



Child Safety in Substitute Care Independent Review

DHS Internal Advisory Committee

Purpose: The DHS Internal Advisory Committee is a temporary working body convened to provide advice and consultation to interim DHS Director Clyde Saiki, the project manager overseeing the independent review, and the independent reviewer. The committee acts as a sounding board for the review process from the perspective of DHS employees and as advisors for immediate and long-term improvements towards keeping children safe in substitute care. Additionally, the committee will greatly assist us with needed communication activities.

Location: Public Utilities Commission 550 Capitol St NE, 2nd floor conference room		
AGENDA- Tuesday February 16, 2016 8:30am to noon		
DHS Internal Advisory Committee Kickoff & Visioning Session		
8:30	<p>Welcome, Context Setting, and Questions Clyde: Governor’s concern about the safety of children entrusted in our care, is why we are here. The current work focus is on child safety, but we all know our responsibility includes children, elders, others who are vulnerable. Safety of those in our care is our number one priority.</p> <ul style="list-style-type: none"> • <u>Culture</u> here needs to be safety focused. • <u>Organizational structure</u> needs to support safety; current structure allows for us to miss important pieces. • <u>Accountability</u>; making sure people have clear understanding of what their responsibility is. • <u>Communication</u> is an issue that impacts child safety. For example, there was no means or process to staff providers from a holistic view, allows providers to fly under the radar. • <u>Process and Systems</u> need streamlining. Decisions take too long to make; this is unacceptable when safety is at the core. • <u>Leadership</u> issue needs addressing. Actions and words need to communicate to staff that safety is our main focus. <p>DHS has lived through the pendulum of centralizing vs. decentralizing services; we have to structure ourselves in a way that supports our priorities. Focus on function to get to a place to focus on safety.</p> <p>Discussion:</p>	Jeannine Beatrice and Clyde Saiki



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	<ul style="list-style-type: none"> • Concern re: the lack of good providers. Finding that there are three buckets of providers: good, bad and those that could go either way. • Some concerns that foster parents are lumped in together as bad. And concerns about not having enough capacity. Provider community is frustrated that they are being scapegoated as the problem. • Sen. Gelsler’s bill 1515 passed out of committee has a component that speaks to technical assistance to help providers improve the quality, to help providers on the edge to be good providers. • Will need to clarify funding programs and where the technical assistance will come from. • Training of field is key- there is a current group working on identifying the best types of supports and trainingongoing training is needed, not one time training; the lack of ongoing training is thought to be impacting retention. • Retention rate of new child welfare workers is a problem (2-years average?) <p>From Clyde: The only way this is going to work, is if you give good input. This is a first step. When it comes to safety, we’re never going to be done. Discussion: Some confusion of the intertwining of the various moving parts. Internal audit, independent review, internal advisory committee, external advisory committee, taskforce on child representation, etc. Yes, many moving parts all pointing towards the focus of safety.</p> <p>Group requests Clyde return to these meetings.</p>	
9:00	<p>Introductions & Meeting Logistics</p> <ul style="list-style-type: none"> • <i>Forming this community</i> <p>This committee is one of the moving parts focusing on the Governor’s call for an independent review. Some of your work has been going on for many years and has been planful, other work has been reacting, triaging. Much of what we are doing is looking in the rear view mirror and resources are taxed to both look forwards and backwards. Burdened with the public records requests. The public doesn’t trust we are sharing accurate information. Confident we will get back on track, use the urgency to do the right thing.</p>	<p>Jeannine Melissa Davis Leslie Ann Hay</p>



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When we are rebuilding trust with the public, it won't be good enough to implement good ideas without conducting a hugely transparent process. Public Knowledge is doing everything in their power to help YOU identify the short term and long range improvements. They will create a "rubric" to help identify what actionable items can and should move forward and make sure actionable items won't upend other efforts.

- *Agenda review*
- *In one sentence, what is your role in keeping children safe in out of home care?*

Anna- building DHS capacity to use data to make informed decisions

Lora- OAAPI team; foster youth alumni,

Harry- Licensing child caring agencies

Nadja- Eternal vigilance; translator of vision

April- history in the field and central office, organization, and support for the members

Jeannine- convener, project manager, contract manager

Jodi- gathering relevant reports and history with child welfare

Wendy- District manager in a rural area; bridges between leadership and staff and central office; adoptive mom

Naomi- started as case manager; governor's advocate.

Stacey Ayers- child safety in the field

Stacy lake- 20years in Texas, here to implement Differential Response. Coaches team of staff in the field to support DR. Practice the Oregon Safety model with fidelity.

Sherril, maintains and maximizes federal funding; the means to keep children safe.

Laurie- Well being team; contracting residential. Looking at quality of care for children.

AJ- can look at relationships between data; offers bigger picture

Kevin- builds models for best child well-being

Michelle- HR supports the department's greatest asset; we need to recruit the right people

Jason- diversity inclusion and equity lens into the cultural changes needed

Debbi- DD kids res manager; a team monitors quality assurance for youth services



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9:30-	<p>Discussion – Current Reality of Safety of Children in Substitute Care</p> <ul style="list-style-type: none"> • <i>Where are we now? What is our current state?</i> <p>Work load model.</p> <ul style="list-style-type: none"> • <i>Strengths and challenges across the system</i> <p>See public Knowledge’s Meeting Highlights summary document below.</p> <p>SYSTEM DOMAIN 1: Screening and responding to allegations of abuse and neglect for children in out of home care</p> <p>SYSTEM DOMAIN 2: Licensing and oversight (monitoring) of foster care providers</p> <p>SYSTEM DOMAIN 3: Cultural responsiveness of the system</p> <p>SYSTEM DOMAIN 4: Support for and training of foster care providers</p> <p>SYSTEM DOMAIN 5: Ongoing accountability and communication mechanisms to ensure provider adherence to expectations</p>	Melissa Leslie Ann
15- minutes	Break	
10:15	<p>Visioning -<i>What does safety for children in substitute care look like?</i></p> <ul style="list-style-type: none"> • Individual brainstorm • Small group work • Large group – organizing ideas 	Melissa Leslie Ann
11:45	<p>Next Steps and Wrap up</p> <ul style="list-style-type: none"> • Scheduling next meeting for March 8, 2016 DONE • Public Knowledge preparing summary of the 5-system domain discussion DONE, see below. • Send Jeannine your field staff recommendations for this committee • Corrections on the membership roster DONE 	Jeannine

Members: Representatives from the Office of the Chief Operating Officer, the Office of Licensing and Regulatory Oversight, the Director’s Office-Tribal Affairs, the Director’s Office-Multicultural and Service Equity Office, the Office of Abuse Prevention and Investigation, the Governor’s Advocacy Office, the Director’s Office-Administration, Developmental Disability Residential, Business Intelligence, Human Resources- Classification and Recruitment, and the following offices of Child Welfare- Safety, Federal Compliance, Well Being, District 14, and Innovation.



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Meeting Highlights

DHS Child Safety in Substitute Care Independent Review

DHS Internal Advisory Committee Kickoff & Visioning Session

February 16, 2016

Discussion – Current Reality of Safety of Children in Substitute Care

SYSTEM DOMAIN 1: Screening and responding to allegations of abuse and neglect for children in out of home care	
Strengths	Challenges
Strong mandatory reporting program within DD group residential homes	Investigation of foster care facilities & adhering to policy are impacted by: <ul style="list-style-type: none"> • Workload issues • Clarity of priorities for field • Smaller or rural offices have fewer staff • Vacancies & rebalancing efforts reduce staff capacity • Variability across state in how policies are operationalized
Child Welfare program has a robust policy for investigating foster homes	Calls are routed to a wide variety of staff for response. Complexity of system creates more chance of errors (e.g., inaccurate routing of calls).
	No uniform practice model across the programs. <ul style="list-style-type: none"> • Unclear who <u>owns</u> this problem • Multiple entities involved in process leads to slow decision-making

SYSTEM DOMAIN 2: Licensing and oversight (monitoring) of foster care providers	
1. DD system (certification unit) 2. DHS foster care certification 3. Children's Care Licensing 4. Tribal certification	Scope: Kids in Child Welfare
Strengths	Challenges



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SYSTEM DOMAIN 2: Licensing and oversight (monitoring) of foster care providers	
Robust rule set for certification of family/relative care allows for consistent decisions (some standards)	Inconsistent standards for certification of providers. Variable criteria among private agencies, public agency, and tribes.
S.A.F.E. Home Study model	DHS requires child caring agencies to monitor the foster homes they certify. Not as robust as Child Welfare's process.
Quick response for issues related to certification of tribal homes	Discrepancies in standards for financial stability of providers.
OR KIDS: can view statewide data on foster homes	Kids not involved in Child Welfare are not in the system.
	Limited background check process for private agencies' certification of homes. DHS has access to more information, while private agencies are approving homes on less robust data set.

SYSTEM DOMAIN 3: Cultural responsiveness of the system	
Discussion: Organizational culture of DHS vs. cultural sensitivity and responsiveness within the system domains.	
Strengths	Challenges
DHS applies certification standards for families/relatives with flexibility to maximize resource while ensuring safe placement.	Sometimes decisions are made in field to certify families that shouldn't be certified.
S.A.F.E. Home Study only as good as the training & experience of the person doing it.	S.A.F.E. Home Study only as good as the training & experience of the person doing it.
Oregon has invested in ICWA program with good policies, training & supervisory reinforcement.	Specific language re: ICWA (State CW issue). Not weighted the same: tribal proximity to family; variable implementation of the act
	Workload & functional issues: connected to screening and investigation issues.
	Lack of adequate available foster care providers can lead to less appropriate placements.
	Lack of integration of accountability systems.
	Staff and leadership aversion to OR KIDS leads to minimum data entry.
	Culture of minimalist compliance vs. informed practice.



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	Adversarial/defensive attitude with some multicultural providers. Discomfort with talking about differences.
<p>Other Notes</p> <p>What do we mean by culturally responsive?</p> <ul style="list-style-type: none"> • Cultural responsiveness is not limited to race and ethnicity. It's also about adapting to rituals /values of daily life in foster care that may be different between youth and foster families. • How can the data help inform the issue of disparity when demographic data is not always integrated into reports, although it exists. People don't always know what to ask for or how to use the information once it's collected. • Need to distinguish how organizational culture contributes to safety of youth in care and how our system responds to these issues. 	

SYSTEM DOMAIN 4: Support for and training of foster care providers	
Strengths	Challenges
DHS has standardized training requirements for all foster families.	Private agencies have varied training standards for the foster homes they certify.
DHS foster homes are required to take 30 hours training & be re-certified every 2 years. There's some variation in how this is implemented.	DHS providers have been "on their own" with respect to receiving support.
Tribes collaborate with the State on training.	The state does not offer day care for foster families: cost issue.
Some youth panels exist to inform training.	Once the initial background check is done, it is not re-done. Sometimes new people move into home who have not gone through a check (one & done).
Some informal support networks for foster families using social media, support groups, etc. DHS supports these efforts while not taking over.	Specialized support for relative care providers is not consistently offered across the state.
Private agencies have some support services built in to their program.	Limited training budget; available training is basic, not targeted or advanced.
<p>Other Notes</p> <p>Cultural responsiveness training for foster care providers should not be limited to training on race/ethnicity issues, but should include other aspects of family culture.</p>	



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SYSTEM DOMAIN 5: Ongoing accountability and communication mechanisms to ensure provider adherence to expectations	
Strengths	Challenges
Training completion is done as part of certification process.	Communication from abuse hotline goes to the CPS local staff for response. Sometimes goes to caseworker in smaller/understaffed offices without capacity to respond in a timely or accurate way.
	It's not clear who owns the problem when data is input into system incorrectly or inadequately.
	It's not clear who owns the problem of inconsistencies within abuse investigations.
	System issues: <ul style="list-style-type: none"> • Multiple systems • Infrastructure issues • Multiple databases • System interfaces are expensive; screened out data is not entered