



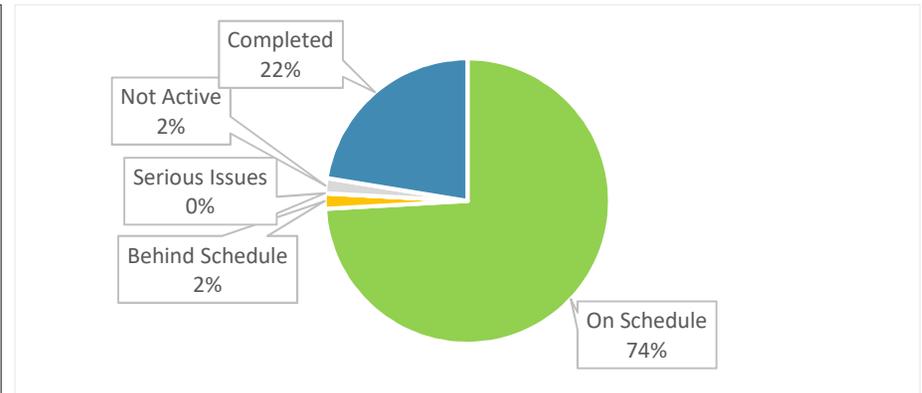
Making Change Happen

DHS TRACKING OF RESPONSE TO SECRETARY OF STATE AUDIT REPORT



REPORT DATE: September 2018

The Oregon Secretary of State’s audit of the Oregon Department of Human Services Child Welfare program published on January 31, 2018 highlights the impact of chronic understaffing, high turnover and the need for improvement in management practices. DHS appreciates the work and the attention the report helps bring to such important issues. DHS has embraced the recommendations listed in the audit and is actively moving forward in all areas identified in need of improvement. The 24 recommendations are listed below, along with the agency’s specific work on each recommendation. The pie chart to the right is a cumulative reflection of the progress, as broken down within each recommendation and as identified by each status indicator.



Recommendation #1

Review and address the four foundational recommendations outlined in the Public Knowledge report:

1a. Improve the DHS Culture

RISE – INTENTIONAL CULTURE CHANGE	●	FEB 2018 – DEC 2019	<p>DHS leadership has engaged in an intentional organizational culture effort agency-wide. The purpose of this culture change is to begin creating environments and interactions that are supportive to all staff and clients of the organization. The culture includes five primary elements including safety and well-being, caring and supportive relationships, high expectations and accountability, meaningful participation, and community engagement.</p> <p>Several educational presentations have been delivered and will continue through the fall 2018. Groups have included the Office of Human Resources, the Office of Equity and Multicultural Services, Office of Child Welfare leadership, Self Sufficiency Programs leadership, Office of Vocational Rehabilitation leadership and SEIU. Agency-wide communications are scheduled to begin in in fall 2018 with several planned communication avenues and approaches.</p> <p>Training will be developed and delivered to all staff within the agency. Training will be tailored to meet the needs of program areas and shared/central services. Leadership training will begin in June 2019 and will support leadership and management to become leaders for change. These trainings will equip managers with skills to support staff, navigate difficult conversations, create community engagement within a team and develop skills in leading from an equity and trauma informed approach.</p>
-----------------------------------	---	---------------------	--

CHILD WELFARE ACTION PLAN	●	COMPLETE	A Child Welfare Action Plan was created February 2018. The Action Plan identified the 'Keys to Success' as data-Informed decisions, valued professional discretion, implementation with a focus on service to children and families, and leadership commitment to positive personal development. These success points were used to take a fresh approach to the Child Welfare Fundamentals Map. A new map has been created and is being utilized as a foundational guide in quarterly business reviews.
LISTENING TOUR	●	COMPLETED	The DHS Director and Child Welfare Director met with more than 2,000 staff and community members to build trust with staff and local communities, using 26 participatory meetings from January 2018-May 2018. The information provided by staff and community partners from the listing tours underwent qualitative analysis in June 2018. The resulting recommendations are being used to inform all areas of the overall action plan. [Cross reported with recommendation #2, 6 and 11]
CHILD WELFARE STAFF ENGAGEMENT AND TRUST	●	ONGOING	To increase staff engagement and feedback, a variety of tools were implemented including email boxes, field newsletters, engagement surveys and organizational assessments. The results of the assessment and surveys will provide an immediate connection with staff and guide the culture initiative going forward. Regional Supervisor Quarterlies (including Office Managers) are occurring in La Grande, Corvallis, Beaverton and Klamath Falls. Attendance has been strong and supervisors are receiving advanced clinical supervision training this quarter. Both the Child Welfare Director and Field Administrator attend these meetings to connect with our field leadership to hear what they need and to give updates to the field on the progress and implementation of the new tools they desperately need to reduce their workload stress. [Cross referenced with recommendation #6]

1b. Focus the whole DHS agency and Child Welfare on safety

UNIFIED CHILD AND YOUTH SAFETY IMPLEMENTATION PLAN	●	ONGOING	The Executive Projects Team developed the Unified Child and Youth Safety Implementation Plan in response to the Governor's independent review of Child Welfare conducted by Public Knowledge. The Plan focuses on the safety of children across DHS divisions. <ul style="list-style-type: none"> • Task A - Enhancing Community Engagement • Task B - Recruitment and Retention of Child Welfare Caseworkers • Task C - Supervisor Training • Task D - Fidelity to the Oregon Safety Model (OSM): Quality Review, Accountability and Training • Task E - Continuum of Care • Task F - Coordinated Child Safety-Centered Response to Abuse • Task G - Centralize Hotline Operations • Task H - Aligning Policy, Procedure and Best Practice for Caseworkers and Supervisors • Task I - Certification Safety and Well-Being Review Standardization (formerly Foster Home Reviews) • Task J - Foster Parent Recruitment, Retention Support and Training
--	---	---------	---

1c. Adopt data-driven decision making

BUILD RESEARCH CAPACITY	●	COMPLETE	The Office of Reporting, Research, Analytics, and Implementation (ORRAI) was created under the leadership of Dr. Paul Bellatty. This office created a research agenda for Child Welfare which uses the work from reporting and research to inform decision making and improve outcomes which focused on ensuring the support of the
-------------------------	---	----------	---

			field to improve outcomes for children and families. This office utilizes project management practices to ensure the agenda is completed.
CHILD WELFARE RESEARCH AGENDA	●	COMPLETE	<p>A Child Welfare-specific research agenda focused on safety along the life of a case; capacity and service matching; caseload and workload; recruitment and retention; and community engagement was completed which outlines the tools needed to make informed decisions. The tools that quantify safety are not prescriptive tools that make decisions – the tools provide information that enhance professional discretion. No research tool will ever replace the most important resource in the child welfare system – caseworkers and managers serving Oregon’s children and families. Most tools are associated with an outcome. This implies most caseworker efforts should be intended for a particular purpose – to maximize safety, minimize maltreatment, improve the likelihood of reunification, minimize the number of moves within substitute care, and promote positive child/youth outcomes.</p> <p>A team has been formed under ORRAI to focus on implementation of these research tools. The team is creating implementation plans for each specific tool and utilizing project management to ensure successful completion of the work.</p>

1d. Increase staffing resources for Child Protective Services and other DHS entities

WORKLOAD MODEL UPDATES	●	FEB 2018 – MAY 2019	<p>Current staffing models do not adequately recognize the time required to complete new mandates and new assessments. New random moment surveys are being developed to improve current staffing models. In addition, the analyses will consider how caseload affects client outcomes. To date, Random Moment Sample (RMS) surveys have been developed to capture current workload data. Five areas within Child Welfare are the initial focus: Screening, Protective Services, Permanency, Adoptions, Foster Home Certification. Deployment of the RMS and data collection began in August 2018. Data collection will be a continuous effort throughout the year to ensure the workload models are consistently being fed updated timing information. [Cross reporting with recommendation #4, 15 and 16]</p>
INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p> <p>A Business Manager was hired January 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross reporting with recommendation #4, 7, 15, 17, 18 and 19]</p>

Recommendation #2

Cultivate a culture of transparency, responsibility, respectful communication, and professionalism using an array of leadership tools and measurable through an independent work environment survey.

LEADERSHIP TRAINING	●	COMPLETE	Casey Family Program consultants worked closely with the Child Welfare Director to build a management team that understands the need for transparency, strong and open communication, and offering high levels of support while asking for high levels of accountability. To date, approximately 50 hours of training have been provided for senior managers around these topics.
PROFESSIONAL DEVELOPMENT	●	ONGOING	District and Senior Program Managers are being provided 16 hours of professional development training focused specifically on building a high-functioning leadership team in their districts.
SUPERVISOR TRAINING	●	ONGOING	Field Supervisors are being provided core supervisors training as of spring 2017 through the Unified Child Safety Plan's "Project C: Develop core supervisor training." There is also a workgroup focused on the identification of the desired competencies, skills and knowledge needed of supervisors. This work will inform future training development. To date additional trainings have been provided on recognizing signs of vicarious trauma, burnout and compassion fatigue in staff.
LISTENING TOUR	●	COMPLETED	The DHS Director and Child Welfare Director met with more than 2,000 staff and community members to build trust with staff and local communities, using 26 participatory meetings from January 2018-May 2018. The information provided by staff and community partners from the listening tours underwent qualitative analysis in June 2018. The resulting recommendations are being used to inform all areas of the overall action plan. [Cross reporting with recommendation #1a, 6 and 11]

Recommendation #3

Review the structure and organization of key child welfare programs to identify and understand long-standing issues and system weaknesses; set policy and communicate expectations to ensure appropriate implementation of changes; and ensure that changes are not simply reorganizations or movement of employees, but help management to address root problems.

ORGANIZATIONAL ASSESSMENT	●	COMPLETE	An organizational assessment was completed in May 2018. The assessment identified trends across DHS and root problems that need to be solved to create a stable, solid organizational foundation to support a person-centered and seamless delivery system the agency aspires to provide. The next phases of this effort involve reviewing findings in five regional feedback sessions this fall and creating a 12- to 18-month strategic plan to address the findings.
CENTRALIZE ELIGIBILITY AND REFERRALS	●	JAN 2018 – SEP 2018	Child Welfare is in the process of centralizing federal program eligibility determinations and referrals for Behavioral Rehabilitation Services placements. The goal of centralizing the referrals is to improve placement matching for children with high needs. The new referral process started in September 2018. A software platform is being developed to track children in placements, including when they need to be discharged.
PLACEMENT MATCHING	○	MAY 2019 – TBD	ORRAI is in the planning stages of a project for placement matching. This research will create research models that identify the best placement for each child entering substitute care; these equations will identify the likelihood of stability for each placement type.
COORDINATED RESPONSE TO ABUSE	●	JUN 2017 – DEC 2018	The Unified Child Safety Plan's "Project F: Coordinated response to abuse" launched in summer 2017 to establish policy and communicate expectations so that DHS can quickly and effectively respond to child and youth allegations of abuse.

Recommendation #4

To advocate more effectively for program and staffing needs to the Legislature, use clear and accurate data to support budget requests and show the effects of under budgeting on program stability.

WORKLOAD MODEL UPDATES	●	FEB 2018 – MAY 2019	Current staffing models do not adequately recognize the time required to complete new mandates and new assessments. New random moment surveys are being developed to improve current staffing models. In addition, the analyses will consider how caseload affects client outcomes. To date, Random Moment Sample (RMS) surveys have been developed to capture current workload data. Five areas within Child Welfare are the initial focus: Screening, Protective Services, Permanency, Adoptions, Foster Home Certification. Deployment of the RMS and data collection began in August 2018. Data collection will be a continuous effort throughout the year to ensure the workload models are consistently being fed updated timing information. [Cross reporting with recommendation #1d, 15 and 16]
BUILD FIELD SERVICES CAPACITY	●	COMPLETE	A new Field Services Administrator was hired in January 2018 and all vacant District Manager positions were filled. The Field Services Administrator built a team of 12 individuals to support field services functions and provide a stronger bridge of communications from central office to field districts.
INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p> <p>A Business Manager was hired January 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross reporting with recommendation #1d, 7, 15, 17, 18 and 19]</p>

Recommendation #5

Implement a thorough and ongoing evaluation process for agency programs and initiatives, including the following actions:

5e. Consider overhauling or replacing the OR-Kids case management system and continue to apply lessons learned from this and other projects to future information systems projects.

OR-KIDS	●	ONGOING	The Child Welfare Director is in communications with our federal partners regarding the Comprehensive Child Welfare Information System (CCWISC). While these talks are underway, Child Welfare is assessing what is working well with OR-Kids and which areas need improvement. OR-Kids business analysts, Office of Information Services technicians, and field end users are working together to prioritize changes that will improve the end-user experience with OR-Kids and help guide decisions to make OR-Kids more user friendly and to help improve data quality. Immediate action was taken to address the top 10 user complaints related to the system. An additional 28 fixes have been identified and plans to address these issues are underway.
---------	---	---------	--

5f. Review the Oregon Safety Model to ensure that staff fully understand and can apply key concepts and more effectively safeguard child safety.

SAFETY MODEL	●	SEP 2017 – APR 2019	<p>Child safety consultants provided support in all 16 districts to improve practice to the Oregon Safety Model. This consultation is coupled with newly designed caseworker training which began in September 2017. The training includes pre-work (online) and classroom training.</p> <p>Action Center for Child Protection and Casey Family Programs analyzed the consistency of the existing screening function and a new training is being planned around the Oregon Safety Model. The training development and curriculum is scheduled to be completed by December 2018 with a full training plan and rollout scheduled for January – April 2019. This training will work to apply the Oregon Safety Model to screening functions within Child Welfare.</p> <p>A Quality Assurance manager has been hired to help focus and streamline the program’s Quality Assurance efforts. In addition, the Policy and Procedure Workgroup (Unified Child Safety Plan Project H) have evaluated and are updating the procedure manual to ensure it aligns with policy, is user friendly and easily accessible by staff.</p>
SAFETY MODEL FIDELITY	●	JUN 2017 – DEC 2018	<p>The Permanency Program completed practice model fidelity reviews in all 16 districts. Feedback was provided, and action planning assistance was offered to address areas of practice needing additional support. These plans are monitored and adjusted as needed by the Child Safety Program coordinators. This is planned to occur twice each year, once in conjunction with the federal Child and Family Services Review (CFSR) using CFSR-selected cases. This will be a continuous improvement effort. Additional work is being done on model fidelity under the Unified Child Safety Plan’s “Project G: Fidelity to the Oregon Safety Model (OSM): Quality Review, Accountability, and Training.”</p>
CASEWORKER TRAINING	●	ONGOING	<p>In July, an additional class was added bringing the number of caseworkers being trained to 54. In August, 28 additional caseworkers were trained and 54 caseworkers in September. Child Welfare will continue to explore capacity options for additional trainings with Portland State University.</p> <p>Ongoing training needs are being met with the development of eight new training topics. Caseworkers are receiving an additional 15 hours of training yearly to access the training. Child Welfare leadership is looking at ways to create “in service” days to support workers availability for training.</p> <p>In January 2019, the Permanency Unit will begin hosting all-day meetings three time a year. These meetings will focus half a day on additional training for ongoing workers.</p>
CHILD PROTECTIVE SERVICES (CPS) ASSESSMENTS	●	COMPLETE	<p>In February 2018 an abbreviated assessment process was implemented for Child Protective Services (CPS) assessments. The goal was to allow CPS workers to complete an abbreviated assessment after initial contact is made with a family and there is sufficient information to determine the alleged victim is safe and the allegation is unfounded. This effort resulted in decreased staff workload while maintaining child safety.</p> <p>In April 2018 overdue assessment protocol was implemented for CPS assessments that are currently open in the Child Welfare data system and over 60 days from the initial assignment date. Data is being used to inform the prioritization of overdue assessments. The goal is to create time efficiencies in reviewing and closing overdue assessments by focusing on the assurance of safety.</p>

5h. Assess the true impact of the move to centralized screening on statewide staffing resources and the consistency of the screening function.

CENTRALIZED SCREENING	●		<p>The Unified Child Safety Plan’s “Project G: Centralized Hotline Operations,” launched in summer 2017 to assess the impact of centralizing screening functions on statewide staffing resources, and the consistency of the screening function as part of the staged implementation plan. This work is happening with the consultation and support of Action for Child Protection and Casey Family Programs. The new Oregon Child Abuse Hotline management team was hired in spring 2018 and staff have begun transitioning to the new hotline.</p> <p>In August, five districts transitioned screening functions over to the centralized Oregon Child Abuse Hotline including District 4 (Linn, Benton and Lincoln Counties); District 7 (Coos and Curry Counties); District 12 (Umatilla and Morrow Counties); District 14 (Grant, Harney and Malheur Counties) and District 15 (Clackamas County).</p> <p>The project team has developed a full staffing transition plan and will continue to work closely with Human Resources and SEIU to address impacts on district screening staff.</p>
-----------------------	---	--	--

5d. Assess the two-track investigative model used by CPS and OAPPI (now OTIS) to ensure all identified gaps are addressed and consistency of response to reports of child abuse and neglect.

FACILITY INVESTIGATIONS	●	ONGOING	SB 243 (2017) established a consistent definition of abuse for out-of-home care settings. Both the Office of Training, Investigations and Safety (OTIS) and Child Welfare updated their rules to reflect the changes. Gaps identified in a previous audit are being resolved through an internal effort by Child Welfare and OTIS and Licensing.
-------------------------	---	---------	--

Recommendation #6

Establish safe mechanisms for staff to provide input, and develop a transparent process for reporting concerns, tracking them, and ensuring top management takes action to resolve them.

LISTENING TOUR	●	COMPLETED	The DHS Director and Child Welfare Director met with more than 2,000 staff and community members to build trust with staff and local communities, using 26 participatory meetings from January 2018-May 2018. The information provided by staff and community partners from the listening tours underwent qualitative analysis in June 2018. The resulting recommendations are being used to inform all areas of the overall action plan. [Cross referenced with recommendation #1a, 2 and 11]
CHILD WELFARE STAFF ENGAGEMENT AND TRUST	●	ONGOING	<p>To increase staff engagement and feedback, a variety of tools were implemented including email boxes, field newsletters, engagement surveys and organizational assessments. The results of the assessment and surveys will provide an immediate connection with staff and guide the culture initiative going forward. [Cross referenced with recommendation #1a]</p> <p>Regional Supervisor Quarterlies (including Office Managers) are occurring in La Grande, Corvallis, Beaverton and Klamath Falls. Attendance has been strong, supervisors are receiving advanced clinical supervision training this quarter. Both the Child Welfare Director and Field Administrator attend these meetings to connect with our field leadership to hear what they need and to give updates to the field on the progress and implementation of the new tools they desperately need to reduce their workload stress.</p>

Recommendation #7

Develop and implement a statewide strategic plan to increase foster care capacity that includes using data analytics and tracking to target the recruitment of

foster care placements for every district in the state. The strategy should include targeted recruitment of specific types of placements (career foster parents, therapeutic foster beds and culturally appropriate placements).

INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p> <p>A Business Manager was hired January 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross referenced with recommendation #1d, 4, 15, 17, 18 and 19]</p>
FOSTER PARENT RECRUITMENT / RETENTION	●	ONGOING	<p>“The Power of Showing Up” campaign through the Every Child contract will focus in the Portland Metro, Deschutes, Douglas, Josephine and Marion counties this year. The campaign maximizes some proven areas of success for Every Child Oregon, including social media. Every Child Oregon will run two waves of the recruitment campaign: Sep – Oct 2018 and Jan – Mar 2019.</p> <p>iHeartMedia donated \$30,000 worth of radio and website advertisements. These ads will be targeted in the Portland Metro area. In addition, Every Child Oregon will purchase radio advertisements in the seven markets of focus, maximizing the relationships already established in those markets.</p> <p>Growing Resources and Alliances through Collaborative Efforts (GRACE) Project created the Oregon Foster Family Recruitment Retention and Support (OFFRS) tool. The tool is focused on diligent recruitment planning and was originally created for local district utilization. Child Welfare has revised the tool to create recruitment and retention plans at a statewide level.</p> <p>A statewide strategic plan is being developed with a target date of September 2018. The plan is focused on helping strategically place staff with skills to bring families forward to help and will incorporate the expansion of the Every Child model by stages and will reach all Oregon counties by November 2021.</p> <p>ORRAI is conducting a historic turnover rate analysis of foster parents. The results will create a baseline turnover rate for foster parents in Oregon and inform the Statewide Strategic Plan for Recruitment, Retention and Support at the district level.</p>
FOSTER PARENT TRAINING	●	APR 2018 – DEC 2019	<p>A foster care coordinator was hired in April 2018 to focus solely on caregiver training for both foster parents and relative caregivers. In addition, a caregiver strategic plan is currently under way with a target completion date of October 2018.</p> <p>In Winter 2018, Portland State University analyzed over 1,000 staff and caregiver surveys. With the results of the focus groups and surveys, the project team began to draft caregiver core competencies and will be vetting them with stakeholders soon. By fall 2018, the project team will consider a training proposal developed by</p>

PSU, vet the curriculum and finalize the plan for infrastructure changes to training delivery. Training for DHS caregiver trainers will begin in late Winter 2019. [Cross referenced with recommendation #8b]

Recommendation #8

Collect and use data to improve the foster care system, including:

8a. The availability of foster home and the true capacity of available beds in the system.

INCREASING CAPACITY	●	ONGOING	<p>Behavioral Rehabilitation Services (BRS) Capacity - In July 2017, Child Welfare made a significant investment to expand capacity in the BRS system. This investment is projected to yield an increase of 90 BRS Shelter/Basic Residential/Intensive Residential placements and an additional 150 BRS treatment foster care placements in the 2017-2019 biennium. The Child Welfare Director is also working with a team to identify and develop programs that will provide capacity to children and youth with a higher level of care need. Assessments include the CPS comprehensive, Child and Adolescent needs and Strengths, and Medical assessments. As of July 2018, DHS has created a 14- and a 26-bed facility focused at directly serving this population.</p> <p>Continuum of Care - In January 2018, a team of subject matter experts from DHS and Oregon Health Authority met to discuss continuum of care for Oregon's children. The goal is to have children receive care in their own communities with or without DHS' involvement as appropriate to hopefully be able to keep children in their own homes.</p> <p>The Unified Child Safety Plan's "Project E: Continuum of Care" proposal, which includes representation from Child Welfare, Oregon Health Authority, Office of Developmental Disabilities Services and Oregon Youth Authority, is working on developing a system-wide review of level of care and services, and addressing any gaps found. This work will include a systemic analysis of available resources.</p> <p>Capacity Project – ORRAI is utilizing research to estimate the number of placement beds (e.g. foster care, proctor care, residential treatment, etc.) necessary to optimally serve the substitute care population. The project team completed 1,000 case reviews detailing child factors, environmental factors, family factors and other critical pieces of information at the time of removal. Researchers are now in the process of reviewing the data from case reviews as the project team moves forward with the next steps of conducting a full system inventory of available resources. The project goal is to utilize predictive analytics to understand capacity needs across the system so capacity gaps can be identified and closed. [Cross referenced with recommendation #13]</p>
---------------------	---	---------	---

8b. The rate of foster parent turnover and the number of foster parents trained per year.

TURNOVER ANALYSIS	●	SEP 2018 – OCT 2019	ORRAI is conducting a historic turnover rate analysis of foster parents. The results will create a baseline turnover rate for foster parents in Oregon and inform the Statewide Strategic Plan for Recruitment, Retention and Support at the district level.
FOSTER PARENT TRAINING	●	APR 2018 – DEC 2019	A foster care coordinator was hired in April 2018 to focus solely on caregiver training for both foster parents and relative caregivers. In addition, a caregiver strategic plan is currently under way with a target completion date of October 2018.

			In Winter 2018, Portland State University analyzed over 1,000 staff and caregiver surveys. With the results of the focus groups and surveys, the project team began to draft caregiver core competencies and will be vetting them with stakeholders soon. By fall 2018, the project team will consider a training proposal developed by PSU, vet the curriculum and finalize the plan for infrastructure changes to training delivery. Training for DHS caregiver trainers will begin in late Winter 2019. [Cross referenced with recommendation #7]
--	--	--	--

8c. A statewide dashboard to compare district performance on key metrics.

STATEWIDE GEOGRAPHIC INFORMATION SYSTEMS (GIS) MAPPING	●	JUL 2018 – JUL 2019	ORRAI is currently using geographic information systems (GIS) technology to create mapping statewide. The mapping will provide real-time data on how many children are in care by county/community, including demographic information. It will also show how many current foster homes are certified by county/community, identifying which are kith/kin and which are general applicants. The final deadline for this work is to be determined but expected in mid-2019.
--	---	---------------------	---

Recommendation #9

Remove unnecessary barriers that impede timely recruitment of foster families. Track certification of career foster parents from inquiry through certification, and keep foster parents engaged during the entire process to increase the likelihood of certification.

REMOVING BARRIERS TO CERTIFICATION	●	ONGOING	<p>The department initiated a relative caregiver review utilizing national standards, literature and other state’s models. The review, along with recommendations, was submitted to Child Welfare Director in May 2018.</p> <p>A Mobile Certification and Training Team was created in May 2018 and deployed where they are needed to help process foster parent applications and provide on-site foster parent training to expedite the process for areas with a backlog. The team consists of three certifiers and two trainers.</p>
------------------------------------	---	---------	--

Recommendation #10

Build a robust support system to retain career foster parents and reduce placement instability. This should include a foster care payment that fully covers the cost of caring for a foster child, options for respite care providers and encouraging foster families to use respite care, and ongoing training and support to foster parents so they can continue to meet the challenges of fostering.

ROBUST SUPPORT STRUCTURE	●	JUL 2017 – JUL 2019	<p>During the last legislative session, the Legislature set aside \$750,000 for Foster Parent Supports. The plan specifically funded: 1) Respite Care – Approximately 65% of the funding (\$487,500); 2) Mentoring – Approximately 20% of the funding (\$150,000), and 3) Immediate Needs – Approximately 15% of the funding (\$112,500).</p> <p>A Child Care reimbursement of \$375 per child/per month was developed to assist with the cost of child care for children through the age of five. The payment is being provided to foster parents who work. Training has been developed and offered as a webinar to Child Welfare office managers and business staff in April 2018. This webinar was recorded and is now accessible to staff. Child Welfare will continue to use data to monitor this new program to ensure it is being utilized and providing adequate support. As of July 2018, 186 providers have been reimbursed for child care for 248 children for a total dollar amount of \$134,290.</p> <p>A request for application was issued in July 2018 to solicit licensed child care organizations to support, and possibly expand, Foster Parent Night Out.</p>
--------------------------	---	---------------------	---

Recommendation #11

Create and maintain a culture of respectful communication between foster parents and DHS caseworkers, and allow staff time for caseworkers to build relationships with foster parents. Use foster parent satisfaction and exit surveys to measure the quality of the program over time to understand and address foster parents' concerns.

LISTENING TOUR	●	COMPLETED	The DHS Director and Child Welfare Director met with more than 2,000 DHS staff and community members to build trust with staff and local communities, using 26 participatory meetings from January 2018-May 2018. The information provided by staff and community partners from the listening tours underwent qualitative analysis in June 2018. The resulting recommendations are being used to inform all areas of the overall action plan. [Cross referenced with recommendation 1a, 2 and 6]
UNDERSTANDING OUR FAMILIES	●	ONGOING	<p>DHS is working with the Governor's Advocacy Office and the Governor's Commission on Foster Care to gain better understand of foster family needs. The agency has also finalized a new exit survey for foster families and made it available online. DHS will use this tool to measure the quality of program and inform change. Different exit surveys have been available historically, but a formal policy and procedure is being drafted that will require all districts to utilize a standard exit survey.</p> <p>GRACE pilot districts (5, 7, 8, 10, 11) utilize a Customer Service Action Plan that identifies needs and strategies for respectful communication specific to each district's needs. As of July 2018, training on using this tool was developed for all child welfare staff in the pilot districts.</p> <p>ORRAI is currently using geographic information systems (GIS) technology to create mapping statewide. The mapping will provide real-time data on how many children are in care by county/community, including demographic information. It will also show how many current foster homes are certified by county/community, identifying which are kith/kin and which are general applicants. The final deadline for this work is to be determined but expected in mid-2019.</p>

Recommendation #12

Design a robust internal policy to reduce the risks of hoteling children by providing district caseworkers and office staff with clear protocols and operational support.

TEMPORARY LODGING	●	ONGOING	<p>There is a formal letter of Agreement with SSEIU to develop a Statewide Protocol for Children in Need of Placement to reduce the number of children placed in temporary lodging. A statewide n team has been assembled and provides consistent updates, FAQs and information for the field to assist in remediating temporary lodging. In addition, resources have been provided to the field including 1) A presentation illustrating the lawsuit settlement details, 2) Education guidance for temporary housing, and 3) Tip sheets.</p> <p>In addition to the development of the protocol, a supplemental training was developed and posted on iLearn, the state's on-line employee education system. All Child Welfare employees providing supervision of a child in a hotel setting were required to read this protocol and take the online training, prior to August 2017.</p> <p>Child Welfare has also developed a team dedicated to addressing temporary lodging. This team works with community partners, district leadership, DOJ and a technical advisor.</p>
-------------------	---	---------	--

A newly developed tracking system provides data that is being analyzed by ORRAI. Data walks are being completed with critical statewide stakeholders to review the data and identify root cause and develop strategies to mitigate instances of temporary lodging.

Statewide communication team has been assembled and provide consistent updates, FAQs, and information for the field to assist in remediating temporary lodging.

Internal email is accessible to all field staff who have questions/concerns regarding temporary lodging or potential temporary lodging situations. Field Services staff respond to provide information and support.

Weekly meetings in Multnomah County bring the District Manager, Program Manager, Supervisor and caseworker together to strategize regarding the placement needs of “hard to place” children and youth. Weekly meetings will be statewide, anywhere children are experiencing temporary lodging episodes.

As of September 2018, a new three-step process has been mandated if consideration for placing a child or young adult in to temporary lodging is believed necessary. [Cross referenced with recommendation #14]

Recommendation #13

Commit to building foster placement capacity across the whole system for children with a range of behavioral, health-related, and cultural needs.

INCREASING CAPACITY



ONGOING

Behavioral Rehabilitation Health (BRS) Capacity: In July 2017, Child Welfare made a significant investment to expand capacity in the BRS system. This investment is projected to yield an increase of 90 BRS Shelter/Basic Residential/Intensive Residential placements and an additional 150 BRS treatment foster care placements in the 17-19 biennium. The Child Welfare Director is also working with a team to identify and develop programs that will provide capacity to children and youth with a higher level of care need. Assessments include the Child Protective Services comprehensive, Child and Adolescent Needs and Strengths, and Medical assessments. As of July 2018, DHS has created a 14- and a 26-bed facility focused at directly serving this population.

Continuum of Care - In January 2018, a team of subject matter experts from DHS and Oregon Health Authority met to discuss continuum of care for Oregon’s children. The goal is to have children receive care in their own communities with or without DHS’ involvement as appropriate to hopefully be able to keep children in their own homes.

The Unified Child Safety Plan’s “Project E: Continuum of Care” proposal, which includes representation from Child Welfare, Oregon Health Authority, Office of Developmental Disabilities Services and Oregon Youth Authority is working on developing a system-wide review of Level of Care and services, and addressing any gaps found. This work will include a systemic analysis of available resources.

Capacity Project – ORRAI is utilizing research to estimate the number of placement beds (e.g. foster care, proctor care, residential treatment, etc.) necessary to optimally serve the substitute care population. The project team completed 1,000 case reviews detailing child factors, environmental factors, family factors and other critical pieces of information at the time of removal. Researchers are now in the process of reviewing the data from case reviews as the project team moves forward with the next steps of conducting a full system inventory of available resources. The project goal is to utilize predictive analytics to understand capacity needs across the system so capacity gaps can be identified and closed. [Cross referenced with recommendation #8a]

Recommendation #14

Develop a strategy for ending the practice of placing children in hotels.

<p>TEMPORARY LODGING</p>	<p>●</p>	<p>ONGOING</p>	<p>There is a formal letter of agreement with SEIU to develop a Statewide Protocol for Children in Need of Placement to reduce the number of children placed in temporary lodging. A statewide team has been assembled and provides consistent updates, FAQs and information for the field to assist in remediating temporary lodging. In addition, resources have been provided to the field including 1) A presentation illustrating the lawsuit settlement details, 2) Education guidance for temporary housing, and 3) Tip sheets.</p> <p>In addition to the development of this protocol, a supplemental training was developed and posted on iLearn, the state's on-line employee education system. All Child Welfare employees providing supervision of a child in a hotel setting were required to read this protocol and take the online training, prior to August 2017.</p> <p>Child Welfare has also developed a team dedicated to addressing temporary lodging. This team works with community partners, district leadership, Department of Justice and a technical advisor.</p> <p>A newly developed tracking system provides data that is being analyzed by ORRAI. Data walks are being completed with critical statewide stakeholders to review the data and identify root cause and develop strategies to mitigate instances of temporary lodging.</p> <p>Statewide communication team has been assembled and provide consistent updates, FAQs, and information for the field to assist in remediating temporary lodging.</p> <p>Internal email is accessible to all field staff who have questions/concerns regarding temporary lodging or potential temporary lodging situations. Field Services staff respond to provide information and support.</p> <p>Weekly meetings in Multnomah County bring the District Manager, Program Manager, Supervisor and caseworker together to strategize regarding the placement needs of "hard to place" children and youth. Weekly meetings will be statewide, anywhere children are experiencing temporary lodging episodes.</p> <p>As of September 2018, a new three-step process has been mandated if consideration for placing a child or young adult in to temporary lodging is believed necessary. [Cross referenced with recommendation #12]</p>
--------------------------	----------	----------------	--

Recommendation #15

Understand and clearly communicate Child Welfare field staffing needs to the legislature.

<p>WORKLOAD MODEL UPDATES</p>	<p>●</p>	<p>FEB 2018 – MAY 2019</p>	<p>Current staffing models do not adequately recognize the time required to complete new mandates and new assessments. New random moment surveys are being developed to improve current staffing models. In addition, the analyses will consider how caseload affects client outcomes. To date, Random Moment Sample (RMS) surveys have been developed to capture current workload data. Five areas within Child Welfare are the initial focus: Screening, Protective Services, Permanency, Adoptions, Foster Home Certification. Deployment of the RMS and data collection began in August 2018. Data collection will be a continuous effort throughout the year to ensure the workload models are consistently being fed updated timing information. [Cross referenced with recommendation #1d, 4 and 16]</p>
-------------------------------	----------	----------------------------	---

INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p> <p>A Business Manager was hired January 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross referenced with recommendation #1d, 4, 7, 17, 18 and 19]</p>
--------------------------	---	---------	---

Recommendation #16

Review, revise, and update the current workload model to reflect recent policy and procedure changes and field staffing needs.

WORKLOAD MODEL UPDATES	●	FEB 2018 – MAY 2019	<p>Current staffing models do not adequately recognize the time required to complete new mandates and new assessments. New random moment surveys are being developed to improve current staffing models. In addition, the analyses will consider how caseload affects client outcomes. To date, Random Moment Sample (RMS) surveys have been developed to capture current workload data. Five areas within Child Welfare are the initial focus: Screening, Protective Services, Permanency, Adoptions, Foster Home Certification. Deployment of the RMS and data collection began in August 2018. Data collection will be a continuous effort throughout the year to ensure the workload models are consistently being fed updated timing information. [Cross referenced with recommendation #1d, 4 and 15]</p>
------------------------	---	---------------------	---

Recommendation #17

Work with the legislature to increase Child Welfare field staffing according to the revised workload model and reduce the number of field positions held vacant to balance the budget, in order to reduce Child Welfare caseloads to manageable levels.

INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p> <p>A Business Manager was hired Jan 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross referenced with recommendation #1d, 4, 7, 15, 18 and 19]</p>
--------------------------	---	---------	---

Recommendation #18

Monitor caseworker caseloads, district staffing allocations, and the impact of turnover, overtime use, lack of experience, and FMLA use on caseloads to support equitable staffing allocations across the state.

RECRUITMENT / RETENTION	●	ONGOING	<p>Staff retention engagement survey is complete. The survey captures worker’s level of organizational engagement, supervisor support, and satisfaction. The target population are new case workers with Child Welfare from 0 – 3 years. Employees with more than three years will receive the survey annually starting with the second wave in October.</p> <p>The first quarter of survey testing was completed in June with a data collection period from July 16 through July 30. The response rate for the first quarter was 71%. Ongoing quarterly surveys will follow in October, January and April.</p> <p>The legislature provided the department with 50 positions to assist with the retention and support of front-line staff. The positions – referred to as Mentoring, Assisting, Promoting Success (MAPS) – were hired in early 2018 and dispersed throughout the state. A random moment survey has been completed to track the new MAPS position activities. MAPS positions were created to support and retain case workers. Researchers will use statistical techniques during the data collection phase to identify the activities and practices that the MAPS positions are engaging that produce optimal outcomes and effectiveness of their activities. Data collection started the second week of July. Daily response rates for the first 30 days is 81%.</p> <p>The Unified Child Safety Plan’s “Project B: Recruitment and Retention of Caseworkers” was launched in summer 2017. The project team is developing realistic job preview videos for prospective case workers and developing standardized position descriptions and interview materials for case workers statewide. The final videos are expected by end of December 2018.</p> <p>To increase recruitment potential, a Legislative Concept was submitted for 2019 session for consideration. The concept would remove education requirements from statute for case workers. More work is underway to assess the viability of this proposal. However, the goal would be to have a tiered skill level that would encompass a four year degree; a two year degree with two years of direct Child Welfare experience; and five years of direct Child Welfare experience. [Cross referenced with recommendation #19]</p> <p>Supervisors now receive a portfolio folder for new case workers. The folders contain the worker’s self-assessment, test scores, videoed training simulation and instructor observations of the worker’s engagement and participation, and the worker’s strengths. This is intended to help develop the worker’s Employee Professional Development Plan.</p>
INCREASE STAFFING LEVELS	●	ONGOING	<p>Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.</p> <p>The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.</p>

A Business Manager was hired Jan 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross referenced with recommendation #1d, 4, 7, 15, 17 and 19]

Recommendation #19

Develop and implement strategies to reduce and mitigate workload stress factors, reduce staff turnover, and reduce the use of paid and unpaid overtime by Child Welfare field staff.

INCREASE STAFFING LEVELS



ONGOING

Efforts are being made to adequately measure and describe the staffing gaps. In the February 2018 legislative session, DHS defined the size of the gap in current Child Welfare field staffing. The legislature provided 186 field positions to help close the gap. The hiring of these positions started in April 2018 and will continue through January 2019 in stages to match the funding.

The 2019-2021 budget was submitted with Policy Option Packages for each program area asking for 100% staffing levels to support the workload.

A Business Manager was hired Jan 2018 to focus on budget management and staffing. The program is focusing on the current hiring of case aides who can take some of the workload and stress off caseworkers and reduce unpaid overtime, which will help reduce staff turnover. [Cross referenced with recommendation #1d, 4, 7, 15, 17 and 18]

Recommendation #20

Take the following actions to improve caseworker staffing and training:

20a. Work with the Department of Administrative Services (DAS) to review the Social Service Specialist 1 classification and consider separating casework positions into separate classes.

CLASSIFICATION REVIEW



ONGOING

DHS Human Resources has been working with DAS classification and compensation unit to initiate classification reviews specific to SSS1s. While the reviews will be beginning, the timeline for working to implementation has been moved to July 1, 2019 given the collective bargaining timelines.

20b. Consider developing a career ladder for skilled caseworkers, supervisors, and support staff.

CAREER LADDER



ONGOING

The addition of the MAPS has provided a career ladder option that Child Welfare did not have. It has provided the opportunity for MAPS to move into consultant positions or supervisory roles.

To increase recruitment potential, a Legislative Concept was submitted for 2019 session for consideration. The concept would remove education requirements from statute for case workers. More work is underway to assess the viability of this proposal. However, the goal would be to have a tiered skill level that would encompass a four year degree; a two year degree with two years of direct Child Welfare experience; and five years of direct Child Welfare experience. [Cross referenced with recommendation #18]

20c. Continue to develop and review training and professional development of casework staff and supervisors in conjunction with community partners.

STAFF TRAINING	●	ONGOING	<p>In July 2018 trauma-Informed training was given to Program and District managers within Child Welfare. This will be followed up with a tiered level of trauma informed training, including a 90-minute, 4 hour and 8 hour training that will focus on self-care, trauma informed practice and then trauma informed teams. All staff should have completed the 90-minute training by December 2019, which will give every Child Welfare staff three tools focused on trauma informed self-care.</p> <p>Child Welfare has also done nine monthly supervisor newsletters. These newsletters shares professional development tools and ideas for all supervisors. Each monthly newsletter has a focus on self-care and wellness.</p> <p>The 2018 fall supervisor quarterlies have started and will continue through October. Focus of training is on Suicide Prevention and clinical supervision structures. Suicide Prevention training also included community suicide prevention organizations.</p> <p>Guidance Conversations with an emphasis in the last quarter on the structure of supervision. Providing outlines for how current supervisors are structuring supervision and practices of scheduling, documentation, and content of supervision including focusing on shared commitment of the work; defining best practice; serving as a role model; collaboration, and open communication; and promoting a positive and mutually respectful work culture.</p> <p>Supervisor Training Redesign: Continued work is taking place of analysis of current clinical supervision training through a supervisor workgroup tasked with enhancing what we currently have or redesigning from other training models shared from other states.</p>
----------------	---	---------	--

Recommendation #21

Ensure adequate facility space and technological support throughout the state to absorb needed child welfare staffing increases and support quality casework.

PROVIDE ADEQUATE FACILITIES	●	ONGOING	The Office of Child Welfare has engaged in conversations with the Office of Facilities to assure adequate facility space is available to support quality casework. The Office of Facilities has been involved in the ongoing assessment of facilities in the field and coordinating improvements in workspace as it is identified.
ENHANCE TECHNOLOGIES	●	COMPLETE	Caseworkers and Case Aids were provided iPhones beginning in May 2017 to support their work. The Caseworkers were also provided Surface Pros in July 2017 for access to information outside of office. These technologies have been rolled out to all districts.

Recommendation #22

Work with the department of Justice and the legislature to improve caseworker access to legal representation and legal case management support.

LEGAL ACCESS FOR WORKERS	●	JAN 2018 – DEC 2019	<p>A three-phase implementation of full Department of Justice (DOJ) representation is underway, overseen by the implementation team which includes Child Welfare, DOJ, the DHS Director’s Office and ORRAI.</p> <ul style="list-style-type: none"> • Phase 1 was implemented Jan 2018 and served 15 counties. • Phase 2 will be implement on July 2018 and will serve 12 counties. • Phase 3 implements July 2019 and will serve the remaining 9 counties.
--------------------------	---	---------------------	---

		<p>Survey of casework staff and survivors in Phase 1 counties show positive impacts on:</p> <ul style="list-style-type: none"> • Addressing legal issues timely; • Court-related stress and anxiety; • Confidence and preparation regarding upcoming court hearings; • Timely court process, and • Overall experience of the court process. <p>Narratives from Phase 1 survey will inform the roll out of future phase. Data and narrative comments from Phase 2 and 3 surveys will inform ongoing efforts to enhance and standardize the pre-jurisdiction working relationship of Child Welfare and DOJ.</p> <p>A Phase 2/Phase 3 technical assistance conference call is planned for April of 2019.</p> <p>Metrics have been selected to measure the impact of full DOJ representation. The selected metrics include those tracked by DHS Child Welfare, Oregon Judicial Department and Department of Justice. Reporting on the first of these longer-term metrics is planned to begin in May 2019.</p>
--	--	--

Recommendation #23
Consider implementing casework teams for responding to potentially dangerous calls and managing unusually complex or difficult cases.

COORDINATED RESPONSE TO ABUSE	● JUN 2017 – DEC 2018	The Unified Child Safety Plan’s “Project F: Coordinated response to abuse” launched in summer 2017 to establish policy and communicate expectations so that DHS can quickly and effectively respond to child and youth allegations of abuse.
-------------------------------	-----------------------	--

Recommendation #24
Ensure that the central and district offices are in regular communication with field offices throughout the state and provide the necessary support and resources to field offices when requested.

BUILD FIELD SERVICES CAPACITY	● COMPLETE	A new Field Services Administrator was hired in January 2018 and all vacant District Manager positions were filled. The Field Services Administrator built a team of 12 individuals to support field services functions and provide a stronger bridge of communications from central office to field districts.
-------------------------------	------------	---