



Nevada's Court Improvement Program

Data Collection, Analysis and Sharing Strategic Plan

FY – 2009 - FY - 2012

*Nevada Supreme Court
Administrative Office of the Courts*



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Chapter 1 – Introduction

The Court Improvement Program (CIP) has existed in Nevada since 1995 and is overseen by the CIP Select Committee. State judicial leadership was established when, in 2006, Chief Justice Robert Rose agreed to chair the Court Improvement Committee, and the Committee was brought under the auspices of the Judicial Council of the State of Nevada as a permanent Standing Committee. The Court Improvement Committee was renamed to reflect a broader scope of its mission. The Committee is now known as *Court Improvement for the Protection and Permanency of Dependent Children*.

The Committee's mission is to improve the lives of children and families who enter the child welfare system by improving court and agency collaboration through initiatives that make the system more efficient, reducing the amount of time children spend in foster care, and achieving permanency.

When Chief Justice Rose retired in December 2006, Chief Justice, A. William Maupin, took over as Chair of the Committee and has provided strong leadership, and currently, Justice Nancy W. Saitta chairs the Select Committee. Recognizing the importance of the work being done by the Court Improvement Project, the Court appointed a full-time Court Improvement Coordinator position in April 2007.

A total of 21 strategies (5 for Education and Training), consisting of 87 activities (15 for Education and Training), have been identified to meet the goals of CIP in Nevada. Chapter 2 delineates the collaborative efforts, performed and planned, between Nevada's courts, DCFS, Clark and Washoe County Child and Family Services, and, where applicable, Indian Tribes. Chapter 3 summarizes the strategies defined in this plan.

Chapter 2 – Collaboration Efforts

Collaboration Efforts to Date

The Nevada CIP has a long history of working with DCFS, the Child and Family Services Divisions of Clark and Washoe Counties, and representatives from other stakeholder groups [e.g., attorney groups representing children and parents and Court Appointed Special Advocates (CASA)]. Since the inception of CIP, the heads (or designated representatives) of these agencies and organizations have been members of the CIP Committee. In January 2006, the Chief Justice of the Nevada Supreme Court became the chair of the CIP committee. To ensure continuity (the position of Nevada's Chief Justice changes every calendar year) another Supreme Court Justice was named vice-chair of the committee and has served continuously in that role throughout the past year.

CIP played an integral role in the portion of the CFSR (Child and Family Service Review) that collected information from the judiciary (including judges, masters, and court staff) and legal professionals involved in child welfare cases. CIP also worked closely with DCFS to complete the resulting PIP.

The three CIP Strategic Plans have been developed to closely align and compliment the PIP for the State, including coordinated tasks and timelines that, when joined together, accomplish goals that span the responsibility of multiple groups.

To foster more complete communication and exchange of ideas, CIP and DCFS hold monthly status and planning meetings to review and coordinate efforts articulated in the PIP and the CIP Strategic Plan(s). In the past 3 years, CIP has either completed or started eleven strategies that involve collaboration with DCFS, Washoe County Department of Social Services (WCDSS), Clark County Department of Family Services (CCDFS), Clark County Legal Services Children's Attorneys Project, Washoe County's Sierra Association of Foster Families, and the statewide Nevada CASA Association, Inc., including an extremely successful project that convened four work groups and an oversight committee (consisting of stakeholders from all disciplines involved in child welfare cases) that determined best practices and policy recommendations regarding permanency planning, termination of parental rights, legal representation for children and parents, and the oversight role of the

court, a statewide CASA summit, an CAP Adoption Subsidy Project, a CAP Surrogate Education Advocacy and Pro Bono Expansion Project, Parent to Parent Peer-Based Foster Parent Mentoring and Training Project, Licensed Kinship Caregivers Support Services Project, and the start-up of two local CASA programs in rural Nevada.

Court representatives have participated in the previous two Title IV-E Foster Care Eligibility Reviews conducted in Nevada. This participation has included judges, masters, and AOC personnel. This past year, the Court Improvement Program Coordinator participated in the teleconferenced training sponsored by our Region IX federal representatives, and served as a reviewer for the entire IV-E review process conducted the first week of June 2008.

Over the past twelve months, bi-monthly meetings have been held between previous Chief Justice Maupin, Justice Saitta, AOC Director Ron Titus, and the Court Improvement Program Coordinator. These meetings were held to ensure direction and the completion of activities in a timely manner. A review of internal processes was conducted, and as a result, major changes to Nevada CIP's infrastructure have taken place. A formalized RFP Process has been developed and is already being used in two trial settings. Additionally, policies and procedures are being developed which will aid in the completion of a CIP Manual. Meetings will continue with Justice Saitta and the AOC Director, and are now including the Deputy Director for Judicial Programs and Services.

Previously, the Director of the Administrative Office of the Courts (AOC) visited all nine judicial districts in an effort to foster collaboration within the judiciary and other stakeholders in child welfare cases. During these visits, he met with judges and masters, as well as other stakeholders (e.g., DCFS workers and supervisors, representatives from the District Attorney's offices and the Attorney General's office, attorneys representing children and parents, and CASA volunteers) to discuss successes and barriers to improving the processes and outcomes of child welfare cases.

Monthly collaborative meetings between staff from the Nevada Division of Child and Family Services, the Court Improvement Program Coordinator, and Deputy Director of the Administrative Office of the Courts continue to occur. Nevada CIP is also collaborating with the Nevada Division of Children and Family Services on a Target Grant to Increase the Well-Being of and to Improve the Permanency Outcomes for, Children Affected by

methamphetamine or substance abuse. The Court Improvement for the Protection and Permanency of Dependent Children Committee agreed to collaborate with the Attorney General's Office to conduct training for judges and other key stakeholders, such as prosecutors and law enforcement, in connection with the target grant.

Lastly, the AOC has been meeting with the Judicial Tribal Consortium, an informal group of local, state, and tribal officials throughout Nevada, several times a year focusing on court-related matters, including the Indian Child Welfare Act (ICWA) and child welfare issues. An extension of this effort is that judges and social workers are being trained on ICWA and the need to ask about possible tribal affiliation.

Planned Collaboration Efforts

As indicated above, the CIP Committee has included members of the major stakeholders in child welfare cases. In early 2006, in an effort to expand its influence throughout the state, it was decided that the CIP committee should be brought under the framework of the Judicial Council of the State of Nevada.

The monthly meetings between CIP and DCFS have continued, and at the urging of the Court Improvement Coordinator, the DCFS Rural Region Manager, the state's Eligibility Supervisor and participants from both Child Welfare Agencies have been invited to the table. Outreach to more stakeholders will take place, as will active participation by the judiciary (in the form of judges and masters as well as AOC staff) in future Child and Family Service Reviews (CSFRs) and Title IV-E Foster Care eligibility reviews. The preliminary results of the IV-E review that took place in June 2008 as well as the results of future reviews will be incorporated into refinements in the CIP Strategic Plans.

During the next year, the AOC Director will be revisiting some of the nine judicial districts, this time accompanied by the full-time CIP Coordinator and when possible, the Administrator of DCFS. The purpose of these meetings is to continue the collaborative efforts at the local level. [Note: All judicial districts will be visited by the CIP Coordinator and either the AOC Director Ron Titus, the Executive Director of the statewide Nevada CASA Association Bill Fowler, and/or the AOC Rural Court Coordinator John McCormick.]

Following the mantra of sharing “good data,” the CIP Coordinator has scheduled a meeting with Judge Theresa Sprouse, the Tribal Judge on the CIP Select Committee, to have discussion about new legislation - Fostering Connections To Success and Increasing Adoptions Act of 2008 and Indian Tribe Option to Apply to Operate a Title IV-E Plan Directly. In addition to meeting personally with Judge and speaking to the Courts needs, we want to make sure that there is a mechanism in place for the Judge to receive and share this type of critical information. Continuing on with that mantra, and as will be seen in this strategic plan, quarterly information packets will be sent out to our Judges and Masters concerning issues, best practices, training opportunities, and other important material regarding child welfare matters.

On a national level, collaboration has taken place between numerous states involved in the National Data Exchange Project. Nevada started with the collaboration between CIP and the National Center of State Courts (NCSC). This project has grown now to include multiple states and multiple stakeholders from multi-disciplinary entities.

Also on a national level, sharing of information occurs continually through the use of the CIP list serve. Nevada's use of the list serve has proven very helpful in gathering information on the Early Representation pilot project. These joint ventures show what success can be achieved when forces are joined together, not only on a local basis, but across the nation, as we all work to tackle issues common to every state.

Chapter 3 – Strategic Plan

To provide structure to the CIP efforts to continue to meet and further develop its goals in Nevada, specific strategies are needed. Each strategy outlines one or more activities that, when complete, will provide a major milestone in the completion of one or more goals. The strategies have been organized into three separate strategic plans, based upon their primary intent. The three strategic plans are:

- Administration and Planning [AP] (including planning required for Education/Training and Data Collection/Analysis/Sharing)
- Education and Training [ED]
- Data Collection, Analysis and Sharing [DC] (this plan)

Data Collection, Analysis and Sharing Objectives

In the area of data collection, analysis and planning, Nevada's CIP will focus on the data collection, analysis, and sharing capabilities of the three predominant court case management systems being utilized in Nevada: CourtView Technology's CourtView, Tyler Odyssey, and ACS Contexte. The specific objectives in the data collection, analysis and planning area are:

- Develop a statewide data collection, analysis and planning mechanism for child welfare cases capable of working in conjunction with the three predominant case management systems used in Nevada courts
- Define and incorporate child welfare court performance measures into court procedures, and, where appropriate, incorporate the measures into the three predominant court case management systems and the Nevada Uniform System for Judicial Records (USJR) model
- Develop or enhance case management systems to track child welfare cases
- Emphasize the use of data as a critical and meaningful resource for all stakeholders in defining jurisdictional needs, identifying resources that positively impact outcomes for children and families, and planning for the allocation of personnel and other resources.

Data Collection, Analysis and Sharing Strategies and Activities

The following eight strategies have been defined to meet the objectives stated above:

DC1: Keep current on national trends and requirements pertaining to data collection, analysis and planning pertaining to child welfare cases

This strategy includes sending CIP representatives and other pertinent child welfare stakeholders to national conferences in order to keep current on national trends and requirements pertaining to data collection, analysis and planning pertaining to child welfare case administration. By improving the quality of data collected, analysis can be tailored to specific jurisdictions and jurisdictional issues so as to engage local judges, court personnel, lawyers and stakeholders in assessing their local court's performance and planning collaboratively.

DC2: Identify performance measures for courts responsible for any phase of abuse and neglect proceedings.

This strategy involves the identification of the court child welfare performance measures that are important to Nevada courts. Where appropriate, the performance measures published by the Administration for Children and Families (ACF) will be incorporated into the Nevada Uniform System of Judicial Reporting (USJR) model. Lastly, this strategy identifies the procedures and interim solutions that will be used to collect, analyze, and publish statewide performance measures.

DC3: Develop data exchange requirements

This strategy involves completing a statewide standard for exchanges between courts and child welfare agencies based upon the Global Justice XML data model (referred to as GJXDM or NIEM). As part of this strategy, Nevada is continuing collaborating with other states and the National Center for State Courts (NCSC) to convene national forums to develop a national child welfare data exchange model, which, when completely developed, will be adopted. It is envisioned that this effort will define appropriate case-level data sharing between child welfare agencies and courts as well as the sharing of data between courts. It is further envisioned that these standards may also include the

sharing of data with other major stakeholders in child welfare cases (e.g., prosecutor offices, CASA and providers). Finally, the data exchange requirements would support the national child abuse and neglect performance measures.

DC4: Identify Court Child Welfare Case Management System (CMS) requirements

This strategy involves identifying detailed child welfare functional requirements for court child welfare case management systems (CMS). Nevada currently is using three different case management systems (Tyler Odyssey system, CourtView Technology's CourtView system, and ACS Contexte system). In this strategy, CIP will work with NCSC and the Second Judicial District Family Court to identify all required functionality desired in a court child welfare CMS. The outcome of this strategy will be used in strategy DC5 to develop court child welfare CMS standards. In addition to day-to-day management of individual cases, these requirements will include best practices in child welfare case management; functionality to capture, monitor, and report the performance measures identified in strategy DC2; and data exchanges identified in strategy DC3.

DC5: Develop Child Welfare court Case Management System (CMS) standards

This strategy involves identifying and defining detailed child welfare functional and data standards for court case management systems (CMS). Nevada currently is using three different case management systems (Tyler Odyssey system, CourtView Technology's CourtView system, and ACS Contexte system). It is envisioned that these vendors could each use the functional standards to better support court process of child welfare cases in their products. As part of this strategy, Nevada is collaborating with other states and the National Center for State Courts (NCSC) to convene national forums to develop national court child welfare CMS standards, including day-to-day management of individual cases, these requirements will include best practices in child welfare case management; functionality to capture, monitor, and report the performance measures identified in strategy DC2; and data exchanges identified in strategy DC3.

DC6: Implement child welfare data exchanges

This strategy involves implementing the data exchanges identified in Strategy DC3. It is envisioned that implementation will be done between the Second Judicial District (ACS Contexte), the Eighth Judicial District (Tyler Odyssey), the rural counties (CourtView Technology's CourtView), and the DCFS UNITY system. [Note: It is possible that data exchanges may also involve systems used by District Attorneys' offices and/or the State's Attorney General's office as well.]

DC7: Implement Court Child Welfare Case Management System (CMS) standards

This strategy involves implementing the CMS functional and data standards identified in strategy DC5. It is envisioned that implementation will be implemented in the Second Judicial District (ACS Contexte), the Eighth Judicial District (Tyler Odyssey), and the rural counties (CourtView Technology's CourtView).

DC8: Implement Video Conferencing Capabilities in Courts for use in Child Welfare Cases

This strategy involves implementing video conferencing capabilities within courts and various locations around the state for use in child welfare cases. The purpose of utilizing video conferencing capabilities is to allow persons not within the geographic area served by the court the ability to participate in court proceedings (e.g., if the child is placed out of the district, the child, foster parents/guardians, and CASA representatives could participate in hearings without having to travel to the court).

DC9: Provide Project Management Oversight for Data Projects

This strategy involves securing project management resources to oversee the various data projects.

The remaining pages of this chapter delineate each of these nine strategies. For each activity, the following is provided: description, accountable party(s), interim benchmarks, completion indicators, and an anticipated timeframe for performing the activity. [Please note that due to limited funding and resource availability, not all activities have been assigned a timeline.]

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC1. Keep current on national trends and requirements pertaining to data collection, analysis and planning for child welfare cases	DC1.1 Send up to three representatives to the annual National Resource Center for Child Welfare Data and Technology conference	CIP Reps AOC Reps	Participation in national conference	Training and materials from national conference	Each fiscal year
	DC1.2 Send up to three representatives to an annual GJXDM / NIEM conference Revised: This Activity is being deleted, AOC IT paying for this conference for other projects	CIP Reps AOC Reps	Participation in national conference	Training and materials from national conference	Each fiscal year

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC2. Identify performance measures for courts in child welfare cases	New DC2.1 Perform “business” analysis to determine best practices and implementation plan for performance measures in courts	AOC CIP Contractor Courts	Develop RFP for services Select contractor Perform “business” analysis Develop implementation plan	RFP Vendor selected Analysis completed Best practices and implementation plan for performance measures	Jun 2009 Aug 2009 Aug 2009 – Nov 2009 Nov 2009 – Mar 2010
	DC2.2 Where applicable, include performance measures in USJR model Note: AOC lack of necessary personnel at this time makes it impossible to project realistic timelines.	AOC Supreme Court CIP	Appropriate performance measures to incorporate in USJR identified	Appropriate performance measures incorporated into USJR model	Jan 2010 – Dec 2010
	DC2.3 Develop procedures for collecting, analyzing, and publishing performance measures statewide (including interim solutions for collecting data until data exchanges are in place)	AOC CIP	Procedures developed Interim solution(s) identified	Submission and analysis procedures document Interim solution document	Jan 2010 – Jun 2010

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC3. Develop data exchange requirements	DC3.1 Review National Exchange Model and prioritize implementation order of exchanges in Nevada	NCSC CIP AOC IT Court Reps DCFS County CFS	National Exchange Model reviewed National Exchange Model exchanges prioritized	Nevada Implementation Priority document	Oct 2008 – Jun 2009

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC4. Identify Court Child Welfare Case Management System (CMS) requirements	DC4.1 Identify desired Court Child Welfare CMS requirements within Nevada (utilizing what was started by the AOC in 2003)	Contractor CIP Court Reps CMS Vendor	Consultant contracted Nevada working committee established Court Child Welfare CMS requirements identified	Nevada Court Child Welfare CMS requirements document	Jul. 2009 – Mar 2010
	DC4.2 Identify ability of 2 nd District Court Child Welfare CMS to support performance measures (data requirements and business rules)	Contractor CIP 2 nd District Court Reps CMS Vendor	Analysis performed	Analysis document	Jan. 2010 – Mar 2010
	DC4.3 Identify ability of 2 nd District Court Child Welfare CMS to support data exchanges identified in DC3	Contractor CIP 2 nd District Court Reps CMS Vendor	Analysis performed	Analysis document	Jul. 2009 – Mar 2010
	DC4.4 Identify gaps and inconsistencies between 2 nd District Court Child Welfare CMS and desired functionality	Contractor CIP 2 nd District Court Reps CMS Vendor	Gap analysis performed	Gap analysis document	Apr 2010 – May 2010
	DC4.5 Identify gaps and inconsistencies between other CMS used in Nevada and desired functionality	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system	Gap analysis document for each system	Jun 2010 – Aug 2010

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC5. Develop Child Welfare court Case Management System (CMS) standards	DC5.1 Identify desired Child Welfare CMS functionality and issues within Nevada	Contractor CIP Court Reps CMS Vendor	Consultant contracted Nevada working committee established Court Child Welfare CMS data and functionality standards identified	Nevada Court Child Welfare CMS data and functionality standards	Sept 2009 – Aug 2010
	DC5.2 Identify desired Child Welfare CMS functionality standards in National Standards forum	Contractor Nat'l Forum reps CMS Vendor	National Court Child Welfare CMS Standards forum identified NCSC contracted National Standards forum meetings held	National Court Child Welfare CMS Standards interim document	May 2009 – Dec 2009
	DC5.3 Review National Child Welfare CMS functionality standards	Contractor CIP Court Reps CMS Vendor	National Standards forum meetings held	National Court Child Welfare CMS Standards document	Jan 2010 – Feb 2010
	DC5.4 Perform gap analysis between National Child Welfare CMS functionality standards and current functionality of CMS implemented in Nevada	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system	Gap analysis document for each system	Sept 2010 – Dec 2010

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC6. Implement child welfare data exchanges	DC6.1 Implement high-priority data exchanges in pilot county (presumably between DCFS system and 2 nd District Court Child Welfare CMS)	2 nd District Court Reps CMS Vendor DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	July 2009 – Dec 2009
	DC6.2 Implement remaining data exchanges in pilot county (presumably between DCFS system and 2 nd District Court Child Welfare CMS)	2 nd District Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Jan 2010 – Sept 2010
	DC6.3 Implement high-priority data exchanges between DCFS system and other CMS used in Nevada	Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Oct 2010 – Sept 2010
	DC6.4 Implement remaining data exchanges between DCFS system and other CMS used in Nevada	Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Oct 2011 – Sept 2012

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC7. Implement Court Child Welfare Case Management System (CMS) standards	DC7.1 Implement Court Child Welfare CMS requirements standards in 2 nd District Court Child Welfare CMS	2 nd District Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Jan 2011 – Dec 2012
	DC7.2 Implement Court Child Welfare CMS requirements standards in 8 th District Court Child Welfare CMS	8 th District Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Jan 2011 – Dec 2012
	DC7.3 Implement Court Child Welfare CMS requirements standards in rural courts Child Welfare CMS	AOC IT Rural Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established	Software enhancements accepted and placed into production	Jan 2011 – Dec 2012

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC8. Implement Video Conferencing Capabilities in Courts for use in Child Welfare Cases	DC8.1 Perform business analysis and develop implementation blueprint for video conferencing capabilities	AOC IT CIP	Business Analysis performed Implementation blueprint developed	Business Analysis document developed Implementation Blueprint developed	Nov 2008 – Jun 2009
	DC8.2 Implement Video Conferencing Capabilities in pilot jurisdiction(s)	AOC IT Pilot Court(s) Pilot Jurisdiction IT Selected Vendor(s)	Pilot jurisdictions identified Video vendor(s) contracted or otherwise obligated Project work plans established	Video capabilities implemented	Jul 2009 – Dec 2009
	DC8.3 Update business analysis and implementation blueprint document	AOC IT	Business Analysis updated Implementation blueprint updated	Business Analysis document updated Implementation Blueprint updated	Oct 2009 – Jan 2010
	DC8.4 Develop Court Guidelines for using Video Conferencing Capabilities for Child Welfare cases	CIP Courts	Guidelines developed	Video Usage Guidelines	Oct 2009 – Jan 2010
	DC8.5 Implement Video Conferencing Capabilities in remaining jurisdictions	AOC IT Courts Jurisdiction IT Selected Vendor(s)	Video vendor(s) contracted or otherwise obligated Project work plans established	Video capabilities implemented	Feb 2010 – Dec 2011

Strategy	Activity	Accountable Party	Interim Benchmarks	Indicators	Timeline
DC9. Provide Project Management Oversight for Data Projects	DC9.1 Obtain part-time Project Manager to oversee data projects	AOC Contractor	Project Manager scope of services developed RFP Select Project Manager	Scope of Services developed RFP Project Manager selected	Mar 2009 – Jun 2012