



FINAL

DHS Children, Adults and Families
Child Welfare Advisory Committee
September 10, 2008

Members

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|---|--|---|---|---|
| <input type="checkbox"/> Dana Ainam | <input checked="" type="checkbox"/> Don Darland | <input checked="" type="checkbox"/> Phil Lemman | <input checked="" type="checkbox"/> Pam Patton | <input checked="" type="checkbox"/> Judy Stiegler |
| <input checked="" type="checkbox"/> Janet Arenz | <input type="checkbox"/> Rep. Sara Gelser | <input checked="" type="checkbox"/> Benjamin Hazelton | <input checked="" type="checkbox"/> Angela Sherbo | <input checked="" type="checkbox"/> Christine Stolebarger |
| <input checked="" type="checkbox"/> Mike Balter | <input checked="" type="checkbox"/> Cathy Kaufmann | <input type="checkbox"/> Christina McMahon | <input type="checkbox"/> Becky Smith | <input type="checkbox"/> Ruth Taylor |
| <input checked="" type="checkbox"/> Iris Bell | <input checked="" type="checkbox"/> Jean Lasater | <input type="checkbox"/> Jerry Moore | <input checked="" type="checkbox"/> Christine Stetzer | <input checked="" type="checkbox"/> Nan Waller |
| <input checked="" type="checkbox"/> Leslie Currin | | | | |

DHS Staff

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|---|---|--|--|
| <input checked="" type="checkbox"/> Erinn Kelley-Siel | <input checked="" type="checkbox"/> Nancy Keeling | <input type="checkbox"/> Toni Peterson | <input checked="" type="checkbox"/> Bill Bouska for Madeline Olson |
| <input checked="" type="checkbox"/> Mickey Serice | <input checked="" type="checkbox"/> Janette Williams for Debbi Kraus-Dorn | | |

Minutes Recorded By Pam Pearson

OVERVIEW OF AGENDA

- Stiegler: Reviewed agenda. The 8/13/08 minutes were not ready for approval.

INTERIM ASSISTANT DIRECTOR REPORT – Erinn Kelley-Siel

Status of Children report

- Kelley-Siel: Copies of the 2007 Status of Children report were distributed. This report follows the format of previous reports. A series of data requests over the years has culminated into the report as it appears today. The introduction explains what the report is and what the department is doing. The current format updates the same data points each year and program staff explain the trends. There is not much analysis. Other organizations’ reports include a data report, but also select a particular issue to analyze. She would like to talk with CWAC about possibly moving toward that type of report. We would not let go of the data in the report, but want to know if there is a better way to present it, if there is more information that should be presented, if there is a better way to show trends and if we should do an analysis over a specific point in the data set. Perhaps the analysis would be on a goal set by CWAC and a question asked by CWAC. We could format it with an essay at the front of the report, followed by the data.

The report’s audience includes legislators, CWAC and the media/public. CWAC has a better understanding of the issues than the other two audiences.

Opened this issue up for discussion. Then would like input on what data is missing from the report. Asked that CWAC make their comments against their four focus areas.¹

- Darland: Legislators, the community and media do not understand the definitions of abuse and threat of harm nor the burden of proof for a founded disposition.
- Kelley-Siel: Some definitions are at the end of the report. Perhaps an explanation is needed of how the system works and the burden of proof.
- Darland: At the founded/unfounded point, the burden is “reasonable cause to believe.”
- Sherbo: This is what makes someone a victim. That administrative level determination to found an allegation at the very front end informs everything else.
- Darland: Founded does not technically mean the abuse happened because some dispositions have been overturned.
- Stiegler: There are multiple levels of determination and the judge is the ultimate decision point.
- Darland: Founded dispositions lump together major sexual abuse with lack of supervision by a foster parent for leaving pills out.
- Waller: Endorses Erinn’s approach to have the report analyze a topic. Oregon’s statute affects how our threat of harm rates compare with other states. A possible topic could be threat of harm: what it encompasses and if it is leading to Oregon having higher rates of foster care compared with other states.
- Balter: The story you want to tell is driven by what people want to hear. The story to tell is if things are better or worse and how can know. The current format of the report makes it look like you are only interested in process and numbers. The average person and legislators want to know if things are getting better or worse and why.
- Waller: Start by telling how you plan to safely reduce the number of children coming into care and keep them safe in their homes. If they are in foster care, are they doing well in becoming successful citizens? What happens when the agency intervenes? Is that intervention going to be successful? Follow with the data.

¹ From 2/8/08 CWAC letter to Bruce Goldberg regarding prioritization of POPs.

1. Preventing foster care placement.
2. Assuring the children placed in foster care are safe and are thriving.
3. Providing permanency for children placed in foster care in a timely manner.
4. Identifying strategies to reduce over-representation of children of color in the child welfare system.

- Patton: Later in today's meeting she will be giving a report from the Teen Issues in Child Welfare Subcommittee. We were asked to look at whether teens are better prepared when they exit DHS care. The report will be saying that we don't have the data to answer that question. Data cannot tell the cause and how children are doing. Has asked before and repeated her request to collect and report by age, gender and race together. If you have a policy to provide gender specific services, you need that data.
- Sherbo: Is impressed with the introduction to the report. It acknowledges the problem and outlines the direction being taken to solve it. It does not blame others. Asked how much the report costs to produce. It is useful, particularly for people less knowledgeable about the system.
- Kelley-Siel: Would have to find out the cost of production, pulling the data and composing the text. We want a report worth the investment for the public and for us to move things forward. Wants permission to not be beholden to what was.
- All: Permission granted.
- Kelley-Siel: Her idea is to have data appendices with a better use of time to tell the story up front. Regarding Pam Patton's issue about data, we have almost too much data and have to decide how to use it. We will be able to use the Casey grant to help with that.
- Stolebarger: The report is easy to read. Asked if there is data on the number of teens in foster care who are parents. That kind of parent is different and hard to mentor.
- Arenz: Agreed with Angela's comment about the introduction. The Behavioral Rehabilitation Services section mentions the BRS redesign. She has asked FIWG to consider having Donna Keddy update CWAC again. She also has some concerns about accuracy of some of the facts and will relay them to Erinn outside this meeting.
- Stetzer: How does the report get to the public?
- Kelley-Siel: It is formally presented to the legislature and is posted online. We usually do a press release, but want that to be accompanied with an action. Because the report is late this year (it is usually released in April), we are quieter in our release. We collect the data based on the federal reporting cycle (October to October). New law requires us to make a report to the legislature by November 1. However, the data is not updated until November 15. We are working out how to meet the requirements of the law and follow up with supplemental updates. You can help explain that to the public.
- Keeling: Local branches also use and share the report with their communities.

- Balter: Pick one or two widely accepted indicators to answer if the agency is doing better or worse.
- Stiegler: Send any further comments to Mickey Serice.

DHS TRANSFORMATION – Fariborz Pakseresht, Deborah Martin, Misty Dvorak

- Pakseresht: Last month he provided CWAC with a brief report on the child welfare transformation initiatives. Deborah Martin was a co-lead on the two rapid process improvements (RPI) have been completed for adoptions. Deborah will give a report and then Misty Dvorak will talk about partner involvement. Distributed two handouts on the adoptions RPIs. LEAN looks at the entire process. We can find that the efficiency in one place can create a backlog in another place. LEAN is a methodology to improve service and drive away waste. It began in manufacturing businesses and is now being used by health and human service organizations. Our focus is to get our own house in order because we don't want to be the bottleneck.
- Martin: RPIs involve the staff who do the work. The first step is to create a current-state map of the whole picture. Then the group determines how much time is needed for each step, how much value is added for clients, where they see waste, and where the tangible and intangible impacts are. They then prepare an action plan and target dates.
- Pakseresht: Asked if Benjamin Hazelton wanted to comment because one of his staff was involved in the RPI.
- Hazelton: His staff had a good experience. It is good that the same staff person is not needed for each RPI. Asked if the handouts were public because he would like to share it in a newsletter, which may garner more interest for participation.
- Pakseresht: Yes it is public.
- Keeling: Asked that the reports be shared with the field managers first.
- Dvorak: Child welfare program managers will get the reports on 9/11/08.
- Stetzer: How many units will have RPIs?
- Pakseresht: There are nine child welfare initiatives. Adoptions is considered as one initiative with multiple pieces. The process is to bring to the table the people who do the work. CAF has invested 23 staff as LEAN leaders.
- Dvorak: We are finalizing the invitations for partner participation. The invitations will include a tentative calendar. There will be multiple opportunities across the state.

- Serice: RPIs generally last four days. There are opportunities for partners to participate throughout the four days. The 2-hour report-out time includes an overview of the process, the finished product and question/answer time. Most RPIs will be in the field instead of central office. Asks that CWAC share the invitation and calendar with others.
- Stetzer: What is the follow up so that the product does not just sit on a shelf?
- Martin: The sponsor and team leads follow up, but supervisors also have that responsibility.
- Patton: When you go to a branch, do you look at it by section or topic?
- Kelley-Siel: This is about how we do our work and the effects on face-to-face visits, etc. We are serious about institutionalizing the changes and are considering if a staff person is needed to manage continuous process improvement. Other areas for improvement will come up after we finish these first ones. Every division may handle the follow up differently. CAF is different because we provide direct service. External participation gives us external support and another accountability check. We need to be flexible about how we do our work and be willing to change. We need partners to be flexible, too, as we begin to do things differently. Hope that together we send a message that this is not about building up our workforce but improving how we serve children.

CONTINUATION OF INTERIM ASSISTANT DIRECTOR'S REPORT

Casey Foundation Agreement

- Kelley-Siel: Will move this to the November agenda when we will have more information. We will use their resources and the technical assistance from the National Governor's Association to help move things forward that we have already identified. They align with CWAC's four goals and include disproportionality, embedding Oregon Safety Model implementation into practice, working better with relatives, and data issues. The NGA gives us an opportunity to learn from other states. Their goals are broader than Casey's, but are interrelated.
- Kaufmann: Asked about the data component.
- Kelley-Siel: Will use the Casey agreement to gain leverage in our ability to analyze data, including web-based access, expanding the capacity in data collection and analysis and maximizing the Portland State University agreement.
- Kaufmann: Does the Casey agreement bring dollars to the state?

- Kelley-Siel: About \$2.6 million over the three years of the grant. Casey will also give us hands-on technical support for the resources they provide us. We are working on outcome measures and how to keep this in line with the other things we are doing.
- Patton: Anna Cox told the Teen Issues in Child Welfare Subcommittee that it will take two years to get OR-Kids in place. Is the reason process or financial?
- Kelley-Siel: OR-Kids is Oregon's statewide automated child welfare information system. It will take two years to implement it because we are currently operating with systems from the 1970s and 1980s and are modernizing to make it easier to adapt in the future. Financing it through certificates of participation and federal match so the time to completion is not a financing issue.
- Keeling: It might be good to have an OR-Kids update for CWAC in a future meeting. The feds require us to have an automated system. The contractor has done this work in five other states. The Wisconsin system is being modified to add the deliverables unique to Oregon.
- Patton: Is it being integrated with the RPIs?
- Kelley-Siel: Yes, some RPI solutions are technology driven. We are also modernizing in Self Sufficiency.
- Patton: The provider community needs to be included so that when DHS gets better, we get better.
- Waller: The courts are moving to e-court. Assumes there is a linkage with OR-Kids.
- Hazelton: Yes.
- Kelley-Siel: Have received many good questions about data sharing. One question was whether education's student identification number could be shared in Child Welfare to track the child.
- Waller: One challenge is that Child Welfare identifies by mother's name, the court by the child's name.
- Hazelton: Understands efforts are underway to cross-reference. These new data systems will be state of the art and will allow for change. Hopes that flexibility will be built in for whatever becomes state of the art in the future.

House Human Services and Women's Wellness Committee

- Kelley-Siel: Handouts from CAF's 9/4/08 presentation to the HSWW Committee were sent by email to CWAC. Questions can be sent to Mickey

after you have read them. The hearing did not allow for a lot of time on any one issue.

Psychiatric medications: Part of a broader effort to improve mental health care. Cannot be viewed in isolation. Working on recommendations. There are some big policy issues, especially on informed consent. The medical advisory committee is meeting next week on the policy ramifications and practice.

Addictions treatment for parents of children in foster care: Funds were distributed to counties in January. We are closing the gap that had been widening for parents needing treatment. The outcomes will be fewer children in foster care and children returning home sooner. We are analyzing if we should expand it to another level of eligibility. We will send you the handouts from the Addictions and Mental Health Division.

- Balter: When Bruce Goldberg asked CWAC what would have the greatest impact, one of our recommendations was to target D&A treatment to parents of children in foster care.
- Kelley-Siel: Appreciates CWAC prioritizing that. These funds require counties to focus on our families. Is one of the best investments.

Workload staffing: The legislature has been clear about the need to move to a workload staffing model. Steps to close the gap won't be realized for at least 24 months. We are not asking for more staff at this time, but are showing the E-Board what we are mandated to do and what we are staffed to do, illustrating the resource issue. There are infrastructure issues that we and partners are addressing before we ask for new staff.

Early childhood intervention and services for child welfare clients: The majority of abused children are younger children. Both Child Welfare and Self Sufficiency have an opportunities to impact children. We are obligated to apply best practices in early childhood intervention.

Adoptions: Nancy Keeling provided an update to the HSWW on improvements to the adoption selection process.

Current caretaker and legal representation are other issues that will be taken to the legislature.

Budget

- Kelley-Siel: We continue to have budget challenges and are trying to avoid personnel cuts. Forecasts show increases in client caseloads in Self Sufficiency. Family Supports and Connections is one program that works to prevent entry into the child welfare system. We expected 400, but are getting 900 referrals

quarterly. Is the program one of the reasons we have a decline in child welfare cases? We don't know the answer yet to why we have fewer coming into care. An email was sent to staff yesterday about cost containment strategies. We are not yet in a hiring freeze and have exempted child welfare caseworkers from a 90-day hiring hold. We may also exempt HSS3s and TANF case managers.

CIRT Review Process

- Kelley-Siel: Nancy Keeling will give an overview on improvements to the CIRT process and how CWAC might be engaged.
- Keeling: The CIRT Review Workgroup's report is in your packets. Previously the format of the CIRT reports were changing with each report and we were having problems getting them posted. The purpose of the CIRT also changed. Bruce Goldberg called a workgroup to look at the CIRT process. CWAC members Benjamin Hazelton and Jerry Moore participated. Statute requires a CIRT must be convened when a child dies while in DHS custody or within 12 months of having been subject of a CPS assessment. A CIRT may be convened when a child has been seriously injured or killed. Changes have been made to the process as a result of the workgroup's recommendations, such as using initials instead of children's names in the reports. The purpose of the CIRT is to draw lessons for improving systems.
- Kelley-Siel: There are two pieces to a CIRT, the review and the report. Case specific issues are not identified in the report, but are addressed outside the CIRT. We want a balance of transparency and accountability vs. protecting the privacy of the child and family. Narrowed the focus to systems issues. Case-specific issues do not need to be publicly discussed.
- Keeling: We no longer include graphic descriptions of the case to protect the privacy and to avoid delays in posting the report because of a pending criminal case. It describes the incident only to the point of explaining why a CIRT was convened. Employee discipline is handled through HR.

One recommendation was to add audit points for accountability. The DHS auditors will review for follow through. Today we want to talk about the roles of CAF Quality Assurance and CWAC. We did not follow through on the role of CWAC in the previous CIRT protocol. Another recommendation was to consider convening more CIRTs, but a staffing burden would have to be addressed. We are working on a process to address the recommendation of releasing reports as soon as recommendations are made rather than at specific 30-day and 60-day intervals. So far we have been successful in the new process

and district attorneys have not expressed concern with what we have released during their criminal investigations.

- Kelley-Siel: We are revamping the DHS website which will help make the reports more accessible. We are adding an executive summary to point out the biggest systemic issues and our action plan. Each executive summary must have a legal review because we are not always able to say what we want to say. Wants CWAC to think about the possible role for CWAC. One possibility is that CWAC would receive the reports when they are released and would receive reports on the audit points.
- Hazelton: Rather than receive reports on the status of specific CIRTs, suggested CWAC provide feedback on new procedures before implementation. The purpose would not be to seek CWAC approval but allow for a review through the members' lenses if the procedures are workable procedure and meet the intent of the CIRT's recommendation.
- Kelley-Siel: Concerned that that work could overtake the priorities and goals set for CWAC.
- Stiegler: Suggested FIWG work out a recommendation to present to CWAC.
- Kelley-Siel: A CIRT report may suggest contact with a specific partner.
- Waller: Another purpose of a CIRT is to inform the public. Plain language is needed.
- Kelley-Siel: That is the executive summary. The primary purpose is to inform our practice and so the report itself cannot always be in plain language.
- Waller: One of the first CIRTs talked about the need for public accountability. Is there a dual purpose now?
- Kelley-Siel: Our primary goal is to see changes in the system. There is a dual purpose though and we provide the balance with an executive summary.
- Sherbo: It's possible that a CIRT will have no systemic issues. Sometimes they are just tragedies. Concerned that you will look for systemic issues where there are none.
- Keeling: We have a pending CIRT that did not identify a systemic issue.
- Kaufmann: Her vote is for CWAC to make the big picture connection, not at the detail level.

ACTION: Future Issues Work Group will consider the above comments to develop a recommendation for CWAC's consideration regarding the CWAC's role in the CIRT process. The recommendation will be presented to CWAC during the November 12, 2008, meeting.

TEEN ISSUES IN CHILD WELFARE SUBCOMMITTEE REPORT – Pam Patton

- Patton: Gave an interim report on May 14 when the first of two questions had been answered. We determined we did not have the data to answer the question: Is the implementation of the Oregon Safety Model impacting teens' access to Child Welfare or the services they receive? We moved to the second question: How well prepared are teens when they exit the Child Welfare System? Again our answer is that the data is inconclusive. The subcommittee measured a cohort of teens currently in care against what the Northwest Foster Care Alumni Study says leads to positive outcomes. The subcommittee is passing the question back to CWAC if they should look further into these questions or if there are other questions about teens to look at.
- Stiegler: Because we are short on time today for a full discussion, FIWG will develop a recommendation for CWAC to consider. The FIWG is open to all CWAC members. If you want to provide input on this recommendation, please participate.
- Patton: Teens can get lost if we don't keep them on our radar.
- Stiegler: However, the subcommittee was not designed to exist without an assigned topic.
- Patton: Will not be available for the October FIWG meeting.
- Hazelton: Can represent the subcommittee at FIWG.

ACTION: Future Issues Work Group will consider the subcommittee report and develop a recommendation for CWAC's consideration regarding the next steps for the subcommittee. The recommendation will be presented to CWAC during the November 12, 2008, meeting.

LEGISLATIVE CONCEPTS, POPS AND CITIZEN INITIATIVES

- Serice: Proposed amendments to the draft legislative concept on disproportionality in foster care have been submitted to Legislative Counsel and copied to CWAC.
- Waller: Disproportionality is an issue at the national level too.
- Serice: The agency request budget was completed on September 1. We will let you know when it has been posted online.
- Stiegler: Suggested members read measures 57 and 61 carefully. Measure 61 has a huge fiscal impact.

- Kaufmann: Children First for Oregon is hosting an event on measure 59 and will send invitations to CWAC.
- Stiegler: CWAC members can circulate other information on measures if they choose to.

FAMILY BASED SERVICES REDESIGN – Jan Slick

- Slick: Family Based Services (FBS) have remained the same for many years. The Oregon Safety Model looks at safety services as opposed to change services. The CFSR also requires that we consider changing FBS. Formed community focus groups that included parents who were clients. We reviewed research on evidence-based practices, looked for service gaps, the types of clients, rural/urban and geographical issues. Recommendations followed. The handout came out of the recommendations. Evidence-based services show that the client must be motivated for the services to be effective.
- Hazelton: What is your request for CWAC? This falls into CWAC's goal of reducing reliance on foster care. It is aligned with the top priority of CWAC and CAF.
- Slick: At this point, we want to simply keep CWAC informed of the process. Feedback is always welcome.
- Sherbo: What is the timeframe for when new RFPs will be let? Agrees with the principles in the handout, but that does not inform her of the meat of the redesign.
- Slick: The current RFPs have been extended and will end in about 18 months.
- Lasater: If the point is to eliminate foster care and to work with families, then include the provider's relationship with the family because once DHS is out of the family's life, the provider relationship can continue to support the family. Craft the RFPs to connect the family back to the community.
- Slick: The principles of wraparound are included and address that.
- Patton: We support the values in the document, but you need to provide the training on these actions and expectations.
- Bell: Agrees. Provide training and be clear on expectations for cultural competency and other key issues.
- Waller: We want a system that is nimble and responsive to the individual needs of clients. Providers that are able to meet that expectation will stay in business and those that can't, won't.
- Patton: We have been asking for flexibility and training. Contracts have to be provide what the agency wants to buy.

CFSR – PIP

A comprehensive report will be provided during the November meeting.

Meeting adjourned.