



IBM Cúram Social Program Management

Getting Started With Cúram Outcome Management Entry Edition

Version 6.0.4

Note

Before using this information and the product it supports, read the information in Notices at the back of this guide.

This edition applies to version 6.0.4 of IBM Cúram Social Program Management and all subsequent releases and modifications unless otherwise indicated in new editions.

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Chapter 1

Introduction

1.1 Purpose

The purpose of this guide is to provide a holistic view on how to configure outcome plans and assessments using Cúram Outcome Management Entry Edition™. It aims to provide enough information to enable an organization to get started with configuring a basic outcome management system. This guide achieves this purpose by providing an overview of Outcome Management Entry Edition and the basic outcome management requirements that must be considered before it is configured. It then provides an overview of the configuration path, along with the various available configuration options, and other important considerations to take into account when working with these options.

1.2 Audience

This guide is intended for business analysts who are responsible for defining the requirements for an outcome management system, and administrators who are responsible for configuring the Outcome Management Entry Edition.

1.3 Prerequisites

There are no reading prerequisites.

1.4 Related Reading

The Cúram Outcome Management Guide and the Cúram Outcome Management Configuration Guide provide additional detail on many of the configuration options described in this document.

1.5 Chapters in this Guide

The following list describes the chapters within this guide:

Outcome Management Entry Edition Overview

This chapter gives an overview of Cúram Outcome Management Entry Edition, and describes the basic outcome management requirements that need to be considered before configuring an outcome plan and assessment using Outcome Management Entry Edition.

Configuring an Outcome Plan

This chapter describes how to configure an outcome plan and its associated goals, objectives, factors, and client progress values.

Configuring an Assessment

This chapter describes how to configure an assessment and related factors.

Configuring Actions and Recommendations

This chapter describes how to configure actions and recommendations for a outcome plan.

Chapter 2

Outcome Management Entry Edition Overview

2.1 Introduction

Traditional service delivery approaches are very good at getting clients enrolled in programs, but often do not address the issues facing clients. In many cases, clients end up claiming benefits or requiring the services provided by these programs for long periods of time. This lobster trap approach to service delivery is both costly to governments and often does a disservice in helping clients meet their potential. To help clients overcome barriers and achieve their goals, organizations must often holistically assess a client's situation and pro actively create and implement a plan for overcoming barriers.

Cúram Outcome Management Entry Edition is a highly flexible version of Outcome Management that is geared towards organizations that do not need a full case management solution, i.e., they are focused on outcome planning only. It enables organizations such as smaller agencies, to perform planning activities without the need for the full Cúram application suite.

Cúram Outcome Management Entry Edition uses a client-centric approach to assessing a client's circumstances, and recommending actions that will assist a client in achieving a positive outcome. It provides building blocks that allow the organization to configure an outcome management system to meet its requirements. These building blocks include the outcome plan itself, its goals and objectives, assessments, factors, and the actions that a client is required to undertake in order to achieve the goals of the outcome plan and/or client. The outcome plan is the mechanism by which a worker manages the components described above.

2.2 Defining Outcome Management Requirements

The following sections provide an overview of the requirements that the organization should consider before it configures Outcome Management Entry

Edition.

2.2.1 What Is the Purpose of the Outcome Plan?

Outcome plans are used to manage the assessments, goals, objectives, factors and actions required to help the client achieve a positive outcome.

The purpose of an outcome plan should be identified before starting the configuration task. For example, is the purpose of the plan to reunify families? Or is it to help clients become self sufficient? Once the overall purpose of the plan is identified, this will feed in to the identification of goals, objectives, factors, and assessment requirements.

2.2.2 What Are its Goals and Objectives?

The goal is the result that the plan is intended to achieve for one or more clients, for example, Self Sufficiency, Reunification, Adoption. The system allows the organization to define the goals and client goals that the plan is intended to achieve. Outcome plans can be configured to support goals for a plan, goals for any of the clients on the plan, or both. Based on the goal, objectives can be defined to provide the client with incremental steps that will ultimately lead to the achievement of the outcome plan goal. Examples of objectives include, Lead a Healthier Lifestyle, Remain Clean and Sober.

For example, an organization focused on helping families become less reliant on state benefits may configure a self sufficiency plan with a goal of Self Sufficiency. The objectives configured for the plan could be to Find a Job and Lead a Healthier Lifestyle. Workers can decide which objectives to add to each outcome plan, based on each family's individual circumstances.

2.2.3 What Assessments Are Required?

Assessments provide a way for workers to assess client circumstances over one or more factors. The organization should consider its requirements for assessing client needs as part of an outcome plan. In Outcome Management, assessment data is captured using an Intelligent Evidence Gathering (IEG) script, and the data captured is used to determine the assessment results using either Cúram Decision Assist (CDA) or Cúram Express Rules (CER).

The organization needs to consider the assessments that are required for the outcome plan. For example, what data needs to be captured? How will that data be structured in the assessment script? Based on the complexity of the assessment, either CDA or CER can be used to determine the assessment results. In general, CDA is used for more straightforward assessments, where the results can be derived without rules processing or interpretation of data, such as calculations or comparisons. CER is used for more complex assessments that require rules to derive the results.

2.2.4 What Factors Are Required?

Factors are the domains over which a client's circumstances are determined, for example, Substance Abuse, Transportation, and Domestic Violence. Depending on how the system is configured, they can be added to an outcome plan as a result of an assessment (assessment factors), selected from a pre-configured list of factors configured for the outcome plan (outcome plan factors), or defined by a worker to address a particular circumstance (user-defined factors).

The organization needs to consider the factors that are required, and what type they fall into. For example, an organization which intends to configure a self sufficiency plan may configure that the factors Substance Abuse, Child Care and Transportation will be assessment factors. If the organization expects to receive information on a particular area from a third party, for example, the results of a General Education Diploma (GED), then an outcome plan factor for GED may be defined for the plan. When the worker receives information on the GED for a client, the factor can be added to the plan. The organization must also consider whether workers need the facility to add user-defined factors to outcome plans.

When adding an objective to an outcome plan, the worker has the option to associate the objective with the factors across which the client's functioning is being measured. For example, the worker can select Child Care and Transportation factors when adding the objective Find a Job to an outcome plan. Similarly, when adding an action, the worker can select the factors that the action is intended to address. By associating the same factor with an objective and an action, the worker can identify the actions that are being undertaken to achieve that objective.

2.2.5 What Categories and Classifications Are Required?

Categories and classifications define the ratings for factors on an outcome plan. Categories are comprised of classifications, and are applicable to assessment factors only. They are provided to support multiple classification sets for assessment factors. For example education and shelter may be factors of type "need". Substance abuse and child care may be categorized as type "barrier", and each of these categories would have a different set of classifications. Administrators can define one or more categories for the configured assessment factors as part of outcome management administration.

Classifications allow the organization to define the results that an assessment will produce (for an assessment factor), or that the worker can select from (for an outcome plan factor). For example, a factor of Substance Abuse may have classifications of Vulnerable, Engaged, Progressing and Self-Sufficient. If Substance Abuse is configured as an assessment factor, the system will determine the factor classification based on the answers given in the assessment. If Substance Abuse is configured as an outcome plan factor, the worker can select the classification when adding the factor to the outcome plan.

2.2.6 What Actions Should Be Recommended?

A worker can recommend actions for a client to undertake in order to meet the objectives and goals of an outcome plan. The organization must consider the actions that will be available to workers to recommend based on the individual circumstances of a client or group of clients participating in an outcome plan. Examples of actions include using a free bus pass to attend job interviews, and long term actions such as attending Alcoholics Anonymous every week.

Recommendations can be configured which will result in actions being recommended automatically. The organization must determine which action to recommend for a particular client circumstance. For example, if an assessment classifies a client as Vulnerable for a Substance Abuse factor, the system may be configured to automatically recommend an action of Attend Alcoholics Anonymous Meetings for that client. The organization may also configure that the action Job Search is automatically recommended for all self sufficiency plans. The worker can view the recommendations and add recommended actions to the outcome plan for one or more of the clients, depending on how the action is configured. Alternatively, the worker has the option to add actions at their own discretion, for example, a worker may identify that a client would benefit from attending parenting classes, even though the system has not specifically recommended it.

The organization must also consider whether a worker has the facility to add user-defined actions to a plan, or whether a worker must select them from the pre-configured actions.

2.2.7 Is There a Requirement for Collaboration?

Outcome Management supports the collaboration and coordination of all key parties involved with the client and family to facilitate team-based planning and decision making. If such a requirement exists for the organization, the outcome plan can be configured to allow multidisciplinary team collaboration. Multidisciplinary team members can include members from the organization itself, as well as members from external organizations who are dealing with the client. For example, workers from a social welfare organization, housing authority and employment agency may collaborate to help families with multiple and complex needs. The organization also has the option to enable sharing of notes, actions and attachments on an outcome plan with external MDT members, who access outcome plans via the Cúram MDT Portal. Via the portal, they also have access to discussions, meeting minutes and to view certain information on the plan.

2.2.8 How Is Progress Tracked?

Organizations typically want to track progress on different aspects of the outcome plan. Outcome Management provides the ability to track progress on the outcome plan itself, as well as on goals, objectives, factors and ac-

tions. Progress can be updated on each of these items by the worker at interim reviews over the duration of the plan.

The main ways that a worker can monitor progress on an outcome plan is by carrying out reassessments and plan reviews. The system allows the organization to specify if reassessment should be available for a configured assessment, and if so, what the frequency of reassessment should be.

Plan reviews are set up to allow the worker to assess the suitability and appropriateness of actions, goals and objectives on a plan. The organization must consider the following options for configuring reviews:

- Whether a review schedule is required for an outcome plan
- How soon the first review should occur after the plan has been created
- How often should subsequent reviews occur after the first review.

The system allows the organization to specify that an assessment is carried out as part of a plan review. For example, a child welfare organization may intend to have Caregiver Strengths and Needs and Child Strengths and Needs assessments available on a reunification plan, and Risk and Reunifications assessments available on the reunification plan review.

2.3 Configuring Outcome Management Entry Edition

Once the requirements for the main features of the organization's outcome plan have been identified, the options for the lower level configuration options can be considered. The majority of the configuration options for Outcome Management are available in the administration application. Some lower level configurations such as code tables and code table values are configured in the system administration application.

The following chapters describe the configuration options for each of the main features described above.

Chapter 3

Configuring an Outcome Plan

3.1 Introduction

This chapter describes the configuration options available for an outcome plan. When the outcome plan is defined, goals, objectives, and factors can be created and associated with the outcome plan. Additionally, recommendations, visits settings, and the contents of the outcome plan printable document can be configured. Client progress values can also be defined for the outcome plan.

3.2 Defining an Outcome Plan

The first step in configuring Outcome Management is to define the outcome plan. This section provides an overview of the settings required to define an outcome plan, the options that are available, and any considerations to bear in mind when working with these options.

For detailed information on the individual configurations options, see the *Cúram Outcome Management Configuration Guide*.

3.2.1 Naming the Outcome Plan

An outcome plan name must be specified. The outcome plan name should reflect the purpose of the outcome plan, as it will be displayed to workers as part of the outcome plan creation process. Examples of plan names include Child Welfare and Back To Work.

3.2.2 User Creation Options

Does the worker have the option to define actions, objectives and/or factors on the outcome plan or do they only have the option to select them from predefined list? The organization can specify which, if any, of these ele-

ments can be added by a worker to an outcome plan. If the option is not set for a particular component, the worker will only have the option to select the relevant objective, factor or action, from a set configured for the organization. For example, a worker may feel that a client on a Self Sufficiency plan would benefit from attending a CV workshop and add it as an action to the plan, even though that action has not been included in the set of pre-configured actions for the organization.

3.2.3 Specifying If Goals Are Applicable

An administrator can specify if goals are applicable to the outcome plan only, to the individuals on the plan only, or both. Outcome plan goals are used when the clients on the plan have the same goal, for example Self Sufficiency. Alternatively, if the plan is for just one client, a plan goal may be defined i.e., client goals may not be required.

Client goals are used when there are multiple clients on the plan, and each client has a different goal. For example, the organization may have a Child Protection plan with client goals of Adoption, Permanency and Independent Living. If such a plan is created for a family that includes a toddler and a teenager that are both removed from the family home, the plan may have a client goal of Adoption for the toddler and a client goal of Independent Living for the teenager.

3.2.4 Creating Agreements with Clients

When the worker and the client have agreed all elements of a plan, the client agrees in writing to adhere to the actions outlined within it. Outcome Management provides workers with the ability to create agreements which can subsequently be signed by both parties. The organization should consider whether the outcome plan agreements need to be approved by a case supervisor before being issued to the client. If so, what percentage of agreements need to be approved? System properties are available in the system administration application, which allow the organization to configure a number of settings, including the agreement document name and the method by which the agreement is issued to clients (i.e., email or post).

3.2.5 Is Collaboration a Requirement of the Outcome Plan?

A number of configuration options are provided if collaboration is a requirement of the outcome plan. If sharing is enabled, a Collaboration tab is displayed on the outcome plan which will allow the worker to add a multidisciplinary team to the outcome plan and will enable collaboration tools which include discussions, meetings, meeting minutes, actions, notes and attachments. The organization can specify that multidisciplinary teams are pre-defined, or whether a worker can add members to each multidisciplinary team on an ad-hoc basis. Both internal agency workers and external users such as doctors and teachers, can be added to a pre-defined or ad-hoc multidisciplinary team.

For example, a Child Welfare organization may involve multi-disciplinary teams in the planning process for child welfare outcome plans. The team members for a child's outcome plan may include the child's teacher, social worker, doctor and counsellor. The team members will work together, share information and update each other on the child's progress toward achieving his or her goals.

3.2.6 Specifying Outcome Plan Review Dates

A number of configuration options are provided that dictate the dates on which outcome plan reviews are scheduled to occur. The following should be considered when specifying these options:

- How soon after the plan creation date is the first review (in days)?
- How often after the first review will subsequent reviews take place (in days)?
- Are subsequent review dates calculated based on the last scheduled review date, or the date that the previous review was completed?

These settings dictate the next outcome plan review date which is then displayed to the worker on an outcome plan.

3.2.7 Are Visitation Plans Required?

The organization must consider whether there is a requirement to create visitation plans and record visits on the outcome plan. This is especially relevant for child and adult protection outcome plans. Visitation plans allow a worker to specify and describe planned interactions that occur between individuals. For example, for Child Welfare, visitation plans describe interactions between the child in an out-of-home placement and family members (parents or relatives) or other participants. If visits are configured for the outcome plan, the worker has the ability to log and evaluate visits as part of a review. If visits are applicable to an outcome plan, a number of additional options can be set and should be considered when configuring the outcome plan:

- What percentage of the duration of a visit is considered acceptable? For example, if the expected duration for visits is set to 1 hour on the visitation plan, and the percentage duration is set to 50%, visits which last for 30 minutes or longer will be considered compliant from the duration perspective.
- What are the upper and lower age limits for the clients to be visited. For example, for a child welfare plan, the limits may be set to 0 and 21, so that all clients on an outcome plan aged 21 and under can be added as clients to visit on a visitation plan.



Note

Additional options for visits can be configured when the outcome plan is created. See Section 3.6, *Configuring Client Visits* for more information.

3.2.8 Who Is the Owner of the Outcome Plan?

A setting is provided that allows the administrator to specify the owner of the outcome plan. By default, ownership is assigned to the worker who creates the plan, however it is possible for the organization to configure a different ownership strategy, if required. For more information on configuring ownership strategy, see the Cúram Integrated Case Management Configuration Guide.

3.3 Creating and Associating Goals with an Outcome Plan

When creating the goal(s) for the outcome plan, the goal name is required, and a reference and description may also be entered. The goal(s) can then be associated with the configured outcome plan. Based on the Goals Applicable To configuration setting on the outcome plan, goals associated with the outcome plan apply to the outcome plan only, to the clients on the plan only, or to both. Multiple goals can be created and associated with a single outcome plan. Goals can also be shared across multiple outcome plans if required.

Once associated with an outcome plan, the goals will be available to the worker to add to the outcome plan, as either plan or client goals, depending on how the outcome plan is configured.

3.4 Creating and Associating Objectives with an Outcome Plan

Similarly to goals, the objective name is required, and a reference and description for the objective may be entered when creating the objective. Multiple objectives can be created and associated with a single outcome plan. Objectives can also be shared across multiple outcome plans if required.

Once associated with an outcome plan, these objectives will be available to the worker to add to the outcome plan.

3.5 Defining and Associating Factors with an Outcome Plan

Factors can be configured which do not form part of an assessment, but are

required as part of an outcome plan. This supports the adding of factors that are assessed by third party providers to outcome plans. If a requirement exists to record the results of an assessment carried out by a third party provider, an outcome plan factor can be configured to accommodate this. If outcome plan factors are configured, they can be associated to a particular outcome plan type, so that a worker can then add them to an outcome plan if required. For example, a General Education Diploma (GED) assessment may be carried out by a third party and the organization may be interested in capturing the result of this on self sufficiency outcome plans, so a GED outcome plan factor is configured and associated with the self sufficiency outcome plan type. This factor is then available for workers to add to outcome plans of this type.

The main considerations when configuring outcome plan factors are as follows:

- The name of the factor. Examples of outcome plan factors include General Education Diploma (GED) and Child Confidence.
- Does the factor rating need to be determined at a regular interval? If this configuration is set, it is used to calculate the next rating date for the factor when it is associated with an outcome plan.
- What classifications apply for this factor? Classifications must be specified so that the factor can be added to the plan.
- Is this a planning factor, i.e., is it used as part of the planning process, and not just for recording results? For example, a factor of Substance Abuse may be specified as a planning factor so that it can be selected when actions and objectives are being added to a plan.

Once the factor has been configured, it can be associated with the outcome plan. Multiple factors can be created and associated with an outcome plan. Factors can also be shared across multiple outcome plans if required. Recommendations can also be associated with the outcome plan factor when it is created. Recommendations are described in more detail in Chapter 5, *Configuring Actions and Recommendations*.

3.5.1 Adding Factor Classifications

Classifications for outcome plan factors define the results that a worker can select from when recording results for a client for that factor. For example, Vulnerable, Engaged, Progressing and Self Sufficient may be the classifications defined for a Housing factor on a self sufficiency plan. When defining an outcome plan factor classifications, the following should be considered:

- How will the factor be classified or rated?
- Is guidance text required for the classification? Guidance provides the worker with extra information that may assist the worker when considering how to address the factor, and may also provide links to external re-

sources if appropriate.

- Are action recommendations required for the factor classification? Recommendations configured for a factor classification will only be displayed on the outcome plan if a client achieves the relevant classification or rating for that factor. The recommendations are displayed in the workspace for that factor on the outcome plan. See Chapter 5, *Configuring Actions and Recommendations* for more information.
- Is there an escalation process for factor classifications that have been marked as priority? If so, the organization can create custom processing, for example, an email notification. The following configuration options can also be set:
 - The initial warning number of days before escalation can be set to initialize the warning process customized by the organization. For example, if this option is set to 3, the system may be customized to automatically send a notification to a worker after three days if a factor that is marked as a priority has not been addressed.
 - The escalation number of days can be set to initialize the escalation process customized by the organization. For example, if this is set to 10, the system may be customized to automatically send a notification to a supervisor after ten days if a factor that is marked as a priority has not been addressed by a worker.

3.6 Configuring Client Visits

An outcome plan can be configured to enable workers to record and evaluate visits between clients and specified visitors as part of a plan. If visits have been configured for the outcome plan, some additional configuration options should be set. Visits are evaluated as part of the plan review process, and the system calculates visit compliance to assist workers in performing this evaluation. The compliance calculation considers visit records which overlap with the review period for the clients and their visitors, and is based on the visit duration, method of contact and whether the visit was scheduled, rescheduled or unscheduled.

In order to calculate compliance for visits, the organization must configure the compliance levels and the acceptable reasons for rescheduling.



Note

The acceptable percentage duration used in the compliance calculation is set when configuring the outcome plan. See Section 3.2.7, *Are Visitation Plans Required?* above.

- The compliance calculation produces a percentage. To map the percentage to a compliance level, the levels must be configured for relevant ranges. For example, a compliance percentage that falls between 0 and 25 percent may be assigned a value of Rarely.

- In order that rescheduled visits are considered for a compliance calculation, the reason for a rescheduled visit must be acceptable. The acceptable reasons must be configured. For example, a reschedule reason of Chronic Illness may be considered acceptable, whereas a reschedule reason of Overslept may not be acceptable to the organization. Visits that have unacceptable reschedule reasons are not considered to be compliant.

3.7 Defining Printable Document Contents

Outcome Management provides workers with the option to generate a printable document for an outcome plan. The document contains a number of content items for the different elements of the outcome plan, e.g., goals and factors. Workers have the option to select the content items that they want to include in a printable document.

Some content items may not be applicable to an outcome plan, therefore, an administrator can configure that these content items are excluded from the printable documents generated for the outcome plan. Excluded content items will not be selectable by workers to include. For example, an organization may choose not to include objectives in outcome plans, therefore it may configure the printable document such that objectives are not available to be selected by workers.

3.8 Configuring Progress Values

The progress values selected by a worker when recording client progress on an outcome plan must be configured. The progress values specified in system administration may be edited if required. Any new or updated values will be reflected on the Progress charts for the outcome plan and associated goals, objectives, factors and actions.

Chapter 4

Configuring an Assessment

4.1 Introduction

Cúram Outcome Management Entry Edition includes an assessment framework which gives the organization the ability to configure and run multiple types of assessments. The assessment framework is integrated with outcome plans so that client needs can be identified using assessments, those needs can be addressed, and client progress monitored from the one outcome plan.

This chapter describes the steps required to configure an assessment. These steps include determining the assessment type, i.e., CDA or CER, configuring the assessment type, creating the assessment definition, assessment factors, and classifications. The assessment definition allows the organization to define how the assessment associated with this definition is managed and how the results are displayed on an outcome plan.

4.2 Determining the Assessment Type

The organization must first consider whether the assessment will use CDA or CER as the assessment engine for determining the assessment results. The complexity of the assessment contributes to whether CDA or CER should be used. CDA can be applied to straightforward assessments with outcome-level scoring and answers that don't require interpretation. CER can be applied to complex assessments that require interpretation of answers, such as comparison of ages, dates, or calculations.

Once the assessment engine, CDA or CER, is decided upon for the assessment, the CDA or CER assessment configuration can be defined.

To create a CDA assessment configuration, a questionnaire and matrix are required. A questionnaire associates an IEG script with a datastore. A decision matrix allows the user to define the logic to achieve outcomes. To create a CER assessment configuration, an IEG script and rule set are required.

The following sections describe the steps required to configure both types of assessments.

4.3 Configuring a CDA Assessment

There are a number of steps required to configure a CDA assessment. These steps are described in more detail in Appendix B of the *Cúram Outcome Management Administration Guide*, however the following sections provide a summary.

4.3.1 Create a CDA Questionnaire

A questionnaire must be created which automatically creates and associates the IEG script and datastore that will be used to capture the assessment data.

4.3.2 Configure a Datastore

In order to configure an IEG script, the datastore must be configured. This is where the data captured on the script and used in the decision matrix is defined and stored. It must include the domains and attributes required to store the script answers.

4.3.3 Create an IEG Script

An IEG script is the mechanism by which the worker captures the assessment data. The script consists of questions and associated data entry fields for the answers. Some thought should be given to the structure of the script, the number of pages and the sections and questions that will be displayed on each page. The worker will use the script to capture the assessment data from clients, so the questions and answers should be meaningful to the worker, and navigation through the script should be intuitive.

4.3.4 Create a CDA Assessment Configuration

A CDA assessment configuration must be created to link the questionnaire with the CDA decision matrix to produce the results of the assessment. This assessment configuration will then be available for selection when creating the assessment definition.

4.3.5 Define CDA Outcomes

The outcomes required by the decision matrix must be defined. The outcomes defined here are used for configuration purposes only, and will not be displayed to a worker. The assessment factors that are defined later on are mapped to the outcomes, and it is the factors and factor classifications that are displayed to the worker as part of the assessment results.

4.3.6 Define a Decision Matrix

The decision matrix is the mechanism by which the assessment results are calculated. The organization should consider the following when configuring a decision matrix for assessments:

- Will the decision matrix use scoring? If scoring is used, each answer in the matrix is assigned a score. The decision on whether to use scoring is based on the organization's requirements for the assessment. Many organizations have a requirement to score the answers given by clients in an assessment, however Outcome Management also supports assessments that do not require scoring.
- What are the outcomes that the decision matrix will produce?
 - If scoring is used, the outcomes are mapped to the assessment factors, which are defined later on in the process. When an assessment is run, the combination of the outcome and the score are used to determine the factor and classification. If scoring is used, the organization has the option to graph the results by score or by classification.
 - If scoring is not used, the outcomes must be specified at a lower level of granularity and mapped to the corresponding factor classification. When an assessment is run, the outcome produced determines the factor and classification. If scoring is not used, the only option for graphing the results is to graph by classification.
- If scoring is used, is there a requirement to calculate a cumulative score across multiple questions or can the factor classification be determined from a single score? Cumulative scoring is used where more than one question must be asked to determine the factor classification.

The following tables show examples of a simple decision matrix with and without scoring:

Question	Answer	Score	Outcome
Are any of the adults in the family unemployed?	True	-1	Employment
	False	1	Employment
What best describes your child care situation?	Child care not needed	0	Child Care
	Child care unaffordable	-2	Child Care
	Child care unavailable	-1	Child Care

Question	Answer	Score	Outcome
	Child care is subsidized	1	Child Care
What best describes your transportation situation?	Own mode of transport available	1	Transportation
	Public transport available but unaffordable	-1	Transportation
	Public transport available and affordable	0	Transportation

Table 4.1 Sample Values for a Decision Matrix With Scoring

Question	Answer	Outcome
Are any of the adults in the family unemployed?	True	Employment - Low
	False	Employment - High
What best describes your child care situation?	Child care not needed	Child Care - Medium
	Child care unaffordable	Child Care - Critical
	Child care unavailable	Child Care - Low
	Child care is subsidized	Child Care - High
What best describes your transportation situation?	Own mode of transport available	Transportation - High
	Public transport available but unaffordable	Transportation - Low
	Public transport available and affordable	Transportation - Medium

Table 4.2 Sample Values for a Decision Matrix Without Scoring

4.4 Configuring a CER Assessment

There are a number of steps required to configure a CER assessment. These steps are described in more detail in Appendix B of the Cúram Outcome Management Administration Guide, however the following sections provide a summary.

4.4.1 Create the CER Rule Set

The first step is to create the CER rule set for the assessment rules. This step requires some analysis and design before configuring the rules using the Rules Editor. The CER rule set determines the factors and factor classifications that are displayed in the assessment results.

4.4.2 Define a Datastore

In order to configure a script, a datastore must be defined. This is where the data captured on the script and used in the rules is defined and stored. It must include the domains and attributes required to store the script answers.

4.4.3 Create an IEG Script

An IEG script is the mechanism by which the worker captures the assessment data. The script consists of questions and associated data entry fields for the answers. Some thought should be given to the structure of the script, the number of pages and the sections and questions that will be displayed on each page. The worker will use the script to capture the assessment data from clients, so the questions and answers should be meaningful to the worker, and navigation through the script should be intuitive.

4.4.4 Create a CER Assessment Configuration for Outcome Management

A CER assessment configuration must be created to link the IEG script with the CER rule set to produce the results of the assessment. This assessment configuration will then be available for selection when creating the assessment definition.

4.5 Creating an Assessment Definition

The assessment definition specifies how the assessment behaves and how results are displayed for that assessment. A number of configuration options are provided for an assessment definition. When the assessment definition is created, additional configurations can be specified for roles, categories, classifications and factors associated with the assessment.

The main considerations when configuring an assessment definition are described in the following sections.

4.5.1 Naming the Assessment

The name of the assessment will be displayed on the outcome plan and should be meaningful to workers, particularly if multiple assessment definitions will be associated with the outcome plan. Examples of assessment

names are Child Strengths and Needs, Risk Assessment and Back To Work.

4.5.2 Is Reassessment Required?

If reassessment is enabled, the worker has the option to either reassess for all of the factors defined for the assessment or reassess for a subset of factors only. If it is not enabled, the assessment cannot be reassessed and the reassess option is not available for the assessment.

When Should Reassessment Occur?

If reassessment is appropriate, the administrator can configure reassessment to occur either at regular intervals. The assessment interval days and reassessment warning days can be configured if the organization requires reassessment to occur at regular intervals. If the assessment interval is set, a reassessment due date is displayed on the assessment. This reassessment due date is calculated based on the number of days configured for the assessment interval and the last assessed date.

The warning days configuration can be set so that a task can be created to warn the worker that a reassessment is due. The reassessment warning days specifies the number of days before the next reassessment due date that a task should be created, and assigned to the worker who last ran the assessment.

4.5.3 Is the Assessment Role-Based or Group-Based?

An assessment may be run for one or more clients, or for a group of clients. For example, a Child Strengths and Needs assessment may be run for clients that satisfy the role of Child on the outcome plan. A Family assessment may be run for a Family group, which includes all of the clients on the outcome plan. The organization must decide if the assessment is role-based or group-based. If group-based is selected for the assessment definition, the group name must also be entered. This impacts the behaviour of the assessment as follows:

- If the assessment is defined as group-based, the assessment questions are only asked once of the entire group of clients.
- If the assessment is defined as role-based, the questions are asked of one or more of the roles specified. It is possible to specify for each role configured whether questions are applicable to clients satisfying that role.
- If the assessment is role-based, then the organization can specify whether role changes are allowed for reassessment. When the Role Change Allowed indicator is selected, the Select Clients and Roles page is displayed to the worker on reassessment so that the worker can change the roles for the assessment. If the Role Change Allowed indicator is not selected, the Select Clients and Roles page will not be displayed on reassessment.

4.5.4 How will the Assessment Results be Displayed?

The following configuration options are available that dictate how the assessment results are displayed for an outcome plan:

- Option to display the results graphically.
- Options to either Graph by Score or Graph by Classification. Depending on which option is selected, either the Score or the Classification is displayed on the y-axis of the graph. As previously mentioned, the Graph by Score option is only applicable to assessments that use scoring.
- Option to display either a bar chart or a radar graph. This specifies the default graph shown, the worker also has the option to change this when viewing the assessment results on the outcome plan delivery.
- Option to group the results by factor category rather than factor classification.
- Option to display the score in the assessment results. This is only applicable if the assessment results are based on scoring.
- Option to display guidance text on the assessment results, and whether the guidance cluster should be opened or closed by default. Guidance text is specified on the factor classification and/or factor classification subdivision.
- Option for the organization to display different naming for the Factor and Classification terminology in the assessment results. For example, factors may be known as domains in a particular organization. The specified terminology is displayed to a worker on the assessment results, and on the assessment home page.

4.5.5 Is Factor Prioritization Applicable?

If priorities are applicable, the worker has the option to select the priority factors based on the results of an assessment delivery. For example, the worker may decide to prioritize the factors that the client scored lowest in.

4.5.6 Security Privileges

The organization should consider if security privileges need to be granted to specific users to create, approve and reject, view answers and close an assessment

4.5.7 What Are the Categories that the Factors Fall into?

The organization must decide on the appropriate category or categories for an assessment. A category defines the classification set for the assessment factors. Most factors for an assessment will have the same classification val-

ues so that all the results for the factors can be compared easily and the factor results can be graphed together. For such assessments, there will be one category defined and that category is associated with the relevant classifications. When a factor is created it is assigned to a category and the category then defines the applicable classifications for that factor. Classification values cannot be changed for individual factors, they can only be modified for the category and then these changes will be applicable to all factors that are assigned to that category.

A more complex assessment may require multiple categories if there is a requirement to support multiple classification sets. For example, a Self Sufficiency assessment may have some factors which are categorized as barrier factors such as a Substance Abuse factor and have the classifications, Vulnerable, Engaged, Progressing and Self-Sufficient. This assessment may also have need factors such as an Education factor which has different classifications for example, high, medium, low.

Key things to note are that an assessment factor can be assigned to just one category, and the factor adopts the classifications defined for that category. If an assessment defines multiple categories, the factors for an assessment may have different categories to each other, so these factors will be classified differently. These assessment factors cannot be easily compared as they are measured differently and the results will be displayed in a list format rather than a graph.

Organizations should carefully consider whether multiple classifications sets are applicable to an assessment and should understand the implications of this, particularly if there is a requirement to compare the results of assessment factors.

The categories applicable to an assessment are specified when the assessment definition is created. These categories can be updated after the assessment definition has been created.

4.6 Defining Roles for an Assessment Definition

The required roles must be added to the assessment definition after it is created. Roles are defined for role and group-based assessments.

For role-based assessments, the questions asked in the assessment are applicable to one or more clients satisfying defined roles. It is possible to configure for a particular role whether questions should be asked of the client satisfying that role.

For a group-based assessment, the questions asked are not applicable to a specific role, instead questions are asked for the entire group. However the clients who satisfy the specified roles may be captured for information purposes.

Role configuration options dictate the validations that are displayed to a worker when selecting roles for an assessment. For example, if the role of Primary Caregiver for a Caregiver Strengths and Needs assessment is

defined as mandatory, a validation will be displayed to a worker if a client is not selected to satisfy the Primary Caregiver role at the start of the assessment. The following considerations should be taken into account when specifying these options:

- Can multiple clients on the outcome plan satisfy the role during an assessment? For example, all of the children on an outcome plan could satisfy the role of Child for a Caregiver Strengths and Needs assessment.
- Which, if any, of the roles are mandatory? If a role is mandatory it means that at least one client must be specified for the role before the assessment can be carried out by a worker. Note that if none of the roles are defined as mandatory, the worker must select at least one client to satisfy one of the roles before carrying out the assessment.
- Are the assessment questions applicable to a role? If it is specified that the assessment questions are not applicable to a configured role, then the questions will not be presented for the client fulfilling that role during the assessment. For example, the assessment questions for a Caregiver Strengths and Needs assessment may be applicable to the caregivers, but not the children. The children may still satisfy the role of Child on the assessment, however no questions are asked of them.

4.7 Configuring Categories, Classifications and Priority Settings

An assessment definition must have at least one category defined. The category specifies the classifications for assessment factors assigned to that category. Prioritization may be important for an assessment if there is a requirement to provide a worker with the ability to flag certain factors so that the worker is aware that these factors should be addressed first.

4.7.1 Associating Categories with an Assessment Definition

Before defining the factors for an assessment, the appropriate assessment category or categories must be defined. The assessment factors are then subsequently associated to the applicable category and adopt the classifications defined for that category.

4.7.2 Configuring Classifications

The classifications for each category associated with an assessment must be specified. Classifications are specified at the category level and they automatically apply to all factors assigned to the selected category. The classifications required are based on the type of assessment and the domain in which the assessment is being run.

Classifications can also be further subdivided for an individual factor, if re-

quired (see the next section, Adding Assessment Factors, for more information).

Unlike classifications for outcome plan factors, the classifications for assessment factors are associated with a category.

4.7.3 Configuring Priority Settings

When configuring classifications, a number of settings are provided for prioritization. Consideration should be given to the prioritization requirements of the organization:

- What is the minimum number of factors achieving this classification that must be specified as a priority? For example, if the minimum priority number is set to 1 for a classification of 'In Crisis', a minimum of one factor which has been classified as 'In Crisis' must be selected as a priority by a worker when completing an assessment.
- What is the maximum number of factors achieving this classification that may be specified as a priority on the assessment results page. For example, if the maximum priority number is set to 3 for a classification of 'Thriving', a maximum of three factors which have been classified as 'Thriving' can be selected as a priority by a worker when completing an assessment.
- Should the factors achieving this classification be hidden on the assessment results page? For example, if the setting is enabled for a classification of 'Thriving', factors classified as 'Thriving' will not be displayed in assessment results, and cannot be prioritized.
- Is there an escalation process for factors with this classification that have been marked as priority? If so, the organization must create the custom processing required, for example, an email notification. The following settings associated with a classification can also be configured:
 - The initial warning number of days can be set to initiate the warning process customized by the organization. For example, if this is set to 3, an email notification may be sent to the worker 3 days after the factor has been prioritized, warning them that the priority factor has not been addressed.
 - The escalation number of days can be set to initiate the escalation process customized by the organization. For example, if this is set to 10, an email notification may be sent to the supervisor 10 days after the factor has been prioritized, notifying them that a factor marked as a priority has not been addressed by a worker.

4.8 Adding Assessment Factors

The organization must identify the factors across which a client is assessed.

The factors defined are the areas that the organization wants to measure clients against in order to determine the most appropriate actions to help the clients meet their goals. The assessment displays the results for the factors assessed, and based on the client results for the factor, actions are recommended to the client. The main considerations when adding factors to an assessment are discussed in the following sections.

When the factor has been created, additional items that can be configured, include classification subdivisions, guidance text, and recommendations. Recommendation configuration options are described in the next chapter.

4.8.1 Naming the Factor

The name of the factor should reflect the domain over which the client is being assessed. Examples of factors include Housing, Income, Parenting Skills and Mental Health.

4.8.2 Indicating Whether Planning is Applicable for a Factor

Some factors are only required for the assessment i.e., they are used to determine the results of an assessment and are not involved in the planning aspects so therefore do not need to be available outside of the assessment. Other factors are used for the assessment and are required for planning.

The planning applicable indicator allows the administrator to mark the factors that are involved in planning that will be available outside an assessment. If the planning applicable indicator is enabled, the factor can be associated with the objectives and activities that are added to the plan. If the indicator is not enabled, the factor will be displayed in the assessment results only, and will not be displayed when the worker is adding objectives or activities to the plan, or in the activity workspace.

4.8.3 Is There a Threshold for the Factor?

Is there a threshold that indicates a level of functioning for the assessment factor? If so, a threshold value can be configured for the factor. For example, if a Physical Health factor has a scoring range of 0 - 10, the threshold may be 6. If the client scores 7 for this factor then the client is considered to be functioning at an acceptable level for a Physical Health.

4.8.4 Assigning the Assessment Category and Classifications

What assessment category does the factor fall into? For example a Substance Abuse factor may have a category of Barrier, whereas an Education factor on the same assessment could have a category of Need. The classifications defined for a category will apply to the factors which are assigned to the category. For example the Substance Abuse factor categorized as Barrier, could have classifications Vulnerable, Engaged, Progressing and Self-Sufficient. The following considerations should also be taken into account:

- If a CDA assessment is configured, and the decision matrix uses scoring, score ranges must be associated with each classification for an individual factor in order for the assessment to determine the correct classification for that factor. For example, the 'At Risk' classification is determined for a safety factor that scores between -2 and 0, 'In Crisis' is determined for a safety factor that scores between -5 and -4, and so on.
- If a CDA assessment is configured, and the decision matrix does not use scoring, CDA outcomes must be mapped directly to factor classifications. For example, a CDA outcome of Safety-At Risk may be mapped to the Safety factor classification of At Risk.
- If a CER assessment is configured, the factor classification is determined by the rules.

4.8.5 Adding Classification Subdivisions

Classification subdivisions can be used to define information for smaller ranges within the main factor classification range. The organization should consider the following questions before deciding to configure subdivisions:

- Should classifications be further sub-divided to provide a finer level of granularity for guidance and recommendations that are displayed to a worker? Will this be useful to the worker?
- What subdivisions are required for each classification within a factor?

For example, an income factor can be classified as 'In Crisis' with a range of -5 to 0. The 'In Crisis' classification division can be further subdivided. The administrator sets three subdivisions for the values -5, -4 to -3, and -2 to 0. Each subdivision value has a specific definition:

- -2 to 0: Family receives little or no income
- -4 to -3: Income and/or budgeting skills are limited to the point that the family is unable to meet its basic needs
- -5: The family is unwilling or unable to plan or save

Once configured, each subdivision can have specific guidance text and recommendations associated with it.

4.8.6 Displaying Guidance

Guidance text assists workers in the analysis of assessment results and helps them to deal with clients achieving particular results. It may contain items or information that should be considered by a worker when considering actions to address the factor result. The organization should consider whether guidance text is required for every factor configured for an assessment, and at what level the guidance should be configured, i.e., at the factor classification

level, or at the factor classification subdivision level.

Note that guidance specified at the sub-division level supersedes guidance specified at the classification level. Therefore the worker will see the subdivision guidance for a factor that falls within the range of the configured subdivision, even if classification guidance has also been specified.

4.9 Associating an Assessment With an Outcome Plan

An assessment definition can be associated with one or more outcome plans configurations. Once associated, the assessment is available for workers to run from an outcome plan. Configuration options are available for the organization to specify whether the assessment is available from the plan only, from the review only, or from both. For example, if the organization defined a Risk Assessment for the initial assessment of a client, and a Risk Reassessment for subsequent assessments, the Risk Assessment may be configured to be available from the plan only, and the Risk Reassessment may be configured to be available from the review only.

Chapter 5

Configuring Actions and Recommendations

5.1 Introduction

The actions that the client(s) on an outcome plan should undertake to meet their goals and objectives, can be recommended automatically by the system, or at the worker's discretion. The system can be configured to recommend actions based on the outcome plan type and/or the factor classifications that have been determined on the outcome plan.

Alternatively, the worker can identify and add the appropriate actions on an ad hoc basis. For example, if a client had a low score for parenting skills, the recommended action may be to take a parenting course. Actions are configured at the organization level, i.e., the actions configured are available for a worker to add to any type of outcome plan delivery.

Recommendations can be configured at the outcome plan level, at the factor classification level, or at the classification subdivision level.

5.2 Configuring Actions

The organization must identify the actions that will be available to a worker to add to an outcome plan. As described previously, the organization can also set a configuration option on the outcome plan that dictates whether a worker can add an action that is not pre-configured to an outcome plan.

The main considerations when configuring actions are as follows:

- Is there a cost associated with the action? If so, what is the cost and/or cost model? For example, an action of Using A Bus Pass may have a once off cost associated with it (i.e., the purchase price of the bus pass).
- Can multiple clients participate in the same action? For example, an action of Parenting Course may be associated with one or more parents or caregivers.

- Is there a requirement to record client participation on the action? For example, an action to Attend Adult Education Class may require the client to attend an adult education class once a week, and the organization may want to track that participation.
- Who has responsibility for the action - the worker creating the action, any worker, the client, or either the worker or the client?
- Who will the owner of the action be - the worker creating the action or any worker?
- Does access to create and modify the action need to be limited to specific users?
- When adding an action to an outcome plan, the worker has the option to check the client's availability and view a list of the other actions that the client is undertaking. The organization has the option to exclude an action from the availability check. For example, an action of Bus Pass will not impact on a client's availability for other actions, therefore the organization may wish to exclude it from the check.

5.3 Configuring Recommendations

If the organization intends to automatically recommend actions to workers, there are a number of considerations that should be taken into account. The organization must identify which of the configured actions will be automatically recommended, and the level at which the recommendation will apply:

- The outcome plan. Recommendations at this level are displayed to a worker for all outcome plans of that type. For example, an organization might want to configure that the action Job Search is always recommended on Back To Work outcome plans.
- The factor classification level. Recommendations at this level are displayed to a worker when a factor with the relevant classification is added to the plan. For example, the action Use A Bus Pass is always recommended when a Transportation factor with a classification of Need is added to the outcome plan.
- The factor classification subdivision level. Recommendations at this level are displayed to a worker when a factor with the relevant classification subdivision is added to the plan. For example, the action Join A Rehabilitation Program is recommended when a Substance Abuse factor with a classification of Need that falls in the range of -5 to -3 is added to the outcome plan. This level of configuration applies to assessment factors only.

When configuring a recommendation at any of the levels described above, the same considerations apply:

- Is the recommendation advised or discretionary? This is set for informa-

tional purposes, so that when the worker views the recommended action, he or she can identify whether the organization advises that this action should be added to the outcome plan, or whether the decision to add the action to the outcome plan is at the worker's discretion.

- What is the reason that the system is automatically recommending this action? This can aid a worker in deciding whether to add a recommended action to an outcome plan.
- Are there any programs that the client may potentially be in receipt of that would filter out the recommendation for a client? For example, the organization might require that if the client is in receipt of a mileage reimbursement benefit, an action of "Provide Bus Pass" should not be recommended.



Note

Recommendations are not filtered out of the box but a hook has been provided which allows the organization to customize its own filtering rules or recommendation conditions can be used to perform filtering.

5.3.1 Recommendation Conditions

Recommendation conditions can be used to filter the recommended actions described above such that only those recommendations where the client satisfies the specified condition are displayed. For example, the action Attend Adult Education Classes may only be recommended for clients over the age of 18 who have a Need classification for Education. The organization should identify whether conditions are applicable to any of the configured recommendations. Recommendation conditions are specified for an action, rather than a specific recommendation. If a recommendation condition exists for an action, the system will determine whether the condition has been met prior to recommending the action for a client. The following options must be considered when configuring recommendation conditions:

- Is the condition based on client age or gender? Is it based on an assessment question and answer? Or is a rule set required to determine if the condition has been satisfied, for example, if calculations are required.
- If a rule set is required, what are the rules and structure that need to be configured in the CER Rules Editor?
- Are there a number of conditions that need to be tested together, i.e., a condition set? E.g., Client is > 16 years old AND Client is female.
- What action(s) does the condition or condition set apply to?

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