



**FINAL**

DHS Children, Adults and Families Division  
**Child Welfare Advisory Committee**  
January 12, 2011

**Members**

- |   |   |  |   |   |
|---|---|--|---|---|
| <input type="checkbox"/> Dana Ainam             | <input type="checkbox"/> Cindy Burlingame         | <input checked="" type="checkbox"/> Jamie Hinsz    | <input checked="" type="checkbox"/> Rem Nivens    | <input type="checkbox"/> Christine Stolebarger  |
| <input type="checkbox"/> Janet Arenz            | <input checked="" type="checkbox"/> Pamela Butler | <input checked="" type="checkbox"/> Leola McKenzie | <input checked="" type="checkbox"/> Pam Patton    | <input checked="" type="checkbox"/> Ruth Taylor |
| <input checked="" type="checkbox"/> Mike Balter | <input checked="" type="checkbox"/> Leslie Currin | <input checked="" type="checkbox"/> Debbie Moberly | <input checked="" type="checkbox"/> Angela Sherbo | <input checked="" type="checkbox"/> Nan Waller  |
| <input type="checkbox"/> Iris Bell              | <input checked="" type="checkbox"/> Don Darland   | <input checked="" type="checkbox"/> Jerry Moore    |   |   |

**DHS Staff**

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|--|---|---|--|
| <input type="checkbox"/> Erinn Kelley-Siel   | <input checked="" type="checkbox"/> Mickey Serice | <input checked="" type="checkbox"/> Bill Bouska | <input type="checkbox"/> Debbie Kraus-Dorn |
| <input checked="" type="checkbox"/> Lois Day | <input checked="" type="checkbox"/> Gene Evans    |   |  |

Minutes recorded by Pam Pearson

Guests: Tina Morgan, Mike Maryanov

**MINUTES**

The November 10, 2010 CWAC minutes were approved.

**CROSS OVER REPORT**

HB 2009 and DHS / OHA Transition

- Bouska: Gave a brief update on the Oregon Health Authority (OHA) and then more specific information on Wraparound. HB 2009 passed last session and transition work has been going on since then. OHA will be official on July 1, 2011. Divisions within DHS moving to OHA are Addictions and Mental Health, Division of Medical Assistance Programs, Public Health, Oregon Health Plan and several shared services. DHS will consist of CAF and Seniors and People with Disabilities and some of the shared services. OHA links all parts of health services and includes many currently outside DHS. Insurance coverage for 800,000 Oregonians is moving to one authority so we can be more efficient and get better outcomes. Core business related to child welfare children will be prioritized by OHA. OHA will work closely with Child Welfare to make sure the needs of those children continue to be met, including addiction and mental health services. The OHA website has much more information (<http://www.oregon.gov/OHA/index.shtml>).
- Patton: Are the relationships for billing and collaborative relationships going to change?

- Bouska: Medicaid billings are not going to change. He does not see collaborative relationships changing and efforts are underway to make sure they stay in place.
- Sherbo: Will it change the way in which Child Welfare does or does not appeal from adverse decisions about coverage, such as when OHP refuses to cover a need of a child in foster care?
- Bouska: The guardian (including DHS) has a right to appeal and that should not change even with it being a sister agency's decision.
- Balter: Wraparound was one of those places where there should be greater integration.
- Bouska: Law passed last session to integrate all child serving systems together. We began with children in DHS Child Welfare custody, integrating AMH and CAF. Benjamin Hazelton was a co-lead with Bill. Bill summarized the process by which communities applied for the demonstration projects. Three projects were selected and funded since July 2010: Jackson/Josephine Counties; Mid-Valley; and Washington County. They serve approximately 350 children and provide significant care coordination.
- Balter: What were the challenges to overcome? What are the key elements needed for new resources?
- Bouska: Wraparound requires a plan driven by the needs of the family and child, not by what the system can provide. The key need is for additional care coordination and that was where the biggest investment was made. These coordinators are allowed to have only 15 cases. Another key investment was in workforce development in evidence-based practice. We worked through PSU for training. We also added some information systems infrastructure.
- Balter: Did the recent systems changes in the children's mental health initiative inform the decisions for implementing Wraparound?
- Bouska: Yes, we used the lessons learned, invested in training, and knew we needed to have a good linkage between central office and the local sites.
- Taylor: Are family partners recruited?
- Bouska: Yes, and youth too. They are on the family and child teams – a core element.
- Balter: As care coordination came into health care systems, so did it come into mental health systems rather than having each agency siloed. What is the level of investment?
- Bouska: Between \$1.5 and \$2 million.
- Balter: Will that money be continued? Will additional sites be rolled out?

- Bouska: We have a Policy Option Package and a multiple-systems investment to continue Wraparound. It is hard to know if we will be able to expand or continue the sites today with the current budget situation.
- Balter: That is why we want to raise the issue today, as this will be one more competitive element during the legislative session of “new way” vs. “old way.”
- Bouska: We will have data and knowledge on who the children are, elements of the case, their success in school, addiction issues, etc. We are using an outcome instrument every 90 days to see if this new way of business is a better way to serve children.
- Patton: Some of the concerns in the children’s mental health initiative were around flexibility of funding.
- Bouska: The child and family team is in charge of the plan and it is a consensus driven plan. The care coordinator is an objective person to help the team reach consensus and is the heart of that process. We still have an authorization process that may change at some time in the future, but has not yet.
- Balter: Compared it to the physical health move to HMOs from individual doctors making independent decisions.
- Bouska: We are looking at how to get from contracts like BRS (Behavioral Rehabilitative Services) to community resources that are used in a way that make sense for the local community. Referred to handout on the charter for BRS. A workgroup will look at the pros and cons and how to mitigate the problems.
- Balter: This is a system that has moved to a new system of care model. It has been successful in some areas and it will be looked at for BRS. Right now for BRS, the caseworker decides what the child needs and goes looking for a provider. It would be a major change to a centralized decision process.
- Patton: CWAC wants to know what is best for the child.
- Hazelton: We have been charged with developing a list of pros and cons of incorporating BRS into the plan by the end of January.
- Balter: The goal for CWAC would be to receive an update on Wraparound in June or July 2011 that would include information on the plan for moving BRS.
- McKenzie: Since Wraparound started in the three sites, is there data on those children and the services?
- Hazelton: Minimally. They were officially launched July 1, 2010, but did not reach full capacity until October. We are just now getting the 90-day reports.
- Darland: How is Wraparound different from the program in Linn County that has been in place for several years?

- Bouska: They are similar, but this is an evidence-based, high fidelity model.
- Balter: The notion has been around as a national idea and pilots have been in place for many years. But now there is a deeper commitment in these three demonstration projects. CWAC has a high level of interest and asks that whenever the agency does a roll up report, CWAC be included. That way CWAC can move along with the agency and can provide timely advice rather than post mortem advice.
- Bouska: CWAC's priorities are the same as those of the initiative.
- Taylor: The parent voice is key to better outcomes.
- Bouska: One of the key determinates is the role of families in service delivery.
- Balter: This will fundamentally change the way services are financed and provided. Asked that before each CWAC meeting, CAF consider if an update is needed.

## **BRIEFINGS**

### Legislative Activity

- Serice: Written report in packets. On January 10, 2011, all the pre-session filed bills were introduced. The legislature adjourned today and will return on February 1 when their policy committees will begin hearing bills. He might send out a legislative update sooner than the March CWAC meeting. Noted that in the written report, the only CAF bill with a corresponding POP is the equity task force bill.

### Casey Partnership 2011 Plan

- Day: Permanency roundtables are concluded. We can provide information for the March CWAC meeting on the roundtables and next steps.

### OR-Kids

- Day: A decision has been made to delay the pilot because of stability of the system and wanting to have better results on data. We do not have a new date for the pilot. The go-live date is still Feb. 28. Staff are receiving training.
- McKenzie: Will the pilot be in Linn County?
- Day: Yes, plus in Central Office Adoptions, ICPC and residential licensing. The pilot will last three weeks.
- Evans: The basic training continues; the system is performing as intended. We are just cleaning up some data issues.

## **CROSS OVER REPORTS**

### Juvenile Dependency Interbranch Work Group

- McKenzie: Presentations have been made to the House and Senate Judiciary Committees as a skit that walked through a dependency case from the initial arrest to the permanency hearing. Dr. Bill Fischer from the Oregon Social Learning Center was included and came in at key points of the skit to talk about best practices, mental health services and the impacts on children and families.

## **Children's Justice Act (CJA) Task Force**

The Future Issues Work Group presented a recommendation for CWAC consideration that consisted of four elements.

**FIWG Recommendation #1: DHS consider appointing to the full CWAC those former CJA Task Force member organizations who have expressed an interest; namely Oregon District Attorneys Association (Carrie Rasmussen), Crime Victims Services Division (Mike Maryanov), Oregon Network of Child Abuse Intervention Centers (Kevin Dowling). DHS may also choose to consider Debourah Rau's interest (Morrison Children and Family Services Parent Mentor Program); however, CWAC current membership includes parent group representation (Ruth Taylor, Parents Anonymous).**

- Serice: The CWAC Future Issues Work Group (FIWG) has looked at how the CJA work could be folded in closer to CWAC as a subcommittee. We have interest from some former CJA Task Force members in joining CWAC and they have said they will submit letters of interest. They represent entities that fit in CWAC and fill a CJA requirement. FIWG recommends that CAF consider those letters of interest and allow those members to join CWAC. CWAC is a 21- member body in statute. We have ebbed and flowed with that number over the years. If we accept all those that have expressed interest, CWAC would be at 21, due to current vacancies.
- Taylor: Christine Stolebarger was a consumer parent serving on CWAC; however, she is now employed by DHS as a caseworker so is no longer able to serve on CWAC. It is important to have a consumer parent on CWAC.
- Sherbo: Agrees with Ruth. Also, noted that she, Angela, represents children and there should be a balance on CWAC with representation of parents and children.

- Balter: We as CWAC are not recommending specific names, but roles. The DHS Director appoints CWAC members. The higher question is: Do we want a parent member? If so, that is what our recommendations should be. We should also recommend integrating those CJA Task Force member organizations that have expressed an interest in CWAC.
- Darland: You don't need to be a CWAC member to be on a subcommittee which gives us another option.

**ACTION: A motion was made, seconded and approved to recommend DHS appoint to CWAC those former CJA Task Force member organizations who have expressed an interest; namely Oregon District Attorneys Association, Crime Victims Services Division, Oregon Network of Child Abuse Intervention Centers. CWAC also recommends DHS consider replacing Christine Stolebarger with another consumer parent.**

**FIWG Recommendation #2: CWAC appoint to a subcommittee its members who have served on the CJA Task Force and other interested members, taking into consideration those who fit the definition of required representation for the CJA. As stated in the CWAC Bylaws, subcommittees may include participants outside of the Advisory Committee members with approval of the DHS/CAF Assistant Director.**

**The subcommittee's responsibilities will include drafting of the CJA annual report (due May 2011), preparing proposals for CJA funding allocations and developing a plan for completion of the 3-year report (due May 2012).**

**The CJA subcommittee will provide updates to the full CWAC at each CWAC meeting.**

**The full CWAC will have decision making authority regarding CJA funding allocations and finalization of the CJA annual and 3-year reports.**

- Serice: FIWG had discussed forming a subcommittee that would include former CJA Task Force members that would deliver the plan for how it would function. The subcommittee members would not have to be CWAC members, but could include ad hoc members as needed.
- Balter: The subcommittee chair and at least one or two other subcommittee members should be CWAC members, but the larger membership would change

depending on the work. The subcommittee would create their own charter to carry out the functions required by the Children's Justice Act.

- McKenzie: This subcommittee would not do everything the former task force did, but only the minimum needed for Oregon to continue to receive the federal funds.
- Balter: That is because this is a cost containment issue due to loss of DHS staff.

**ACTION: A motion was made, seconded and approved to accept FIWG Recommendation #2.**

## **UNFINISHED BUSINESS**

### Report on Workload Staffing Model

No action at this time.

## **ASSISTANT DIRECTOR'S REPORT**

### Raise Me Up Campaign

- Evans: CWAC has talked about the desire to get good news stories out. Thus far, DHS has not had funding to do that. The Raise Me Up campaign was produced by Casey Foundation in 2008 for other cities. Using Casey products tailored for Oregon, but without additional help from them, Oregon will be the first to launch a social networking campaign. We have allocated \$40,000 for this project.
- Darland: Suggested movie theater adds as another venue.
- Evans: They are more expensive but do target a good audience.
- Taylor: Suggested Gene take a foster child with him when he goes to seek sponsorship.
- Patton: Suggested using email lists from schools and PTAs to distribute.
- Taylor: What outcomes have other states experienced?
- Evans: They got a lot of initial interest; however, once the media campaign ended so did the interest. With Facebook, etc., we can continue the media campaign longer.
- Day: When someone replies, to whom are they referred?
- Evans: They are pointed towards the Raise Me Up website and Gene is the contact person.
- McKenzie: In the CJA report, there is \$40,000 that has not been spent from this year's funds. Could it be used for this?

- Day: We would need to make sure it meets CJA requirements.
- Patton: Recommends referrals go to a person and not only to a website.
- Evans: All the links have contact information, but acknowledged that we do need someone available to help. The vision is that it be more a local opportunity and less at the state level.

#### Secretary of State Audit

- Balter: CWAC received notice of this audit previously.
- Serice: It is an audit of the foster care and CPS portions of CAF. The CWAC membership list was sent to the auditors. They may contact you for a survey.

## **CWAC WORK PLAN**

### **Goal #1**

**To advise the Department of Human Services (DHS) on development and administration of child welfare policies, programs and practices related to reducing over-representation of children of color in the child welfare system.**

No discussion or action taken.

### **Goal #2**

**To expand the representativeness in CWAC discussions.**

No discussion or action taken.

### **Goal #3**

**To coordinate and leverage state and local efforts to improve policy, program, and practice.**

No discussion or action taken.

### **Goal #4**

**To advise DHS on the practice of the Oregon Safety Model (OSM).**

The Foster Care Safety Team's (FCST) Report included four recommendations to the Child Welfare Advisory Committee. During the November 10, 2010, CWAC meeting, the committee asked the FIWG to work with CAF to decide how to manage these four recommendations.

The CWAC Future Issues Work Group met on December 8, 2010, and developed the following recommendation for CWAC consideration.

FIWG recommends:

**CWAC establish a subcommittee that includes CWAC members who served on the Foster Care Safety Team and other interested members. As stated in the CWAC Bylaws, subcommittees may include participants outside of the Advisory Committee members with approval of the DHS/CAF Assistant Director.**

**We recommend that CWAC request CAF to provide updates at each CWAC meeting on the agency's work to implement all the recommendations of the Foster Care Safety Team.**

*FCST Recommendation #1: Further study the transfer of abuse investigations to OIT or another independent body. Create pros & cons for each model and make recommendation to DHS.*

**FIWG understands that CAF is moving forward on this recommendation because it was part of a recent CIRT. Therefore, CWAC need not act on this recommendation.**

*FCST Recommendation #2: Create a formal, quarterly review process for founded abuse in foster care reports utilizing DHS staff and representatives from identified stakeholder groups.*

*FCST Recommendation #3: Explore creation of an external group to review foster care founded dispositions at least every six months and generate a report of findings & recommendations.*

**The FIWG does not have a clear understanding why the Foster Care Safety Team made two similar but separate recommendations regarding reviews of founded abuse. We recommend a subcommittee be established to develop a process for a quarterly review of founded abuse in foster care. The subcommittee would also be responsible for deciding if and how an external group would review founded abuse in foster care every six months.**

*FCST Recommendation #4: Regularly review a random but statistically relevant number of closed at screening files to provide outside oversight for the screening process.*

**The FIWG recommends the subcommittee mentioned above also review closed at screening files.**

**The subcommittee will address the logistics such as the number of cases to review, how often to meet, how to report its findings, etc., for reviewing both founded abuse in foster care and closed at screenings. We recognize this work will require DHS staff support.**

- Balter: In the past CWAC recommended training on the Oregon Safety Model and we have talked about the FCST report. Asked CWAC members who served on the FCST if they feel the DHS implementation of the FCST recommendations is moving in the direction they wanted.
- Day: FCST Recommendations #2 and #3 are similar; however #3 creates a totally external review to report and make recommendations and #2 includes DHS staff and would look for trends. We are in conversation with the Attorney General's Office to see what their role might be.
- Balter: Would a CWAC subcommittee participate in both?
- McKenzie: A CWAC subcommittee would address both and make sure both happen.
- Balter: The subcommittee may need to be enhanced for the 6-month report. One subcommittee would manage all the activities, bringing in ad hoc members as needed.
- Patton: Don't let the review of closed at screening cases (FCST Recommendation #4) get lost in the process.
- Balter: The subcommittee would develop their charter.
- McKenzie: Regarding FCST Recommendation #1, what is currently being done by DHS?
- Day: The Office of Investigations and Training (OIT) is interested in the idea. We are working with them to develop the pros and cons. When the FCST made this recommendation, DHS wanted CWAC to sanction its work in that direction. DHS would report to the CWAC subcommittee on how the work is going. The list of pros and cons would go to the subcommittee. If it determined OIT cannot assume this work, DHS would come back to the subcommittee to problem-solve.
- Balter: We will need to discuss with DHS how to staff the subcommittee.
- Serice: Today we have talked about two new subcommittees. Suggested FIWG talk about how to staff them at their next meeting.
- Balter: The subcommittee may need help with data pulls.

- Butler: Doesn't CJA come with funding for administrative help?
- Day: Yes, in the past we have used some CJA money for that; however, the staff person is retiring and we don't know if we will have staff available.
- Balter: CJA also has products and reports that require additional work.
- Moore: Who will appoint the review groups in the FCST recommendations #2 and #3?
- Balter: We need to refer to the CWAC bylaws for how subcommittees are appointed.
- Moore: Doesn't see CWAC as a place for these subcommittees, but is not opposed to the idea.
- Balter: We would have to draw on others outside CWAC for technical expertise and to get the right people in the room. That may change depending on the task. One reason we don't have many CWAC subcommittees is that they are work intensive and may require an additional 2-3 meetings a month for some of us.
- Moore: Regarding Recommendation #1, it was made because the FCST determined the people investigating child abuse were missing things. The FCST did not see this as a CWAC subcommittee, but as an identified group investigating child abuse whether it be OIT or somewhere else.
- Day: We are in conversation with OIT about them taking it over and taking it out of Child Welfare.
- Balter: Abuse by residential treatment and external care providers is already investigated by OIT so they have the expertise.
- Day: OIT falls under the DHS Director's Office and is a shared service between DHS and OHA.
- Patton: Would the subcommittee report to CWAC? Where would Erinn fit in?
- Balter: It would be a CWAC subcommittee. While we all serve at the pleasure of the DHS Director, Erinn has indicated that she wants us to operate somewhat independently. And this is in the top tier of what needs to get done.
- Darland: An unintended consequence of moving investigations to OIT may be that when there are allegations of abuse in a foster home, by the time OIT gets there to investigate, the child will have been moved out of the home, which in itself causes trauma to the child.
- Day: We are talking with OIT about the timelines for investigations being different than they are for residential treatment settings. They would have to gear up differently to manage this work.
- Moore: Did we create an unreal expectation?

- Day: They cannot meet it with current staffing. It would require moving staff.
- Butler: All these pros and cons would go to the subcommittee.
- Balter: It may not be OIT, but other methods to get to independent reviews.

**VOTE: A motion was made, seconded and approved to accept the FWIG recommendations as described above.**

- Balter: Other FCST recommendations have been moving forward and we want to keep present on their progress and how they are related to the Oregon Safety Model. Benjamin Hazelton and Lois Day are here to walk us through the agency's implementation plan.
- Day: Aside from the work of the Office of Investigations and Training and CWAC, the rest of the recommendations fell to CAF. She has heard that some FCST members are impatient with the progress. We are working on them along with all our other work and with reduced staff. She is not giving excuses, but explaining the reality. But she also asked that criticism be made if you see CAF is not putting priorities where they should be. There were some easy recommendations that we were able to accomplish right away and others that were more difficult to implement quickly.
- Patton: Is that because there are not enough staff or because they require system change?
- Day: Both. Some that are system things move slower due to their complexity.
- Balter: As we hear the analysis, listen to the hierarchy in light of safety for children.
- Day: Explained how the implementation plan was set up. The "Action" was decided by CAF. Let us know if you see it as the right or wrong action.
- Hazelton: When merging this implementation plan document with others, please note that we did not update the dates in the last column. Dates in that column do not always indicate the action is completed.
- McKenzie: Re: #1a. When will the results of the staffing study be released? The FCST saw separating the certification piece as a critical issue.
- Day: The staffing study is done but not the report. It was done for all of Child Welfare, not just certification so the report is tied to the time frame of the whole study. We hope to have it ready before the March CWAC meeting so that we will be able to report to you what was found in terms of workload and what it will take to meet it.
- McKenzie: Has heard some anecdotal conversations that there are some concerns in some places of the state about timeliness of getting through the

certification process. If a lag already exists, what with the Raise Me Up campaign do? The FCST saw concerns with the number of children in some foster homes and a need for more homes and the need for staff to get applicants through the certification process.

- Day: Regarding the number of children in foster homes, some homes are overfilled and we have made plans to address that. The number of overfills has gone down since the FCST report. Regarding adoption home studies, the hiring freeze and number of staff we have lost has brought us to a place where we are at 70% staffing. In some places a general applicant must wait because we must focus limited staff on the front end of abuse investigations. Raise Me Up is a concern.
- Butler: Would it be better to not run the Raise Me Up campaign right now if the applicants that respond to it have to wait so long?
- Day: We have to get clarity from Gene on how people who express interest as a result of the campaign will be responded to.
- Hazelton: The campaign is more than a recruitment effort. It offers other ways to get involved.
- Balter: This seems like one of the issues on which CAF should decide on quickly. If you give potential applicants a false start, it will extinguish their desire and send a message that you don't really need them. It can create an image issue that is critical the agency avoid right now, especially during the legislative session.
- McKenzie: Regarding 6D: The Citizen Review Boards have not received copies of closed dispositions of incidents involving children in foster care. Asked for time to talk with Stacey Ayers or someone to clarify. Perhaps a memo could be sent to staff that these dispositions need to go to the CRB.
- Day: Agreed she, Leola and Stacey need to meet. The statute is fine, practice may be the issue.
- Patton: Asked for an update on training (section 7).
- Hazelton: The Substitute Care Training Committee has met and developed a weighted system of tracking training hours. The implementation plan does not reflect the most current work and he hopes to have a more complete report for the March CWAC meeting.
- Day: Portland State University is updating their training plan and will consider these recommendations. One dilemma is how to enforce training for foster parents.
- Balter: One would expect that there be a statement made that the agency will no longer bend in allowing foster parents to remain certified when they have not

kept up with their training requirements. There is an inadequacy somewhere, either in the foster parent's motivation to be trained or in the agency's enforcement. Otherwise you can guarantee foster parents will not be trained.

- Taylor: Using foster parents to encourage other foster parents to be trained can be a powerful tool. Recommended support groups and respite for foster parents.
- Butler: Regarding 7e: Can we get an update if there are any conversations about combining training dollars with others?
- Darland: The training is available; the challenge is getting foster parents there. Training is offered by DHS, community colleges, fire departments etc.
- Taylor: If a foster parent doesn't complete required training, they should not be recertified. However, what happens to the children?
- Balter: There is no motivation to attend training if you place children in their homes before they are trained.
- Day: So, do we remove children when a foster parent does not complete their continuing education?
- Balter: Rather than remove children currently in the home, perhaps you could say you won't place any additional children until they receive the training.
- Sherbo: Regarding 4a, 5b and 5c: Important ways in which people affected by the actions of foster parents can speak up in confidence.
- Day: For 5b, we are looking at replicating an Oregon Youth Authority system.
- Sherbo: Could the ombudsman in DHS with an existing 800 number be used as a hotline for teen foster youth?
- Day: That may be possible. OYA has said they would have to add staff to their ombudsman to meet the demand. As for 4a, she is not sure where the agency is currently at.
- Sherbo: Has there been a change in practice?
- Butler: Kevin George spoke with Oregon Foster Youth Connection to develop a list of questions youth may want to ask. There is not a change in practice yet but they are moving to get there. She has not seen a final protocol.
- Hazelton: He will follow up.
- Day: An Informational Memorandum could be sent to staff on a practice change of taking an older foster youth to visit foster homes before placement. That can help the older foster youth feel less anxiety during the move.
- Balter: Are there other FCST recommendations to focus on? This is not our last chance to talk about them. These conversations are difficult with shrinking

resources, but we might be able to bring some political pressure to front load some of them.

- Day: You can send additional comments to her after this meeting and they will be considered as feedback from CWAC.
- Hazelton: We would also welcome ideas on additional actions that would help move the recommendations at any time. You do not need to wait for the next CWAC meeting to submit comments and ideas.

Meeting adjourned.