parent"	All Foster Parents	Annually	<i>Foster Parent Satisfaction Survey</i>	Director via anonymous mail return	90%	100%

Results

- 13 out of 20 surveys were returned (65%)
- Surveys were mailed with a follow up email reminder to return

Foster Parents were asked to rate the following statement as "Strongly Disagree", "Disagree", "Agree", "Strongly Agree" or "No opinion or N/A"

I am supported to complete my responsibilities as a foster parent



Conclusions and Quality Improvement Plan

The results from our Satisfaction Surveys have been quite positive. Areas needing improvement identified from the results are listed as well as a quality improvement plan. A focus group was held to assess the data once it was analysed and rolled out. The owners/operators, veteran foster parents and the Director were all part of the quality improvement plan.

Goal	Action	By whom	Timeline	Measure
#1 To ensure that Hollyhawk Treatment Foster Care is providing services required by Placing Agencies	Create a written advertisement for Foster Parent applicants, particularly those interested in a teen client population, in certain locations and/or with culturally diverse backgrounds.	John	April 2007	Advertisement placed Analysis of any responses
	Current Foster Parents to be encouraged to consider serving teens and attend applicable training	Tracie	April 2007	Analysis of responses. Training on serving teens to be made available at more regular intervals.
Goal	Action	By whom	Timeline	Measure
#2 To develop to the capacity to do more detailed analysis for both the Indicators of Success and Risk Screening	Review current software capabilities and determine which factors can be analysed electronically.	Tracie	Spring 2007	Effectiveness Outcomes analysis for 2006 – 2007 Annual Report
	Determine which variables should be controlled	Management Team	Spring 2007	
	Develop Custom Reports or manual process to achieve variable control	Tracie / Vaxxine	June 2007	

Final report to:

The Provincial Centre of Excellence for Child and Youth Mental Health at CHEO.

Employees via a copy available in the main office

Foster Parents via Email

Placing agencies via email