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# Judicial, Court, and Attorney Measure of Performance (JCAMP):

## New Measures That Can Be Used to Understand Infant-Toddler Courts

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Cross Sites 2023 eLearning Series

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Anne Fromknecht, James Bell Associates

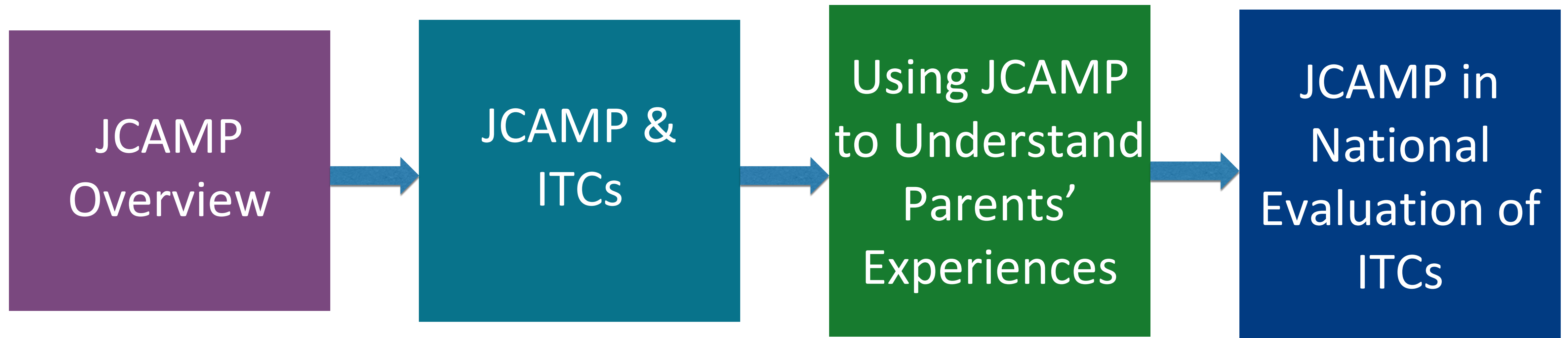
Heather Cantamessa, Re-Unify Family Solutions





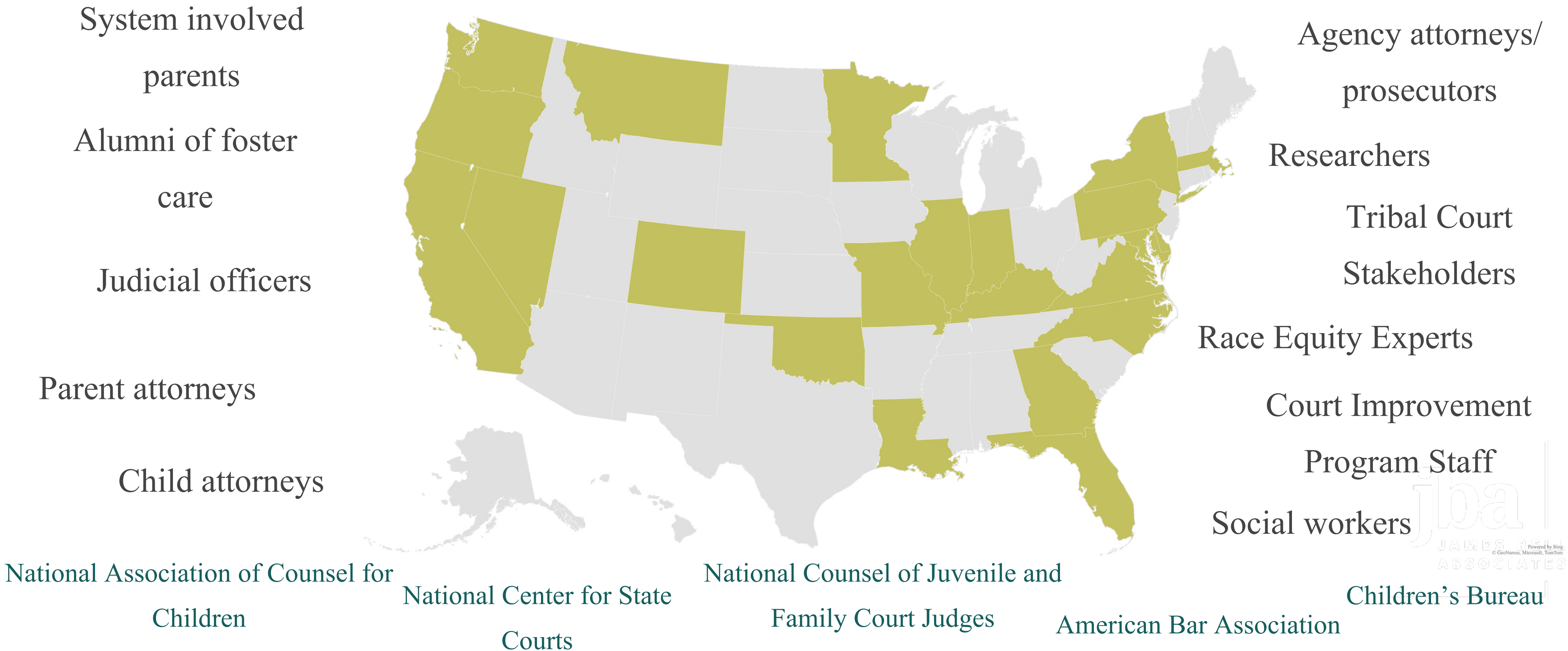


# Agenda





# JCAMP was developed by a panel of over 65 experts

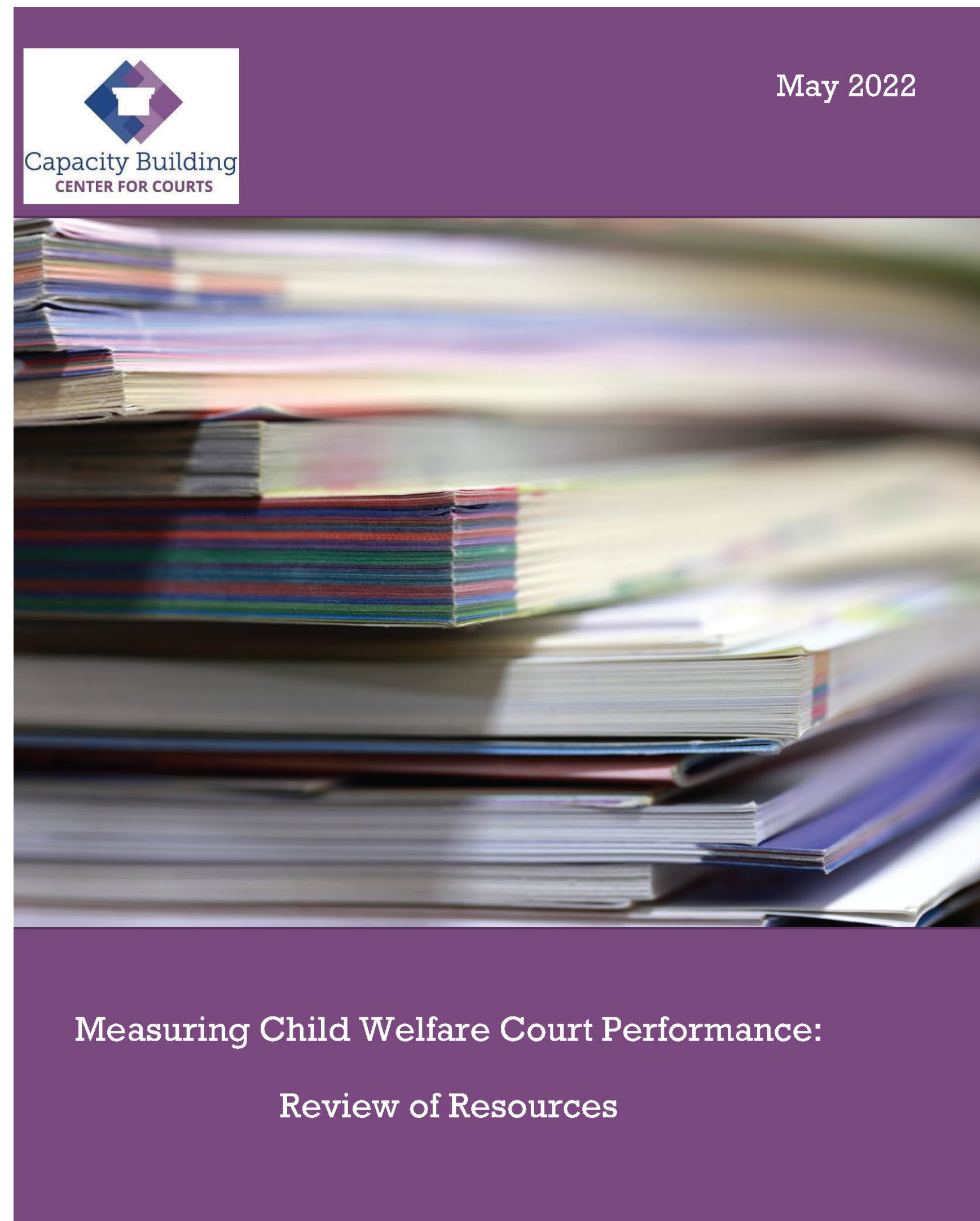


# JCAMP was developed using guiding principles

## **The measures must—**

- Highlight the child and family experience.
- Incorporate equity in implementation and analysis.
- Be usable and flexible for sites and court stakeholders to inform practice.
- Be feasible for sites with varying data capacity to implement.
- Be guided by research evidence and best practice recommendations.
- Include theories of change for each measure that describes how it relates to outcomes for children and families.
- Complement the existing court measures (e.g., The Toolkit) and CFSR measures.

# JCAMP was informed by a comprehensive review of resources





Incorporate Equity in  
Implementation and Analysis

Family  
Engagement

Due Process

High-Quality  
Legal  
Representation

Safety

Permanency

Focused on Family  
Experience

Usable and  
Flexible

Guided by Research and  
Best Practices

Complement Existing  
Measures

# Measure Types

1

## Court Process

Do parent attorneys  
attend hearings?

2

## Professional Practice

How do parent  
attorneys ensure they  
provide high-quality  
legal representation?

3

## Family Experience

Are parents satisfied  
with their attorneys'  
representation?



# Quick Start Guide

	What it is	How to use it
<b>Volume I: Measures</b>	Describes the JCAMP performance measures in five topical categories	Start here to learn about performance measures in five categories: <ol style="list-style-type: none"> <li>1. Family engagement</li> <li>2. Due process</li> <li>3. High-quality legal representation</li> <li>4. Safety</li> <li>5. Permanency</li> </ol>
<b>Volume II: Implementation Guide</b>	Guides users to effectively implement the measures and use the data	Learn about the structure and processes you should have in place before and during data collection, including strategies for interpreting and using your data results.
<b>Volume III: Implementation Toolbox</b>	Compiles tools for each implementation step described in Volume II, including sample data collection instruments	Complete these tools to select and prioritize measures that fit your needs, plan for data collection, use or adapt data collection instruments, and plan for data use and sustainability.
<b>Volume IV: Technical Guide</b>	Provides information about how to calculate each measure using different data collection methods	Follow the instructions for your selected measures about how to collect needed data, calculate measures, and conduct analyses.
<b>Volume V: Background and Research</b>	Describes the methods used to develop the measures and discusses supporting research evidence and best-practice recommendations for each measurement category	Learn about the supporting research and best-practice recommendations for each measure. Use this information when prioritizing measures and generating support for data collection.

# Follow 6 steps to select and implement measures

Step 1: Form your team

Step 2: Select and prioritize measures

Step 3: Visualize your path

Step 4: Get your data

Step 5: Use your data

Step 6: Sustain your performance measure efforts

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JCAMP was field tested and is currently being implemented

*3 states &  
1 tribe*

Field tested the JCAMP  
measures and  
implementation process

*12 states*

Currently implementing  
JCAMP with support



What can we learn from how JCAMP  
meaningfully engaged lived experts?

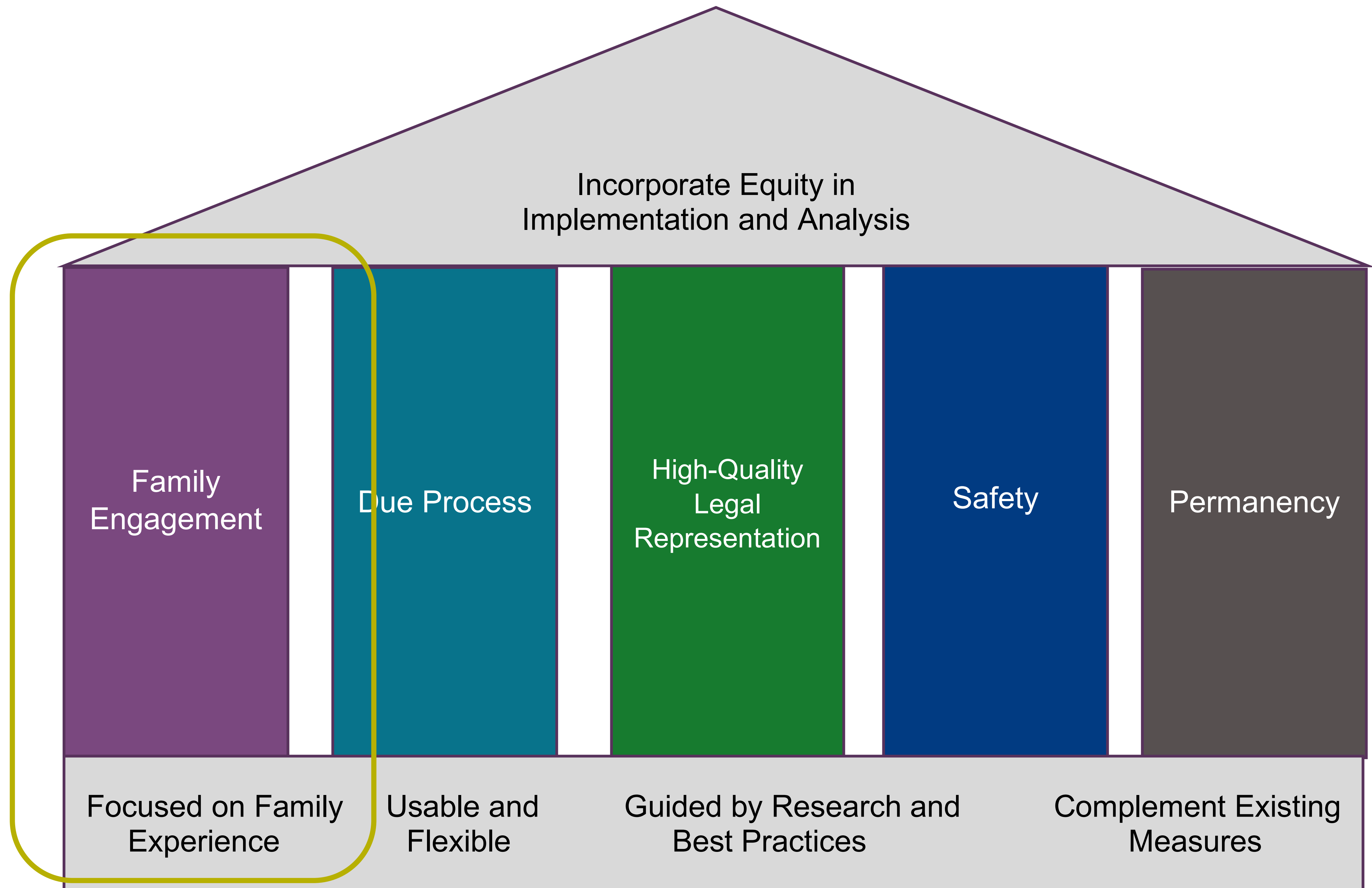
# Meaningful Engagement

**60+ Expert Advisors**

Perspective Groups

Implementation







# Measure Types

1

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# Meaningful Engagement

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# Perspective Group Statements

## People With Lived Experience as Children or Youth in Foster Care Perspective Group

We are grateful the JCAMP measures include a section on family engagement. All too often youth who are experiencing care are excluded from the court by determine where they will live, with whom they will live, and what visitation support systems.

Foster youth sometimes not provide the right may not be actively or are present in the

Research shows improves, new in Jersey implemented attorneys, case adults reported judges said

## System-Impacted Parents Perspective Group

System-impacted parents were involved in creating these measures. Our perspectives and feedback were given equal importance and consideration along with all other viewpoints at every stage of the process. A system-impacted parent was a member of the core group which oversaw the administration of the entire project. Parents were chosen as part of the group of expert advisors with the specific purpose of representing diverse viewpoints, backgrounds, and experiences. This included inviting parents that had both positive and negative experiences within the child welfare system.

JCAMP was done on a very tight timeline. It was often challenging for parents to meet the demands of the timeline; and this felt, at times, indicative of what it felt like navigating the system. Parents gave feedback during the initial feedback session and added comments

multiple foster care.

## Racial Equity Perspective Group

Structural inequalities underlying and embedded in the child welfare system create disproportionate and unjust treatment for some children and families. It is widely understood that racial discrimination and biased practices in child welfare contribute to relatively unimportant questions on whether the the debate, the JCAMP measures, <sup>10</sup> and acknowledge fundamental system that need to be urgently American society, "institutional racism" and control of one racial group possible by the manner in which white institutions, white cultural y are Black people and other



# Insights and Instruments

**Lived Experience Insight:** Integrate lived experience as early as possible into the process for the most meaningful results. Performance measurement works best when planned by a multidisciplinary team that can discuss needs, select and prioritize measures, and build a meaningful plan for collecting and using the data. Persons with lived experience can contribute to all parts of that conversation. See *Volume III: Implementation Toolbox* for a tip sheet developed by youth with lived experience for ways to engage people with lived experience in your JCAMP team and implementation process.

**Lived Experience Insight:** Ask persons with lived experience for their feedback on what is important to be measured. They are ideally suited to help identify practices that were meaningful and important to them when they were part of the system. They can provide a unique perspective on your needs. Questions you might ask include which of these measures do you think are most important? What is missing from this list that is important to understanding how parents and/or children and youth perceive and experience the system?

## Parent Experience Focus Group Questions

Thank you for joining our focus group. My name is <<name >>>, and I am <insert role>. We also have with us <<insert name>, who will be taking notes to make sure we capture the information provided today. We are interested in hearing more about your experience with the child welfare court system. I just want to remind you that participation in this focus group is voluntary. You can exit the meeting at any time, and you do not have to answer any questions that you do not want to answer.

Your responses will be confidential – that means that your name will not be connected to anything that you say in this group, and it will not show up in our report. I ask that you also respect the privacy of others in the group and do not share with anyone outside of our group what is said during the focus group.

We have the following rules for this group:

- There are no right or wrong answers to the questions today. Please speak from your experience.
- This is not a support group or a counseling session. If you need those services, we will be happy to connect you to them.
- One person speaks at a time.
- Everyone has an opportunity to speak. I may ask someone who is talking a lot to step back and give others a chance to talk. I may also ask a person who isn't talking if they have anything to share. You can say no.

Are you still interested in participating in the group?

[IF NO: Thank you for considering participating. Have a great rest of your day]

[IF YES: That's great! Let's begin ...]

We are going to start by talking about your experience with the child welfare court process.

1. Please tell us about your experience attending child welfare hearings. [1.12]
  - How were you informed about your child welfare hearings? [2.1, 2.4, 2.6, 2.7, 2.8]
  - Were you given an opportunity to attend hearings virtually or by phone? [1.1, 1.6]
  - Did the court work around your work and school hours? [2.6, 2.10]
  - What were the things that made it easier to attend court hearings? [2.6, 2.8, 2.10]
  - What things made it more difficult to attend? [2.8, 2.10]
2. Were you given the opportunity to explore/discuss issues/topics of importance to you during your hearings? [1.6, 1.12]
3. How soon after a hearing did you get important documents/the court order? [1.5, 1.10, 2.6, 2.7]
4. What kind of support or education were you given to navigate the child welfare court system? [1.6, 1.8, 1.12, 3.8]
5. Is there anything that could have been done that would have improved the court process? [1.12, 2.10, 3.8]
  - Probes: what went well and what could be improved?

# Meaningful Engagement

60+ Expert Advisors

Perspective Groups

**Implementation**



How do the JCAMP measures align with  
priorities of Infant-Toddler Courts?



The Safe Babies approach is guided by five areas of focus, with the needs of babies and their parents at the center. The approach works concurrently, at both the **Child and Family Level** and the **State and Site Level**, to ensure healthy childhood development while impacting long-term capacity building.

### Continuous Quality Improvement

Driving and sustaining best practices to foster reflection instead of reactivity, allowing the space for families and professionals to grow, adapt, and change based on effective data and evaluation

### Interdisciplinary Collaborative and Proactive Teamwork

Ensuring families' individualized needs are addressed by promoting coordination across communities to find creative solutions and remove structural barriers that perpetuate discriminatory processes and inequities



### Enhanced Oversight and Collaborative Problem-Solving

Enhancing judicial oversight with more frequent court hearings and engaging families as partners guided by respect, kindness, and compassion

### Expedited, Appropriate, and Effective Services

Ensuring services for babies and their families are timely and comprehensive while respecting their lived experiences and the intergenerational effects of social, racial, and health inequities

### Trauma-Responsive Support

Responding to trauma with a healing approach while recognizing the resilience of parents and understanding the lifelong, systemic social and health inequities facing some families with young children



**ZERO to THREE**  
Early connections last a lifetime

## Area of Focus

### Enhanced Oversight and Collaborative Problem-Solving

Enhancing judicial oversight with more frequent court hearings and engaging families as partners guided by respect, kindness, and compassion

## 2. Due process measures

- 2.1 Do parties to the case receive timely service?
- 2.2 Are child or youth attorneys and/or attorney GALs appointed early in the case?
- 2.3 Are parent attorneys appointed early in the case?
- 2.4 Do parties to the case receive timely notice of hearings?
- 2.5 Are Indian children identified early in the case?
- 2.6 What do judges do to ensure fair hearings?
- 2.7 How do prosecuting (or agency or state) attorneys ensure fair hearings?
- 2.8 How do parent attorneys ensure fair hearings?
- 2.9 How do child or youth attorneys and/or attorney GALs ensure fair hearings?
- 2.10 Do parents feel they were treated fairly?
- 2.11 Do children and youth feel they were treated fairly?

# Area of Focus

## Enhanced Oversight and Collaborative Problem-Solving

Enhancing judicial oversight with more frequent court hearings and engaging families as partners guided by respect, kindness, and compassion

### 1. Family engagement measures

- 1.1 Do parents attend hearings?
- 1.2 Do children and youth attend hearings?
- 1.3 Do tribal representatives attend hearings?
- 1.4 Do foster parents and relative caregivers attend hearings?
- 1.5 Do courts send orders to parties or provide them at the end of the hearing?
- 1.6 What do judges do to engage parents, children, and youth in hearings?
- 1.7 What do judges do to engage foster parents and relative caregivers in hearings?
- 1.8 How do parent attorneys engage parents in the process?
- 1.9 How do child or youth attorneys and/or attorney guardians ad litem (GALs) engage children and youth in the process?
- 1.10 How do prosecuting (or agency or state) attorneys engage parents, children, and youth in the process?
- 1.11 Are important issues discussed in hearings?
- 1.12 Do parents feel judges engaged them in hearings?
- 1.13 Do children and youth feel judges engaged them in hearings?
- 1.14 Do foster parents and relative caregivers feel judges engaged them in hearings?

## Area of Focus

### Expedited, Appropriate, and Effective Services

Ensuring services for babies and their families are timely and comprehensive while respecting their lived experiences and the intergenerational effects of social, racial, and health inequities

5.9 Do judges ask about parents' access to and receipt of relevant services?

5.10 Do judges order any relevant services to support reunification/permanency?

5.19 Do parents understand what is required of them and steps needed to have their child returned?

5.20 Do parents feel services met their needs and assisted them in reunification?



# Area of Focus

## Trauma-Responsive Support

Responding to trauma with a healing approach while recognizing the resilience of parents and understanding the lifelong, systemic social and health inequities facing some families with young children

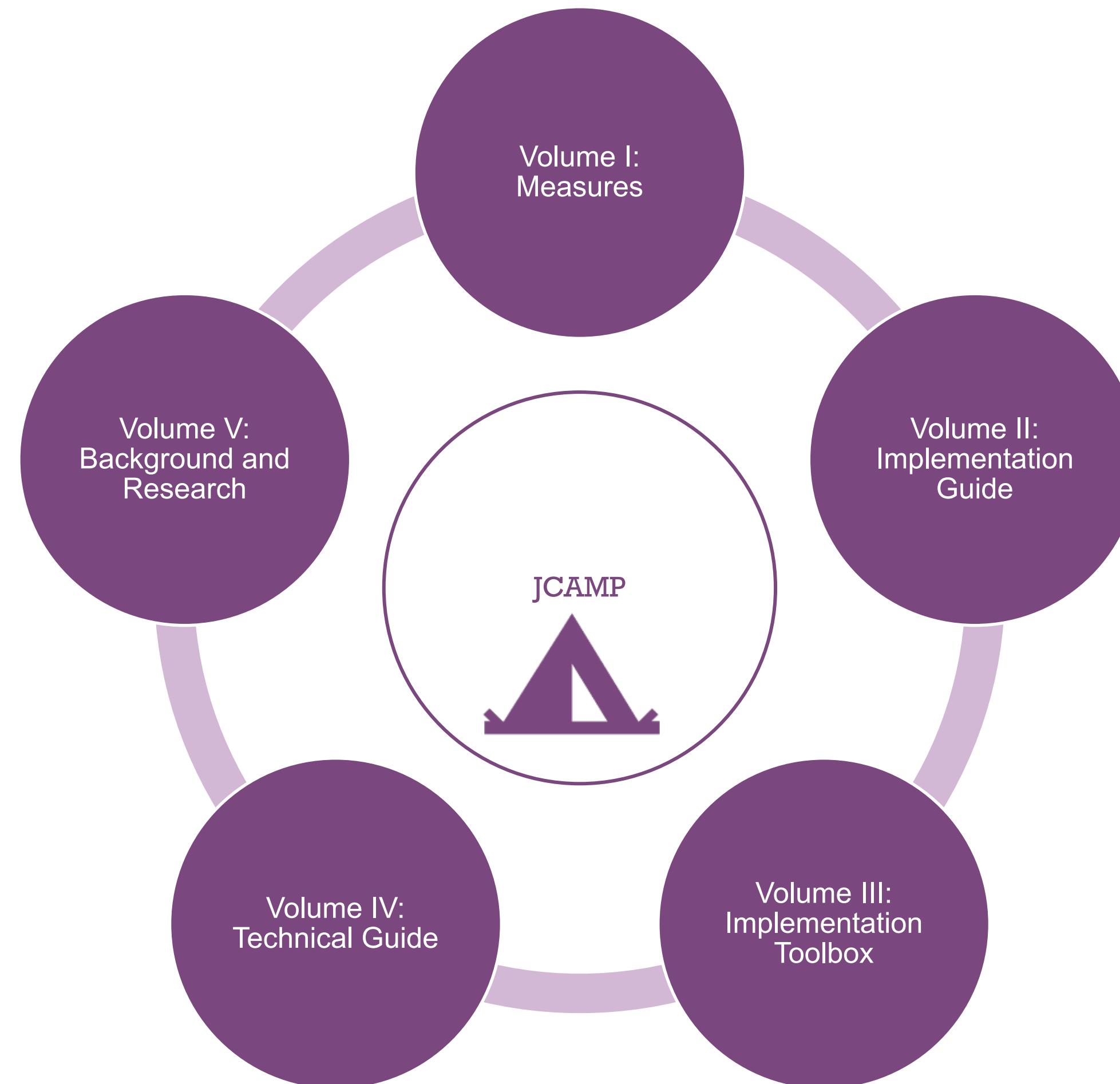
### 3. High-quality legal representation measures

- 3.1 Do parent attorneys attend hearings?
- 3.2 Do child or youth attorneys and/or attorney GALs attend hearings?
- 3.3 Do prosecuting (or agency or state) attorneys attend hearings?
- 3.4 Do multidisciplinary members of the legal team attend hearings?
- 3.5 How do parent attorneys ensure they provide high-quality legal representation?
- 3.6 How do child or youth attorneys and/or attorney GALs ensure they provide high-quality legal representation?
- 3.7 How do prosecuting (or agency or state) attorneys ensure they provide high-quality legal representation?
- 3.8 Are parents satisfied with their attorneys' representation?
- 3.9 Are children and youth satisfied with their legal representation?
- 3.10 How do parents, children, and youth feel they were treated by prosecuting (or agency or state) attorneys?
- 5.11 How do court orders address family time?

### Continuous Quality Improvement

Driving and sustaining best practices to foster reflection instead of reactivity, allowing the space for families and professionals to grow, adapt, and change based on effective data and evaluation

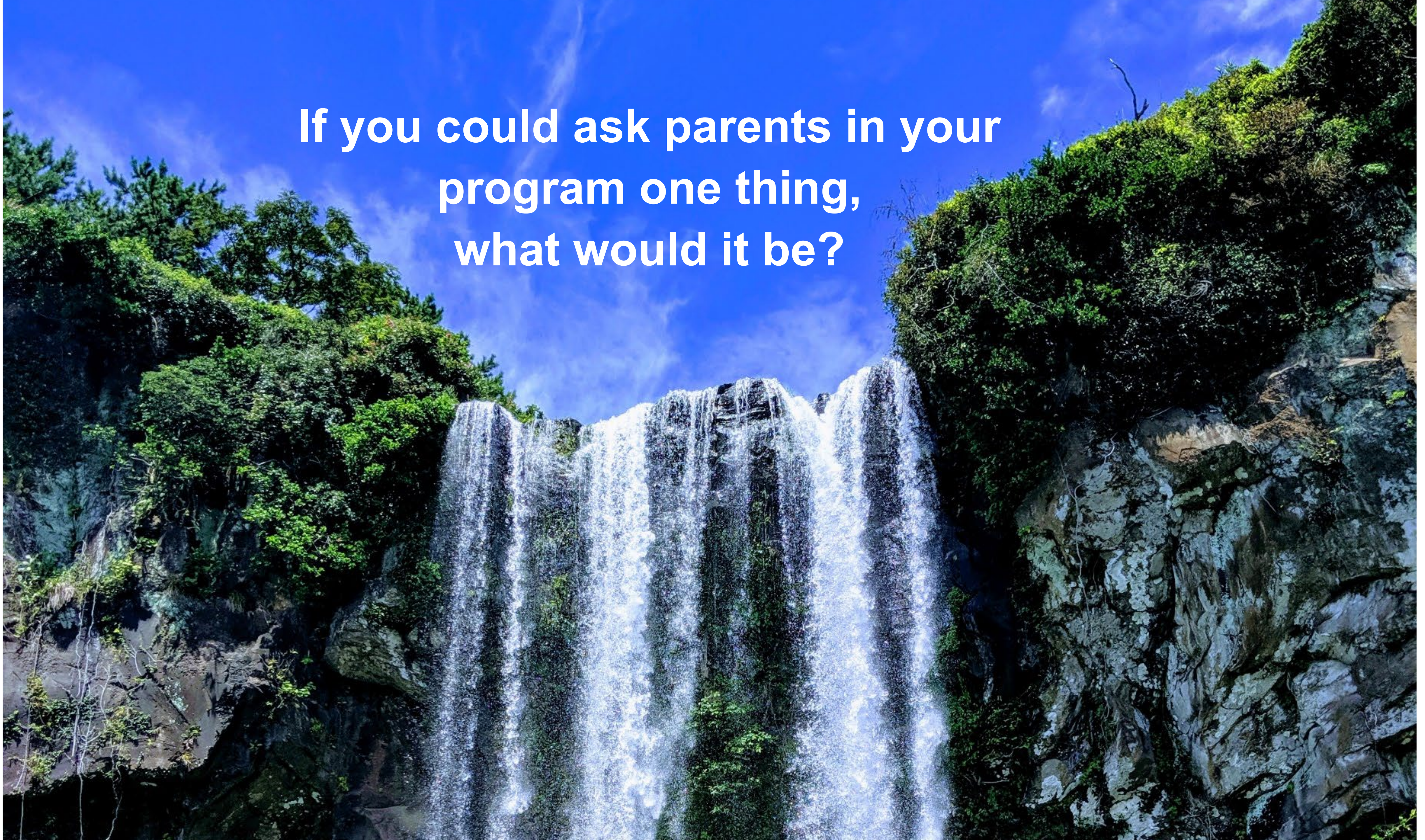
## Area of Focus



How can we use JCAMP to better  
understand parents' experiences in ITCs?



**If you could ask parents in your  
program one thing,  
what would it be?**





# National Infant Toddler Court Program Advisory Group for Parents' Voices



**ZERO to THREE**  
Early connections last a lifetime

# JCAMP measures to understand parent experiences

- 1.12 Do parents feel judges engaged them in hearings?
- 2.10 Do parents feel they were treated fairly?
- 3.8 Are parents satisfied with their attorneys' representation?
- 3.10 How do parents, children, and youth feel they were treated by prosecuting (or agency or state) attorneys?
- 4.10 Do parents understand the safety threats to the child and how those led to the child's removal?
- 4.11 Do parents understand the conditions for return of the child?
- 4.12 Do parents believe judges considered their protective capacities in decision-making regarding removal and return?
- 4.13 Do parents feel their voices were heard in safety planning discussions?
- 5.18 Do parents feel their voices were heard in permanency planning discussions?
- 5.19 Do parents understand what is required of them and steps needed to have their child returned?
- 5.20 Do parents feel services met their needs and assisted them in reunification?
- 5.21 Do parents feel they were able to engage in meaningful family time?

# Examples of JCAMP measures being used in National Evaluation of ITCs

## **Parents' experiences of court hearings:**

- Parents attend hearings (1.1)
- Judge engages parents during hearing (1.12)
- Breadth / depth of discussion topics (1.11)
- Parents feel they were treated fairly (2.10)
- Parents understand decisions made in hearing, expectations of them, and what will happen next (5.19)

## **High-quality legal representation:**

- Attorneys attend hearings (3.1)
- Attorneys prepare parents before hearings and debrief after (3.5)
- Parents are satisfied with their representation (3.8)

## **Relevant services:**

- Judge asks parents about access to and receipt of relevant services (5.9)
- Judge orders relevant services to support reunification/permanency (5.10)
- Services meet parents' needs (5.20)
- Parents feel judge understands their needs and supports their access to quality services (5.20)

## **Family time:**

- Parents are able to engage in more meaningful family time in the least restrictive setting (5.21)
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# Thanks for joining!

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