

The Multi-Site
Accelerated
Permanency Project
Technical Report

Appendices

AUGUST 2013



Appendix A: Attitudes Towards Permanency Scale (ATPS)

Instructions: This questionnaire is intended to measure people’s attitudes about permanency for older youth (adolescents and young adults age 11-21) in foster care. There is no right or wrong answer. *Legal permanency* refers to reunification, adoption, or guardianship.

Please use the scale below that ranges from *Strongly Disagree* to *Strongly Agree* to respond to each statement about your work with older youth. In the column next to each item, circle the number that best describes how you feel.

Table A.1 Attitudes Towards Permanency Scale items and mean scores

Subscale (Range 1-5)	Item	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Beliefs Mean score: 3.69 (SD: 0.57)	Biological families are barriers to planning and making decisions about legal permanency (e.g., they do not follow the case plan or respond to treatment). [R]	1	2	3	4	5
	It is often a waste of time and resources to pursue legal permanency for youth who wish to emancipate from foster care. [R]	1	2	3	4	5
	It is often a waste of time and resources to locate and engage a father who has shown no interest in an older youth previously. [R]	1	2	3	4	5
	It is a better use of time and resources to pursue legal permanency for younger youth since they have a better chance of achieving legal permanency than older youth. [R]	1	2	3	4	5
	It is often a waste of time and resources to attempt a permanency strategy with an older youth that had previously failed to work. [R]	1	2	3	4	5
	Older youth who are in a stable placement do not need legal permanency. [R]	1	2	3	4	5

	If a parent of an older youth is incarcerated, there is no need to contact him or her since reunification is not an option. [R]	1	2	3	4	5
	Transitioning older youth with disabilities into adult service systems should take precedence over establishing legal permanency. [R]	1	2	3	4	5
<i>Support</i>	I feel supported by my agency to explore all legal permanency options for older youth.	1	2	3	4	5
	My agency provides me with the training necessary to effectively pursue legal permanency for older youth.	1	2	3	4	5
	My agency makes legal permanency for older youth a priority.	1	2	3	4	5
	My agency supports me in arranging permanency planning meetings that involve older youth and their families.	1	2	3	4	5
	Information about policies and work expectations (e.g., paperwork, documentation) related to older youth in care is clearly communicated within my organization.	1	2	3	4	5
Mean score: 3.55 (SD: 0.67)	My agency provides resources to maintain the connections between older youth and their siblings.	1	2	3	4	5
<i>Efficacy</i>	I am well informed of the policies and legislation that affect legal permanency for older youth (e.g., Chafee, Fostering Connections).	1	2	3	4	5
	I have expertise in working with older youth to achieve legal permanency.	1	2	3	4	5
	I can successfully find legal permanency options for older youth with behavioral, physical, and/or mental health issues.	1	2	3	4	5
	I know how to engage the community to support the legal permanency of older youth.	1	2	3	4	5
Mean score: 3.30 (SD: 0.72)						

Appendix B. Organizational Climate and Culture

Because many of these scales are not in the public domain, individual items are not presented.

Table B.1 Organizational Climate and Culture Scale mean scores

Scale	Mean (<i>SD</i>)	Range
Psychological Capital	113.57 (11.41)	24-144
Job Satisfaction		
Pay	9.01 (3.61)	4-24
Promotion	13.26 (4.26)	4-24
Supervisor	20.51 (3.13)	4-24
Benefits	15.45 (3.52)	4-24
Contingent Benefits	13.29 (3.91)	4-24
Operating Conditions	9.96 (2.99)	4-24
Coworkers	18.50 (2.84)	4-24
Nature of Work	18.58 (2.77)	4-24
Communication	15.84 (3.20)	4-24
Total	134.45 (18.03)	36-216
Supervisor Competence	4.68 (0.75)	1-6
Supervisor Support	4.88 (0.87)	1-6
Shared Vision	4.37 (0.80)	1-6
Leadership	3.97 (1.04)	1-6
Readiness for Change	3.78 (0.71)	1-6

Appendix C. Fidelity Checklist

Table C.1 Fidelity Checklist items and mean scores

Subscale	Item	Strongly Disagree	Disagree	Agree	Strongly Agree
Engagement Mean score: 3.20 (SD: 0.41)	I was supported by my roundtable team in planning and decision-making.	1	2	3	4
	I engaged in creative thinking during the structured brainstorming and discussion phase.	1	2	3	4
	The permanency action plan(s) for my case(s) included concrete action steps.	1	2	3	4
	The permanency action plan(s) for my case(s) could realistically be achieved within six months.	1	2	3	4
	I understand my role in accomplishing the action plan(s) for the youth on my caseload.	1	2	3	4
		Never	Seldom	Sometimes	Always
Resources Mean score: 2.37 (SD: 0.95)	Had access to a legal consultant / consultation.	1	2	3	4
	Had access to a policy consultant / consultation.	1	2	3	4
	Had access to an adoption consultant / consultation.	1	2	3	4
	Had access to a mental health consultant / consultation.	1	2	3	4
		Not At All	A Little	Some	A Lot
Focus Mean score: 3.53 (SD: 0.44)	Roundtable focused on providing appropriate services and supports.	1	2	3	4
	Roundtable focused on reassessing and identifying appropriate legal permanency goals.	1	2	3	4
	Roundtable focused on identifying systemic barriers (policy, resources, and/or training) to achieving legal permanency.	1	2	3	4
	Roundtable focused on creating an independent living plan for the youth.	1	2	3	4

		Never	Seldom	Sometimes	Always
<i>Identifying</i>	Roundtable focused on identifying and/or engaging other maternal relatives.	1	2	3	4
	Roundtable focused on identifying and/or engaging other paternal relatives.	1	2	3	4
	Roundtable focused on identifying and/or engaging nonrelatives in the child's life	1	2	3	4
<i>Steps</i>	Each of these steps was followed for the roundtable(s) I participated in:				
	a. overview of purpose, process, and ground rules	1	2	3	4
	b. oral case presentation (by the case manager)	1	2	3	4
	c. question and answer period (for clarifying questions)	1	2	3	4
	d. rating the youth's current permanency status	1	2	3	4
	e. brainstorming and discussion	1	2	3	4
	f. development of permanency action plan	1	2	3	4
<i>Participants</i>	The following people were present at the roundtable(s):				
	a. permanency consultant	1	2	3	4
	b. master practitioner	1	2	3	4
	c. case supervisor	1	2	3	4
	d. case manager	1	2	3	4
	e. facilitator	1	2	3	4
<i>Total Mean Score</i>	Calculated from the <i>engagement</i> , <i>resources</i> , <i>focus</i> , and <i>identifying</i> subscales above.				
3.15 (SD: 0.40)					

Appendix D. Action Steps Towards Permanency

Table D.1 Frequency of action steps towards permanency
(Percentage of unique youth with action step listed) N=726

Action Step Category (%)	Action Step	Percent Citing Action Step
Child well-being (79.9%)	Initiate/refocus/continue or work with therapeutic/counseling services to meet child’s needs; change therapist.	27.7%
	Connect child with mentor.	24.2%
	Involve teen in independent living program or planning; work with independent living coordinator.	22.5%
	Enroll child in vocational training or internship; help child explore vocational career/education options.	20.8%
	Other (e.g., help child prepare to enter military; encourage journaling; open a bank account; get a cell phone).	18.7%
	Connect child to other services/supports to improve his or her well-being (e.g., peer support, parenting).	17.5%
	Engage child in sports, arts, or other extracurricular activity, or a summer program or camp.	14.5%
	Advocate for increased educational services/supports to meet child’s needs.	13.5%
	Arrange/effect more appropriate placement for child with no change in the level of restrictiveness (example: a move that would expedite progress toward permanence or increase safety) or change in restrictiveness not specified.	11.2%
	Request psychosocial, psychological, or psychiatric evaluation to determine child’s needs.	9.2%
	Obtain medical/dental/developmental evaluation and/or treatment for child.	8.8%
	Request review of diagnosis and/or medications; educate child regarding medication.	7.9%
	Assist/obtain assistance for child with college processes (e.g., visit, application, enrollment, etc.).	6.9%
	Locate part-time job for teen; help seek employment.	4.8%
	Engage child in foster child support groups, websites, etc.	4.4%
Arrange counseling to address child’s sexual identity issues.	4.1%	

	Discuss “step-down” in level of restrictiveness of child’s current placement with current caregivers to better meet child’s needs	2.8%
	Request complete medical evaluation/work-up for child to rule out underlying medical or biological factors related to child behaviors and to ensure that child’s medical needs are being met.	2.2%
	Obtain educational advocate for child; involve caregiver (or potential caregiver) in educational advocacy.	1.4%
	Begin/increase/maintain child visitation with non-relative connection or potential permanency resource.	1.2%
	Obtain special needs/special education advocate for child.	1.0%
	Discuss more restrictive placement to better meet child’s needs.	0.8%
Locate permanency resources (62.4%)	Identify/contact family member/relative/sibling (maternal/paternal not specified or both) not previously contacted (or previous contact not specified).	28.5%
	Identify/contact paternal family member/relative not previously contacted (or previous contact not specified).	14.0%
	Adoption recruitment (My Turn Now, Wednesday’s Child, etc.).	10.7%
	Mine/review case record for contacts (including other/other states’/ counties’ case record/legal or birth records).	8.8%
	Re-establish contact with/re-contact current or former foster parent(s) or other foster family member of child or child’s sibling(s).	8.8%
	Other (e.g., refer to Family Finding).	7.6%
	Identify/contact maternal family member/relative not previously contacted (or previous contact not specified).	6.7%
	Identify/contact fictive kin or other non-relative connection not previously contacted (or previous contact not specified).	5.0%
	Re-establish contact with/re-contact family member/relative (maternal/paternal not specified or both).	3.7%
	Re-establish contact with/re-contact fictive kin or other non-relative connection.	2.8%
	Re-establish contact with/re-contact maternal family member/relative.	1.7%
	Work through Interstate Compact on the Placement of Children (ICPC) (other states) or other counties to contact/engage relative.	1.7%
	Re-establish contact with/re-contact paternal family member/relative.	1.5%
	Begin/increase/maintain child’s visitation/contact with non-relative permanency resource/connection.	1.4%
	Connect/re-connect foster parents to birth parents (or maternal relatives to paternal relatives) for sharing information, coordinating parenting.	1.4%

	Re-establish contact with/re-contact incarcerated family member/relative.	1.2%
	Work through ICPC (other states) or other counties to contact/engage foster parent or other non-relative caregiver.	0.8%
Engage family members (60.9%)	Discuss permanency plans and resources with family member(s) or critical supportive adults.	45.9%
	Other (e.g., develop natural respite connections; get family medical history; establish paternity).	16.9%
	Convene Family Team Meeting (FTM)/Family Team Conference (FTC) or Family Group Decision Making (FGDM) to plan for child's permanency.	10.1%
	Convene Multidisciplinary Team or Local Interagency Planning Teams (LIPT) meeting to plan for child's permanency	3.3%
	Provide permanency training, coaching, etc., for child/youth residential treatment staff, therapeutic providers, independent living staff, and/or legal services team.	1.7%
	Obtain information on and photographs of child from family members.	0.8%
	Obtain interpreter (religious, cultural, language) to participate in meetings.	0.3%
Strengthen child connections (58.7%)	Other (e.g., explore connections with church members; explore connections with childcare provider; explore connections in school).	35.7%
	Begin/increase/maintain child's visitation with biological parent(s).	17.4%
	Begin/increase/maintain child's visitation and other contact with extended family members.	16.9%
	Begin/increase/maintain child's visitation and other contact with sibling(s).	13.5%
	Plan to place child with sibling(s).	4.0%
Engage child (56.3%)	Discuss permanency options and resources with child (e.g., guardianship, adoption, etc.).	22.3%
	Discuss specific permanency resources with child (aunt, mentor, etc.).	16.7%
	Prepare Lifebook/Real Life Heroes book/Eco-Map/Family Tree/Connectedness Chart with child.	15.7%
	Other (e.g., review permanency pact; have a candid conversation; file a missing person's report).	14.2%
	Ask child to identify other persons to participate in an FTM or MDT meeting to discuss permanency.	3.4%
	Convene a child-focused meeting (not an FTM).	1.7%
	Encourage child to participate in FTM or other case meeting	1.5%

Request and provide supports (34.3%)	Other (e.g., explore tribal resources; apply for housing funding; ask YMCA for discount passes).	8.3%
	Connect caregiver (or potential caregiver) to non-child-welfare-specific services related to own or child's needs (e.g., Medicaid, treatment, wraparound, parent aid).	7.0%
	Conduct home evaluation(s)/background check(s)/home conversion.	5.8%
	Ensure that caregiver (or potential caregiver) has access to all non-child-welfare-specific financial supports and resources related to own or child/teen's special needs (e.g., Supplemental Security Income).	5.4%
	Clarify what continued financial support is available to resource family and to child post-legal guardianship, post-reunification, or post-adoption.	3.7%
	Provide/arrange training for caregiver, especially if child has special medical or mental health needs or if caregiver has specific needs (e.g., parenting, job interview skills)	3.3%
	Conduct or obtain caregiver (or potential caregiver) family assessment.	2.8%
	Explore caregiver (or potential caregiver)'s existing resources/supports; seek commitment from existing supports.	2.5%
	Arrange/provide transportation for visitation, medical visits, or other purposes.	2.1%
	Clarify what continued services are available to child post-legal guardianship, post-reunification, or post-adoption.	1.8%
	Clarify what continued services are available to resource family post-legal guardianship, post-reunification, or post-adoption.	1.8%
	Connect caregiver (or potential caregiver) with non-child-welfare-specific support and/or advocacy organizations for parents/caregivers of children with special needs.	0.7%
	Request waiver to continue services post-legal guardianship, post-reunification, or post-adoption.	0.3%
Request court actions (20.7%)	Other (e.g., secure a polygraph; confirm father's legal status; explore changing youth's last name).	8.7%
	Contact child's attorney or court advocate (CASA) or Special Assistant Attorney General (SAAG) or other attorney.	6.2%
	Request change in child's legal custody/status or court hearing on legal custody/status.	4.0%
	File for/complete termination of parental rights (TPR).	2.3%
	Recommend change in legal permanency goal.	1.5%
	Request/attend court hearing/panel review regarding permanency goal, visitation, plan, etc., related to child's permanency.	1.0%

	Schedule court hearing prior to next scheduled court hearing to request change in permanency goal, visitation, etc., that would expedite permanency.	0.7%
	Request legal waiver.	0.1%
Convene other case meetings (15%)	Convene/attend a case staffing or permanency roundtable.	7.0%
	Convene discharge planning meeting/participate in discharge planning, transition planning.	5.2%
	Convene other family meeting (not FTM or MDT or youth-focused meeting).	2.1%
	Other (e.g., schedule a meeting regarding visitation)	2.1%
Other (8.1%)	Other (e.g., build communication between involved agencies; let child experience consequences).	8.1%

Note: Caseworkers could list as many open-ended action steps they wanted on the Action Plan. Percentages reflect number of youth cases with at least one action step of that type or category.

Appendix E. Barriers to Permanency

Case managers were asked to respond to the following prompts:

- What do you believe to be the primary barriers to permanency for this youth?
- Describe any agency/policy factors that affect progress towards permanency for this youth?
- Describe any court factors that affect progress towards permanency for this youth?

Table E.1 Frequency of Barriers to Permanency
(Percentage of youth with barrier listed) N=726

Barrier Category	Barrier Subcategory	Barrier	Percent Citing Barrier
Child barrier (69.4%)	Child characteristics (59.5%)	Child behavior issues	29.1%
		Child mental health issues/needs	10.1%
		Child age (older teen)	8.4%
		Child criminal history/ activities	8.0%
		Child social/emotional issues	7.3%
		Child disruption of placements	6.5%
		Child sexual issues	6.2%
		Child strong ties to biological parents, siblings, or prior foster parents	5.9%
		Child disability/ special service needs	5.1%
		Child lack of education/educational difficulties	4.5%
		Child medical issues/needs	2.9%
		Child runaway status	2.2%
		Child legal status/undocumented	0.8%
	Child situation improving	0.7%	
	Child willingness (18.7%)	Child unwilling/does not want to be adopted/ ambivalent about adoption	9.1%
		Child comfortable in current placement/institution/ foster home	5.6%
		Child reluctance to return to biological parents/family	3.9%
		Child desire to live independently	3.6%
		Child refusal of permanency without siblings	0.4%

Permanency resource (26.6%)	Lack of a permanency resource willing/able to take child (18.0%)	No willing relative	7.7%
		No available relative	5.6%
		Finding relatives	3.4%
		Finding resource for both child and child's infant	1.1%
		Questionable adoptive resource	0.8%
		No adoptive resource of specific type (e.g., having no other children or able to meet specific needs)	0.6%
		No adoptive resource/finding adoptive resource	0.6%
	Other resource issue (e.g. willingness, ability to handle child) (6.3%)	Permanency resource's ability to handle child's behavioral or health issues	3.0%
		Foster parent reluctance or inability to provide permanency	2.5%
		Undocumented permanency resource or household member	0.4%
		Needs childcare	0.3%
		Permanency resource wants more time to evaluate fit/indecisive	0.1%
	Financial (4.0%)	Financial circumstances of potential permanency resources	1.8%
		Foster parent concern about reduced support following adoption or legal guardianship	1.7%
		Insufficient financial assistance/per diems	0.7%
System (24.4%)	Court/legal issues (13.6%)	Other/judicial/legal	6.5%
		Need TPR/TPR not achieved	2.8%
		Waiting on legal appeal/other legal process/court date/adoption finalization	2.8%
		TPR just recently achieved	1.7%
		Need to file for guardianship	0.1%
	Placement/ provider issues (8.4%)	Treatment provider/therapist concerns, issues	2.8%
		Other placement issues (lack of placement provider support)	2.6%
		Recent move or disruption in placement	1.9%
		Child considered not ready to step down from current treatment facility	1.7%
	Casework (5.2%)	Case manager issues (individual attitude/perception)	2.1%
		Need more time to complete agency process, casework, engage family member (e.g., staffing)	1.5%

		Completing Interstate Compact on the Placement of Children (ICPC) process; requirements of another state or county	0.8%
		Completing paperwork/home study/conversion	0.6%
		Need more time to accomplish home evaluation	0.6%
		Need guardianship/assistance/childcare waiver	0.3%
Birth family (20.8%)	Birth parent issues (17.8%)	Birth parent lack of employment/income/housing	4.3%
		Birth parent uncooperative (e.g., will not attend treatment)	4.3%
		Birth parent not working case plan or doing so slowly	3.3%
		Birth parent substance abuse	3.3%
		Birth parent mental/physical health issues	2.1%
		Birth parent/family medical issue/concern	1.5%
		Birth parent incarcerated	1.4%
		Birth parent(s) out of state	1.2%
		Birth parent disability	0.7%
		Birth parent continued maltreatment	0.7%
		Birth parent involved in domestic violence	0.6%
		Finding birth parent(s)	0.4%
		Birth parent(s) out of country	0.4%
		Birth parent criminal history	0.4%
		Sibling issues (3.4%)	Finding resource willing to take sibling group
		Sibling group not all free for adoption	0.4%
No barriers (10.7%)*		No barriers listed (no response)	7.2%
		Case manager stated no current barriers	3.6%
		Permanency already achieved	0.3%
Other permanency barrier (8.1%)		Other	8.1%

Note: Caseworkers could list as many open-ended barriers they wanted on the Case Summary Sheet.

Percentages reflect amount of youth cases with at least one barrier of that type, subcategory, or category.

^a These were not included in the multivariate analysis.

Appendix F. Reasons Youth Did Not Achieve Permanency

Table F.1 Frequency of Reasons Youth Did Not Achieve Permanency (Number of unique youth)

Reason	Frequency	Reason	Frequency
Child unwilling/undecided	96	Need services for child's needs	7
Child negative behavior	87	Child criminal history/prior incarceration	6
Lack of agency effort, recruitment, or search for potential permanency options	66	Parent mental health/substance abuse issue	6
Other	66	Child attachment to foster parent	5
Lack of a permanency resource for guardianship or adoption	49	Parent housing/financial situation	5
Child age	43	Child attachment to birth family	5
Child mental/emotional health issue	40	Child residency status	5
Runaway/left care	37	Prior disruption(s)	5
Relative unwilling/uncooperative	36	Child is pregnant or teen mother	5
Pursuing education – transition to adulthood	32	Volatile relationship between youth and caregiver	5
Non-relative caregiver/foster parent unwilling/uncooperative	29	Child special needs (unspecified)	4
Parent unwilling/uncooperative	27	Need for financial assistance/waiver	4
Policy of placing siblings together	18	Court lack of agreement/action/TPR	4
Agency focus on youth/placement stability over permanency at this time	14	Caregiver health issues/inability	3
Child in residential treatment program	14	Adoptive resource issue	3
Awaiting completion of agency process	11	Diligent search insufficient	3
Child needs to complete treatment program/show progress	10	Youth substance abuse	3
Pursuing employment – transition to adulthood	10	Awaiting completion of adoption process	2
Court process/delay	9	ICPC process	1
Awaiting completion of case plan by parent	9	Permanency resource housing/financial situation	1
Family issues/barrier (unspecified)	9	Relative – other concerns/problems	1
Youth criminal/DJJ issues	9		

Note: Caseworkers could list up to five different reasons for not achieving permanency per youth. Approximately half of the youth who did not achieve permanency had no reasons cited.