

Does Your Child Welfare Agency Divert Children to Kin?

Guide to using the Kinship Diversion Estimation Tool

About This Guide

Child welfare agencies across the country rely on grandparents and other relatives to care for children who cannot remain safely with their parents. In many jurisdictions, agencies facilitate arrangements by which children are placed with relatives as an alternative to foster care. We use the term “kinship diversion” to refer to situations in which a child comes to the attention of a child welfare agency and is placed with relatives as an alternative to foster care. Other terms include informal or voluntary kinship care or safety plans.

While the incidence of kin diversion differs widely from one jurisdiction to another, this kinship care scenario is the most common out-of-home placement for children removed from their homes.¹ Perspectives on the practice vary, but one thing is certain: Without understanding the key aspects of kin diversion—such as when, why, how often, and with whom it is used—we cannot recognize its benefits and shortcomings for children and their families.

The Kinship Diversion Estimation Tool, developed by Child Trends with support from the Annie E. Casey Foundation, is an online survey to help agencies understand their kinship diversion practices. The survey tool gathers information from staff members who work directly with children and families. The online survey takes very little time to complete and helps jurisdictions:

- Examine the extent to which caseworkers are facilitating or participating in making kin diversion arrangements for children who otherwise would enter foster care.
- Understand the following:
 - ✓ Which units or geographic regions of a jurisdiction use kinship diversion arrangements
 - ✓ Workers’ opinions about kinship diversion practice

To learn more

The Annie E. Casey Foundation and Child Trends offers several tools and resources for learning more about kinship diversion.

- **Thinking about diversion.** [The Kinship Diversion Debate](#) describes multiple perspectives on informal kin care.
- **Race equity.** Examining kinship diversion with [a focus on race equity](#) can lead to a clear picture of disparities in child outcomes.
- **Kinship Process Mapping (KPM).** Adapted from business, [this process](#) helps agencies work more effectively with kinship families. This guide provides a step-by-step description of how to implement KPM in your agency.
- **Exploring practice.** The [Variations in the use of kinship diversion among child welfare agencies brief](#) presents findings from this tool, as well as studies exploring opinions about kinship diversion and practices surrounding it.

¹ Carsey Institute <http://scholars.unh.edu/cgi/viewcontent.cgi?article=1188&context=carsey>

- ✓ The characteristics of children involved in diversions (e.g., age, gender, and race/ethnicity)
- ✓ Casework practices that follow the decision to divert

- Make more informed decisions about practices and policies that affect kinship diversion and children's and families' experiences and outcomes.

After administering the Kinship Diversion Estimation Tool, agencies can use the findings to inform discussions about possible adjustments in agency policy and practice. Insights generated can be even more powerful when this process includes an exploration of where diversion fits within an agency's kinship care continuum and use of Kinship Process Mapping (KPM), which identifies barriers to locating, engaging, and supporting kin, and provides strategies for overcoming those barriers.²

The guide is divided into four sections, each of which provides users with step-by-step instructions for using the tool:

Section 1: Preparing to Administer the Survey

Section 2: Administering the Survey

Section 3: Analyzing Results

Section 4: Identifying Policy and Practice Improvements

² <http://www.aecf.org/resources/kinship-process-mapping-full>

Section 1: Preparing to Administer the Survey

There are six steps for preparing your agency to administer the Kinship Diversion Estimation Tool. These steps help you gain buy-in from leaders and workers and ensure that the language used in the online survey makes sense to workers who will respond to it.

Step 1: Identify a small workgroup

The workgroup should include manager-level staff members plus others who can assist with administering the survey and participate in early discussions about agency kin diversion practice. A leader of the group will determine whether your agency will simply use the Kinship Diversion Estimation Tool or launch a broader review that uses Kinship Process Mapping, reviews other available data, and employs a race equity and inclusion framework. The workgroup should also include a data analyst who can help you select a web-based survey platform, track edits and modifications to the survey tool, assist with analyzing and presenting survey data, and help identify other agency data that could aid your workgroup's efforts.

Step 2: Determine your agency's definition of kinship diversion

The Annie E. Casey Foundation defines *kinship diversion* as a practice in which a child comes to the attention of a child welfare agency and is placed with relatives as an alternative to foster care. Custody of the child remains with the parent and, if necessary, transfers to the agency or relative caregiver at a later point.

However, interviews that Child Trends conducted with child welfare administrators and other stakeholders unveiled nuances in how agencies define kinship diversion.³ Early on, your workgroup will need to:

- Define what diversion means in your agency.
- Explore differences in diversion practices across your state or locality.
- Review any relevant policy and practice manuals.
- Aim for open and honest discussions among managers, with input from supervisors and workers.

Identifying your agency's diversion practices

As you develop your agency's kin diversion definition, think about the experiences of children diverted from agency custody. For those children, consider whether your agency:

- Assesses the relative's home
- Provides agency supervision and case management
- Offers services and financial supports (and if so, which types and for how long)
- Assists with or requires transfer of legal custody/guardianship

Step 3. Identify survey respondents

How diversion is defined and when diversion occurs will guide which workers are asked to respond to the diversion survey tool. Workgroup members should discuss which program areas or units use kinship diversion. In most child welfare agencies, workers who conduct investigations, assessments, and background checks are the workers with responsibility (together with their supervisors) for making

³ <http://www.aecf.org/resources/the-kinship-diversion-debate/>

decisions about removing children from their homes. Thus, investigative and assessment units of workers are typically the largest group of survey tool respondents. When determining who should complete the survey, be as inclusive as possible. It is better to overidentify the types of workers who may arrange for kinship diversion placements than to under-identify them. The estimate of the extent to which your agency uses kinship diversion will only be as good as your ability to accurately identify all workers who facilitate these arrangements.

Identifying each type of worker who engages in kinship diversion can help you examine whether and how practice differs across units. For example, by including in-home workers, in addition to the investigative workers, you may learn these workers practice a form of kinship diversion that does not include routine background checks of relatives.

Also, identifying categories of workers allows you to ask additional questions for one category or unit of workers. For example, if both investigative and in-home workers are included among survey respondents, questions should be tailored to each type of worker, based on their areas of expertise. For instance, the generic survey includes a question about whether a “case is opened” for a given diversion arrangement. This question may be appropriate for an investigative worker but not for an in-home worker, whose cases have already been opened.

What topics are covered?

The survey contains eight sections:

1. Worker characteristics (worker type, tenure, demographics)
2. Caseload size
3. Last time worker removed child/siblings from home
4. Length of time since last removal occurred
5. What happened to child
6. Child characteristics
7. Relative/kin assessment: criminal, A/N, background checks, drug test
8. Opinion

Step 4. Make the survey yours

The Kinship Diversion Estimation Survey tool is a generic instrument. Having used it in several jurisdictions, we know that it is important to revise the questions to best reflect your jurisdiction’s language/terminology and definition of kinship diversion. Testing survey language to ensure it makes sense to all staff—including managers, supervisors, and different categories of workers—is critical to obtaining good results.

Your workgroup members are ideal initial survey reviewers. They can also propose revisions based on your agency’s specific language and practices. If the workgroup consists only of managers and similar staff levels, identify three to five supervisors and workers, depending on the size of your agency, to assist in the revision process. If the workgroup believes kinship practices vary greatly in the agency, involve a larger group of workers in survey pre-testing (see step 5), with supervisors and workers representing employee units identified in Step 3.

The goal of this step is to ensure that survey respondents can quickly absorb and respond to each question.

If you are considering adding questions to the survey be careful not to add too many. The survey is intended to be a quick, user-friendly tool designed for busy workers. Adding questions is likely to decrease survey response, which will make results less valuable to your agency.

Step 5: Conduct a pre-test

Once your workgroup has revised the survey, supervisors should identify three to five workers to serve as survey pre-testers. One supervisory-level staff member should conduct in-person or telephone interviews with each respondent to assess whether the questions are understandable and easy to answer. (See text box for language inviting workers to participate.) Each pre-test conversation will take approximately 30 to 45 minutes.

Before the pre-test, the supervisor should share a copy of the survey with the caseworker. During the pre-test, they will:

- Ask each worker to read a question and discuss each possible response. Also ask them to provide their answer and describe how easily they decided what it would be and how confident they felt about its accuracy. With each question, it can be helpful to encourage respondents to “think aloud” as they consider what each word means and how they determine their response. The staff person conducting the pre-test should take careful notes on workers’ reactions to each question.
- Do not skip questions because even those that may appear to be simple and straightforward—such as, “Please estimate your caseload (number of children) in the past three months”—may be difficult for workers to recall quickly. In some agencies, caseloads may reflect number of *families* rather than number of *children*. Adjust the wording to align with your agency’s approach so a worker can understand the intent and respond accordingly.
- After reviewing each question, the supervisor should ask whether the worker has any other feedback about the question.

Sample pre-test email for caseworkers

Hi [Caseworker],

Your supervisor shared your contact information with me. Director [Name] has decided to assess our agency’s kinship placement practices. We’re planning to send out a survey to all workers, but first we want to make sure survey questions are understandable and reflect actual practices in [our office]. I would like to conduct a pilot test of the survey with you over the phone, to make sure our questions are clear. Do you have about 30 minutes to walk through the survey with me?

Step 6: Finalize the survey

With pre-test notes in hand, the workgroup can finalize survey questions, and then upload them to a web-based survey platform such as SurveyMonkey or SurveyGizmo. Next, ask several workers to respond to the survey so you can estimate how long it takes to complete.

Section 2: Administering the Survey

Administering the survey involves two steps.

Step 1. Consider incentives and communicate

You may want to offer incentives to increase survey response rates. For example, have local offices compete for a prize or provide an incentive for the entire office to show appreciation of workers' participation.

Ask supervisors to notify workers in advance about when the survey will arrive and set an expectation that it will be completed quickly. Have supervisors notify workers that they will receive a survey invitation from the child welfare agency director.

In addition, to increase the survey response rate, supervisors can encourage workers during unit meetings to respond to the survey. The more they hear from their supervisors about the survey's importance, the greater the likelihood of a good response rate.

Sample supervisor notification to workers

Greetings,

We need your input! An email from our Director will be coming soon with an invitation to participate in a survey on kinship practice. The survey will take about 20 minutes to complete. I encourage you to take the time to participate.

If you have any questions about the survey, please contact [Name and contact information].

Thanks for your participation!
Child Welfare Supervisor

Step 2. Send email invitation

Draft an email from the agency director to all eligible workers (see suggested language) that includes an embedded link to the survey and an estimate of how long it will take to complete.

If incentives are offered, the survey instrument will need to identify the different local offices so that specific response rates can be calculated. In addition to incentives, use regular email reminders (or announcements at staff meetings) to boost response rates. Allow a two-week period for completing the survey. If needed, the period can be extended.

Sample email from your agency director

Greetings. We need your input!

This kinship survey is central to better understanding our practice. A free breakfast will be awarded to the county with the highest percentage of staff who complete the survey by the deadline. Make your voice heard and help your region win!

Your responses are confidential and will be used to guide future activities. While confidential, your responses will be summarized and used in future communications. Comments will not be attributed to any specific individual.

If you have any questions about the survey, please contact [Name and contact information]. The survey will take about 20 minutes to complete. The deadline for completing the survey is [Month/Day/Year].

Here is a link to the survey:
[SurveyLink]

Thanks for your participation!
Child Welfare Director

Section 3: Analyzing Results

With survey results in hand, you are ready to analyze and share what you have found. Below we describe two steps involved in this process.

Step 1: Conduct analysis

Most web-based survey platforms (e.g., SurveyMonkey, SurveyGizmo) will provide a basic analysis, including frequencies and cross-tabulations of responses.⁴ The first steps in analyzing your data will be to look at these frequencies using either the survey platform tools or data analysis software to answer questions related to these data:

- Units or geographic regions where kinship diversion arrangements are used
- Workers' opinions about the practice of kinship diversion
- Demographic characteristics of children and families involved in diversions, including information on children's age, race and ethnicity, and
- Casework practices that follow the decision to divert

The information obtained by administering the survey tool also presents important opportunities to explore disparities in the use of kinship diversion. Data collected on child characteristics (e.g., race and ethnicity, age, gender) allow for specific analyses of disparities.

After using cross-tabulations to review survey responses to demographic, practice, and opinion questions, begin estimating the rate of diversion. To estimate your agency's use of diversion, you will need to collect the following pieces of data:

1. Each worker's estimate of their caseload during the past three months, as well as estimates of the number of removals and kinship diversions he/she made during the same time period
2. Sum of all workers' caseloads in the past three months

For each worker, you will calculate a "weight," which allows you to account for variations in caseload across worker respondents. For example, a worker carrying a larger number of cases has a higher likelihood of removing a child in the past three months than a counterpart carrying a smaller number of cases. Including the weights provides a more accurate estimate.

To calculate the weight for each respondent, you will use the three-month caseload estimates reported in the survey and this formula:

$$\text{Weight} = \frac{\text{Caseload for Respondent}}{\text{Total Caseload from Respondents}} \times \text{Count of Respondents}$$

⁴ For more complex analyses, such as multivariate analyses, upload raw survey data from the survey platform to statistical analysis software (e.g., SPSS, Stata).

We will use the following example responses to demonstrate:

ID	Caseload	Removals	Diversions
A	50	10	25
B	100	15	50
C	75	5	15

The weight for respondent A would equal 0.67 because:

$$.67 = \frac{50}{(50 + 100 + 75)} \times 3$$

Once you have calculated your weights, the new dataset should include weights for each respondent:

ID	Caseload	Removals	Diversions	Weight
A	50	10	25	0.67
B	100	15	50	1.33
C	75	5	15	1.00

Once you calculate the individual worker-level weights, you can calculate the rate of kinship diversion for your agency by completing the following steps:

1. Multiply the weight for each respondent by the number of removals he/she reported to calculate the weighted removals for each respondent. For example, the formula for respondent A would be:

$$6.67 = 0.67 \times 10$$

ID	Caseload	Removals	Diversions	Weight	Weighted Removals
A	50	10	25	0.67	6.67
B	100	15	50	1.33	20.00
C	75	5	15	1.00	5.00

2. Multiply the weight for each respondent by the number of kinship diversions he/she reported to calculate the weighted number of diversions for each respondent.

$$16.75 = 0.67 \times 25$$

ID	Caseload	Removals	Diversions	Weight	Weighted Removals	Weighted Diversions
A	50	10	25	0.67	6.67	16.67
B	100	15	50	1.33	20.00	66.67
C	75	5	15	1.00	5.00	15.00

- Sum the weighted removals for all workers to find the total weighted removals.

$$\text{Total Weighted Removals} = 6.67 + 20 + 5$$

- Sum all the weighted diversions for all workers to find the total weighted diversions.

$$\text{Total Weighted Diversions} = 16.67 + 66.67 + 15$$

ID	Caseload	Removals	Diversions	Weight	Weighted Removals	Weighted Diversions
A	50	10	25	0.67	6.67	16.67
B	100	15	50	1.33	20.00	66.67
C	75	5	15	1.00	5.00	15.00
WEIGHTED TOTALS					31.67	98.33

- Divide the weighted total of kinship diversions by the weighted total of removals and multiply by 10 to get the number of children diverted for every 10 children who enter agency custody.

$$31.05 = \frac{98.33}{31.67} \times 10$$

In this example, for every 10 children who enter agency custody, another 31 are diverted.

Step 2: Compile findings

Once the analysis is complete, present results in a clear, concise format for the intended audiences. PowerPoint slide decks are useful for presenting via webinar if members of your audience (i.e., stakeholders) are in different offices or regions of the state. If your jurisdiction will discuss the findings informally, you may still want to develop a slide deck or a package of tables and graphs.

See text box for an outline of a slide deck presenting findings from administering the survey.

Presentation outline

Title page	RegionWorkers' opinions of kinship diversion
Goals and purpose	Removal outcomes of children
Research approach	Length of time since last removal
Instrument testing	Removal outcomes
Limitations	by worker type
Key findings	by child race/ethnicity
Respondents	by child age
Type (different units, etc.)	Reasons for removal
Experience (i.e., tenure)	Relative assessments
	Case practices following kinship diversion
	Estimate of extent of kinship diversion

Section 4: Identifying Policy and Practice Improvements

Now you are ready to discuss what the survey tool results mean and how they could shape adjustments to agency policy and practice. We recommend the group assign [The Kinship Diversion Debate](#), an Annie E. Casey Foundation publication, in preparation for any presentation on the findings.

Next, the members of the workgroup should present the survey results and elicit a discussion. Some questions to consider include:

- Are the results surprising to administrators and program managers?
- What do discussants think about the agency's Kinship Diversion Estimate—what does it mean?
- What are workers' opinions about the use of kinship diversion? Were these opinions unexpected and/or do workers' opinions align with policies?
- What are the implications of the results for children, their parents, and their caregivers? What are the implications for your agency and its mission and values?
- Is there guidance from "The Diversion Debate" brief that your agency should consider?
- Going forward, can your agency consider tracking these children in an ongoing manner to learn more about the advantages and disadvantages of the practice?

Conclusion

Estimating the extent to which kinship diversion practice is routine or rare in your child welfare agency is a critical first step to understanding the experiences of children and families and how they are faring. Determining the extent to which workers are supportive of the practice lays the groundwork for discussions about the practice and any variation in practice across jurisdictions.

Administration of the survey tool also presents important opportunities to explore racial and ethnic disparities. For example, is the rate of diversion for children of color different from that of their white peers?

Finally, calculating estimates of kinship diversion in comparison to children entering formal custody will provide agencies with a better understanding of their overall kinship care practice. It should prompt discussions about the supports and services children and families receive, and the extent of agency oversight.

For further guidance on using the Kinship Diversion Estimation Tool, please contact Karin Malm at Child Trends: kmalm@childtrends.org.

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Appendix: Survey Screenshots

Page 1: Background

Kinship Tool

Preview / Test View
This link is intended for testing purposes only. It is not recommended that you distribute this link. [Show Comments](#)

Kinship Tool

Thank you for participating in this survey!

We are soliciting your input as part of our collaborative work with the Annie E. Casey Foundation, Child Welfare Strategy Group (CWSG). The purpose of the survey is to seek your input on the values, practice, and priorities of the Division of Family and Children Services.

This instrument has been developed to allow jurisdictions to examine the extent to which caseworkers are facilitating or participating in making kin care-giving arrangements for children who otherwise would have entered foster care. Intended for caseworkers who manage caseloads of children, the survey explores the practice concerning these kin care-giving arrangements. Gaining a better understanding of the extent of this practice gives jurisdictions the opportunity to make more informed decisions and policies about how this practice should be carried out. The purpose of this survey is to:

- Estimate the extent of the use of kin care-giving arrangements for children who otherwise would enter foster care;
- Gain an understanding of which units or geographic regions are using these arrangements;
- Gain an understanding of the types of children involved in these arrangements; and
- Gain preliminary knowledge of the practice once an arrangement is made

Your responses are confidential. Your responses will be used solely to guide future assessment activities. Responses will be summarized and used in future communications about the assessment but will not be attributed to any specific individual.

If you have any questions about the survey, please contact [name and contact information for jurisdiction contact].

Please choose the county in which you work. *

-- Please Select --

Select the answer option that best describes the main duties of your job position. If you fulfill more than one role listed below, check all that apply.

I investigate allegations of abuse and/or neglect (typically investigation case managers)

My main job is not an investigation case manager, and I provide in-home or prevention services, which may include family preservation, school based prevention, and services to birth families in their homes who are at risk of having their children removed

How many years have you been in your current position?

Under 1 year

1-2 years

3-5 years

6-9 years

10 years or more

[Next](#)

0%

Page 2: Three Month Caseload & Moves

Kinship Tool

www.surveymzmo.com/collab/3394049/Kinship-Tool

Preview / Test View [Show Comments](#)

This link is intended for testing purposes only. It is not recommended that you distribute this link.

Kinship Tool

Moves in the Past 3 Months

Please estimate your investigation caseload (total number of children) in the past 3 months. You may not know the exact number, so your best estimate is fine.

0
None 100 or more

Please estimate the number of times you had to move a child (or sibling group) from his/her home in the past 3 months. You may not know the exact number, so your best estimate is fine.

None 100 or more

Now, thinking of these moves, how many were instances in which the child (or sibling group) was moved to the home of relatives or fictive kin (other close adults) and **the agency did not take custody**? Again, your best estimate is fine.

None 100 or more

[Back](#) [Next](#)

17%

Page 3: Most Recent Removal

The screenshot shows a web browser window with the title 'Kinship Tool'. The address bar contains the URL 'www.surveymzmo.com/collab/3394049/Kinship-Tool'. The page header includes 'Preview / Test View' and a 'Show Comments' button. The main content area is titled 'Most Recent Removal' and contains two questions with radio button options. The first question asks about the number of children moved, and the second asks about the time since the last move. At the bottom, there are 'Back' and 'Next' buttons and a progress bar showing 33% completion.

Preview / Test View [Show Comments](#)

This link is intended for testing purposes only. It is not recommended that you distribute this link.

Most Recent Removal

The following questions ask about practices involving children who can no longer remain safely at home and need to be moved.

Think back to the last time a child or sibling group had to be moved from home. How many children were moved from the same home (up to 6 children maximum)? (If siblings were removed at different times but all moves occurred within a 2 week period, still include all of the siblings).

- 1 child
- 2 children
- 3 children
- 4 children
- 5 children
- 6 children

How long ago did the last move occur?

- Less than 3 months ago
- 3 - 6 months ago
- 7 - 9 months ago
- 10 - 12 months ago
- More than a year ago
- Don't Know

[Back](#) [Next](#)

33%

Page 4: Child(ren) Details

The screenshot shows a web browser window with the following elements:

- Browser Tab:** Kinship Tool
- Address Bar:** www.surveymozmo.com/collab/3394049/Kinship-Tool
- Page Header:** Preview / Test View. A note below reads: "This link is intended for testing purposes only. It is not recommended that you distribute this link." A "Show Comments" button is in the top right.
- Main Question:** "What happened to the child(ren)?"
- Section Header:** "Child 1" (underlined)
- Question 1:** "What happened to the child?"
 - Child went to live with a relative or other kin without the child going into foster care/agency custody
 - Child entered foster care/agency custody
 - Other
- Question 2:** "What was the child's age when he/she was moved (select the age range for the child)?"
 - 0 - 1
 - 2 - 5
 - 6 - 11
 - 12 - 16
 - 17 and up
 - Don't Know
 - N/A
- Question 3:** "To the best of your ability, indicate the race/ethnicity of the child (if multi-racial, or multi-ethnic, check all that apply)."
 - African American (non-Hispanic)
 - White (non-Hispanic)
 - American Indian or Alaskan Native (non-Hispanic)
 - Asian (non-Hispanic)
 - Hispanic
 - Pacific Islander (non-Hispanic)
 - Don't Know
 - N/A
 - Other (please specify)
- Navigation:** "Back" and "Next" buttons at the bottom center.

Page 5: Case Details

Kinship Tool

www.surveymoz.com/collab/3394049/Kinship-Tool

Preview / Test View [Show Comments](#)

This link is intended for testing purposes only; it is not recommended that you distribute this link.

Case Details

What type of allegation of abuse/neglect necessitated the move for the child or the siblings (check all that apply):

- Physical abuse
- Sexual abuse
- Neglect
- Child abandoned
- Parent incarcerated
- Other - Please Specify (Required) *

Was the investigation completed (closed out)?

- Yes
- No
- Don't know
- N/A

Was a case opened with your agency for ongoing services (after the investigation was completed)?

- Yes
- No
- Don't know
- N/A

Was a criminal background check conducted on the relative or fictive kin (other close adults)?

- Yes
- No
- Don't know
- N/A

Was a child abuse and neglect background check conducted on the relative or fictive kin (other close adults)?

- Yes
- No
- Don't Know
- N/A

[Back](#) [Next](#)

87%

Page 6: Opinions of Kinship Care

The screenshot shows a web browser window with the title 'Kinship Tool'. The address bar displays 'www.surveymzmo.com/collab/3394049/Kinship-Tool'. The page content includes a 'Preview / Test View' header with a 'Show Comments' button. The main heading is 'Opinions of kinship care'. Below this, a text block states: 'The following question asks about your opinion about kin care-giving arrangements.' This is followed by a paragraph: 'Based on your experience with relatives or fictive kin (other close adults) please indicate how much you agree or disagree with the following statement: Overall, kin care-giving arrangements for children who otherwise would have entered foster care should be used as a strategy for keeping children out of foster care/agency custody.' Below the statement are six radio button options: 'Strongly agree', 'Agree', 'Neutral', 'Disagree', 'Strongly disagree', and 'Don't know'. A text input field is provided for comments, with the prompt 'Please provide any thoughts or comments.' Below the input field are 'Back' and 'Submit' buttons. At the bottom, a progress bar shows '83%' completion.

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