



OREGON CHILD ABUSE HOTLINE ANNUAL REPORT

August 2018-August 2019

Oregon Child Abuse Hotline
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A Note from the District Manager

April 4, 2019 was a momentous day in the history of the Oregon Department of Human Services and Child Welfare. It marked the culmination of years of work achieved during a major stage in centralizing the state's child abuse hotline. It launched the new Oregon Child Abuse Hotline (ORCAH) phone number: 1-855-503-SAFE (7233). It also marked the beginning of a renewed commitment to consistency in how we screen reports of child abuse and ORCAH's new 24/7/365 level of customer service. But, most importantly, it began a new day for the safety of children across our state and in all our communities.

Since that day in April, and in the many months of planning required before and since then, ORCAH has remained committed to growing and learning. Part of this learning process has been addressing the many and various barriers and challenges that have come our way. From the complex process of hiring and training new ORCAH screeners, to working through the intricate technical requirements needed to implement a centralized operation, ORCAH staff have worked tirelessly. In addition to staff, a network of partners has helped us implement ORCAH, a child protection hotline system that will serve Oregon residents in a more efficient and accessible way.

ORCAH is not just another government program. It is not a call center. It is a life-saving resource, staffed by compassionate and caring screeners using social work skills, critical thinking and special tools that provide for consistent decision-making with decreased impact from bias. The work being done at ORCAH is among the critical front-line resources used every day to prevent child abuse and is vital to the health, safety and well-being of our communities.

This inaugural annual report outlines the progress we've achieved in our first year as ORCAH. In it you will find a brief history of the centralized hotline, highlighting the intense planning process, teamwork and collaboration needed to reach this point. We've also included valuable call and report data to illustrate some of our most difficult challenges. Lastly, we outline our ORCAH goals for the next year.

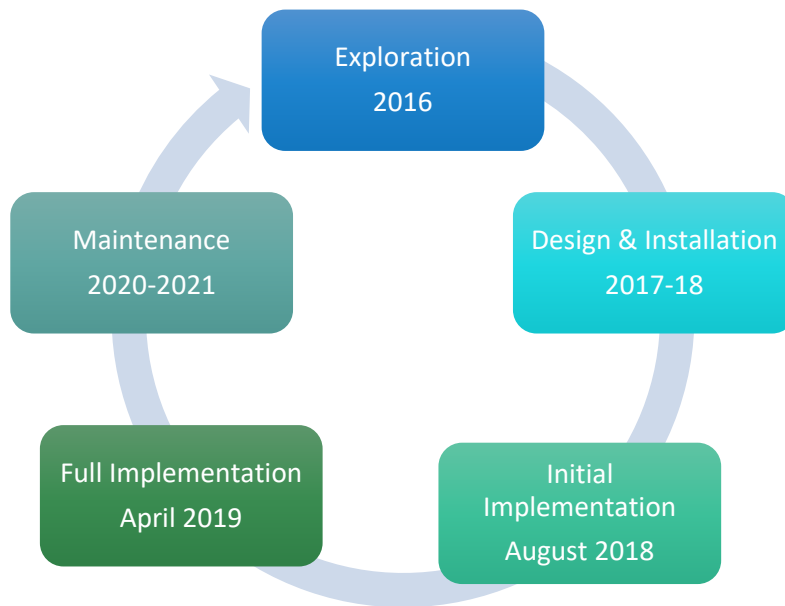
Even with the amazing progress so far, and our goals clearly outlined, we realize that the next few years will present a new set of challenges and obstacles to overcome. As we continue with implementation, ORCAH will continue to depend on the patience of staff, stakeholders and the community. Ultimately, only with your support, valuable input and understanding can ORCAH succeed. Our ultimate goal is to make sure children in Oregon are safer and by serving as a leading state-of-the-art child abuse hotline and model for other jurisdictions looking to improve their safety, consistency and customer service for children and families. We look forward to and welcome your continued feedback, ideas and input as we move forward.

I'd like to personally thank everyone involved in the planning and implementation of ORCAH over the last few years. Your partnership and willingness to learn and grow with us has made all of our progress so far possible. On the wall in my office I have a quote from Mahatma Ghandi: "Be the change you wish to see in the world." At ORCAH we will continue striving to change the world by keeping children in Oregon safe, improving the lives of families and strengthening the community.

Kristen Khamnohack
ORCAH District Manager

Implementation: From Project to Operation

The Department of Human Services has been in the process of centralizing our child abuse reporting system since 2016. We have structured our work using implementation science which estimates that the change process will take up to five years for maintenance and full integration into a Child Welfare system. The timeline for full implementation is dependent upon several major facets: hiring, onboarding, transition of workload, adequate screening coverage, rule, procedure, training execution, facility/infrastructure development and quality assurance.

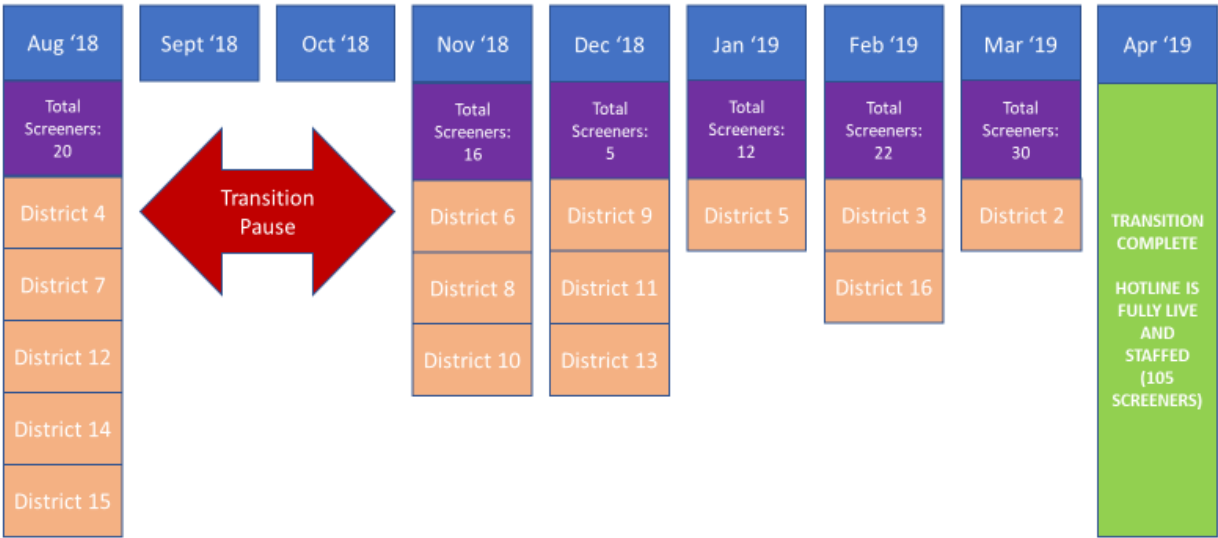


Seven subcommittees were created during the design phase in order to ensure that internal and external stakeholders were involved in the creation of the hotline: Workforce, Communications and Community Engagement, Training, Technology, Quality Assurance and Continuous Quality Improvement, Oregon Administrative Rule Changes, and Continuity of Operations (COOP). The District Manager, Kristen Khamnohack, was hired in the Summer of 2018 who then began hiring personnel to support implementation as well as personnel to begin the operational work.

By October of 2018, a project team of six consultants (four limited duration and two permanent), an ORKids trainer, two lean leaders from DHS Office of Continuous Improvement, and two project managers were on board and able to carry on the work of the seven subcommittees. This work included development and delivery of community presentations, child welfare staff training, updates to screening rule and procedure, a screening-specific training curriculum, a data reporting process, a feedback email system, a quality assurance process, technology updates, and an onboarding process to accommodate the hiring and training of over 150 new staff.

District Transitions

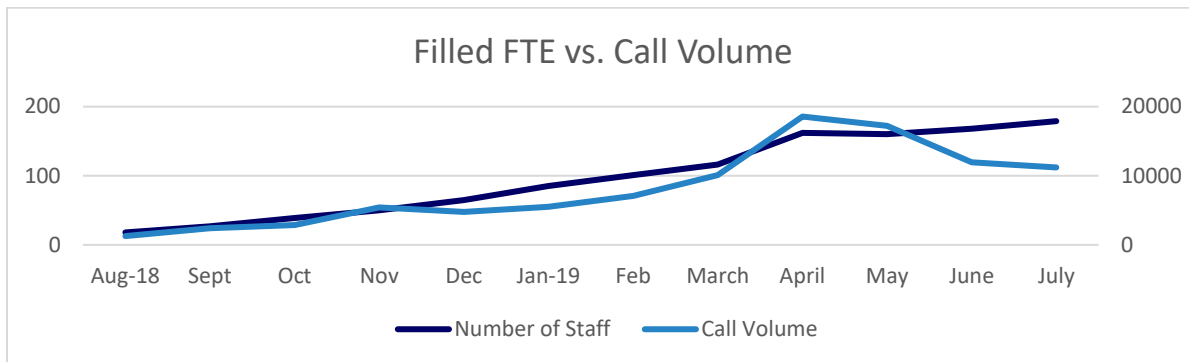
On August 6, 2018, ORCAH began initial implementation with Clackamas County Hotline’s (District 15) and staff transitioning to ORCAH as the first foundation unit and District served. By the end of August, ORCAH was screening reports of child abuse for five districts. The remaining districts transitioned over an eight-month period. Since April 4, ORCAH has been screening for the entire state of Oregon. Each time a district transitioned, ORCAH took over screening for that district and was allocated a number of positions from that district, 70% of which transferred to ORCAH as vacancies. Given the geographical distance and location of the ORCAH facility, many of the existing screeners from the 15 district hotlines made a decision to not transition to ORCAH. The visual below provides information regarding the number of screener positions transitioned from the districts. Often the actual number of filled positions was much lower. In January of 2019, the District 2 (Multnomah County) hotline moved into the ORCAH facility but did not merge the screening workload with ORCAH until April 4.



Just prior to each district’s transition, the ORCAH project team travelled to the local communities to help prepare child welfare staff and community partners for what to expect in short term and long term as their local hotline moved. In December of 2018, ORCAH implemented the Feedback Mailbox as a communication tool for staff and community to provide feedback and ask questions about the changes in operations, practice, and decision making that accumulated as a result of centralization and implementation. That email box remains in use to this day and will continue to serve as a critical part of ORCAH’s Continuous Quality Improvement Program (CQI).

Staffing, Hiring and Onboarding

As indicated above, ORCAH received a large number of vacant positions when districts transitioned. The chart below compares the number of actual FTE (including DM/PM/OM/OS2/SSSI/OPA positions) ORCAH had each month and the number of calls received. During high call volume, ORCAH instituted an “all hands on deck” approach in which screener, supervisors and consultants all screened calls.



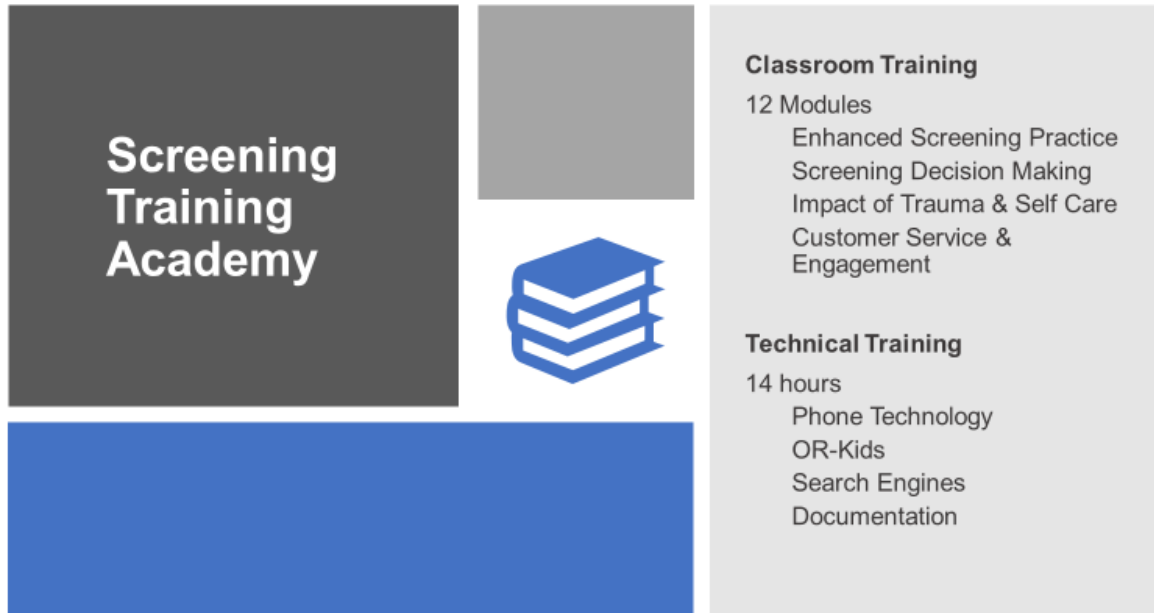
It quickly became apparent that a rapid hiring and onboarding process was needed in order to fill the vacancies and prepare new screeners to take calls as quickly as possible. ORCAH’s office managers and program managers developed an onboarding process that streamlined the application review and interview process. Tracking of the process was developed and group interviews were held regularly. A new group of screeners were joining ORCAH every few weeks. ORCAH is in the process of hiring our final 18 vacancies as of this writing (September 2019). There were a variety of challenges that created barriers to the rapid hiring process including CJIS background checks that took longer than expected, obtaining computer access for new hires and Workday implementation that impacted the entire state workforce. ORCAH’s hiring team overcame these challenges with creative problem solving such as development of a rapid onboarding training plan for new hires that did not require immediate access to a computer.

The Rapid Onboarding Training Program preceded the roll out ahead of the new Screening Training Academy. The OR-Kids Trainer and Consultants focused efforts on getting new-hires ready to take calls as quickly and safely as possible. Rapid Onboarding began with New Employee Orientation regarding basic employment logistics, centralization efforts, and introduction to the organization. New screeners were then provided four hours of classroom training that was based on what has historically been provided by Portland State University in Essential Elements for Child Welfare casework employees. The classroom training outlined practice guidelines and requirements per statute, rule and procedure. ORKids training specialists provided Screening 101, DHR, Openscape, and coaching in screening police reports to quickly develop the technical skills needed to implement screening practice.

Consultants took assigned days to support new screeners by providing practice consultation and case staffing. The ORCAH ORKids trainer and one consultant assisted with ORKids/technical systems support once new screeners began taking calls. Much of the follow up in performance fell on direct supervisors after the new screeners became proficient enough on the phones. During this time, there were not yet tools developed to determine consistent measures of performance.

Training

Screening Training Academy



Screening Training Academy

Classroom Training
12 Modules
Enhanced Screening Practice
Screening Decision Making
Impact of Trauma & Self Care
Customer Service & Engagement

Technical Training
14 hours
Phone Technology
OR-Kids
Search Engines
Documentation

The Screening Training Academy was developed in partnership with Action for Child Protection, Portland State University and multiple Child Welfare programs through a subcommittee process as a part of implementation. Five of the Hotline Consultants were trained by Action for Child Protection in the delivery of the curriculum. The two permanent consultants provided the bulk of the training. The academy includes both classroom training and technology training. The goal of the academy is to train all screeners and screening supervisors to the same practice standards regardless of their experience in order to provide safety, consistency and customer service. Public audits, internal work review, stakeholder input and staff collaboration assisted in building upon existing best screening practices and enhancing practice by creating a screening assessment process that incorporates the Oregon Child Welfare practice model, also known as the Oregon Safety Model.

Classroom training focuses on customer service, types of calls, selecting accurate allegations of abuse, trauma-informed practice, use of predictive analytics, use of information collection across the six domains of family functioning, decision making that is consistently based upon the same criteria for every report, and documentation. Technology Training focuses on the use of Oregon's State-Automated-Child-Welfare-Information-System, OR-Kids. Additionally, screeners are trained on how to locate and review information from the DHS Mainframe screens (DHR), the Oregon Vital Events Registration System (OVERS), and the Oregon Judicial Case Information Network (eCourt) and introduces screeners to relevant web-based sites and business protocols. The training focuses on enhancing the screener's use of diligent search practice and transitions to how and what to narrate in a screening report. Allegation selection, Prior Involvement review, use of the Screening Probability score and Documenting the screening decision are all included in each module of the technology training sessions.

Screening Training Academy replaces Essential Elements for newly hired screeners and supplements it for experienced screeners and experienced Child Welfare caseworkers who transferred to screening. It consists of 12 modules of classroom training plus the technology training for a full seven days of training. Screeners and supervisors were trained in cohorts of 15 to 25. Screening supervisors were introduced to the curriculum in January of 2019 and Screening Training Academy began in full on Feb 21, 2019. As of September 2019, 142 screeners and supervisors have completed the Screening Training Academy. It is projected that all staff will be trained by Oct 31, 2019. Planning for advanced training is currently underway for education on all topics that assist with assessing child abuse at the screening stage of the child abuse intervention process.

Training and Retention Unit: Screeners onboarded

From October 2018 to July 2019, ORCAH has onboarded and trained a total of 74 staff who were new to screening. Aside from the 74 hired with no screening experience, there were 5 who were hired prior to October 2018 also with no screening experience, but who came from a Child Welfare program area. These 5 were folded loosely into the onboarding program. Since October 2018 to July 2019, a total of 79 staff were onboarded and trained.

In March 2019, the Training and Retention Manager was hired who worked in tandem with consultants to onboard and train screeners. The Training and Retention Unit developed in July 2019, when two Lead Workers were hired, and a designated consultant was attached to the Training Unit. The duties of the Training and Retention Unit are to provide onboarding, orientation, training and mentoring for new and experienced screeners.

The Training and Retention team is responsible for the experiential training on the floor following the educational training provided in Screening Training Academy and the technical OR-Kids training. The educational, technical, and experiential portions of training are intertwined to provide consistency to the screener. Training includes assisting screeners through orientation and onboarding, describing and modeling office processes and protocols, providing educational training, and connecting staff with iLearn trainings. The trainer models screening calls and documenting reports in OR-Kids, facilitates shadowing sessions, coaches screeners through police report screening and teaches basic screening skills. The trainer assists new workers through reflecting on their learning in written reflection documents and processing sessions with the Training Manager.

The trainer documents screener proficiencies and skills through basic screener skills documents. The screener is assisted towards consistent report writing and use of criteria in decision making. The Screener also engages in mock calls which are monitored and evaluated by the trainer. The trainer guides and monitors the screener through taking verbal reports, assists with scheduling and supervisor communication, and assists with follow up coaching during new screener transitions to their designated shift schedule. This includes supporting the individual worker's training plan and meeting all training requirements. Training staff also facilitate the growth of all experienced screeners. They are responsible for ensuring consistent incorporation of the practice model, including use of the 6 domains to gather information, evaluation of Present and Impending Danger criteria to determine response timeline, report documentation, and screening decision making based on criteria. In the future, the lead workers will assist the consultants in providing a train-the-trainer model of mandatory reporter training that will be delivered to local districts.

Technology



ORCAH relies on computer-based technology to support daily operations much like the previous 15 hotlines did. This includes but is not limited to ORKids, OVERS, DHR, Ecourt, Accurint, Law Enforcement Data System, OpenScape, and Outlook email. However, ORCAH is able to enhance and leverage some of this technology in ways that the 15 separate hotlines had not.

OpenScape

OpenScape is the computer-based phone technology that manages all calls that come into the hotline and provides real time and historical data about call volume, wait times, service levels, etc. Prior to centralization, not all hotlines used OpenScape as it requires use of the Unify Phone system. ORCAH has leveraged this technology to manage call volume in real time as well as use the data it provides to make adjustments to workflow management and shift schedules. OpenScape also provides ORCAH with the ability to offer multiple call queues, callback options, and automation of cross reports from law enforcement via an email queue.

In August 2018, ORCAH had two queues: Law Enforcement and General Public. The calls were queued separately to prioritize law enforcement contacts given the emergent nature of police work. The Mandatory Reporter queue was added in December 2018 to decrease wait times for mandatory reporters. Additionally, the callback feature was added to all three queues in December. The callback option offers callers the ability to save their place in queue without having to stay on hold. The email queue for police reports was added in May of 2019. Those emails are then forwarded to the email queue in OpenScape for distribution to available screeners. The Spanish speaking queue was added in July 2019 to connect Spanish-speaking callers with screeners who speak Spanish. Under development is a sixth queue that will allow for callers to be able to ask their Child Welfare questions or seek information, when not reporting child abuse, by being directed to an ORCAH receptionist.

Geographical Information System

ORCAH has access to a web-based Geographical Information System (GIS) that allows for identification of jurisdiction for reports by entering the address at which families live or at which the abuse took place. GIS was enhanced when ORCAH launched to include (for each address entered) the branch and the designated person to which the case should be assigned, the email address for the branch's CPS notification email, the email address or fax number of the jurisdiction to which the report needs to be cross reported, the schools that serve that district and the Designated Medical Professional (usually a Children's Advocacy Center) that serves that address. This has allowed for streamlining case assignment, notification and cross reporting.

Continuous Quality Improvement/Quality Assurance/Data

The development of a Continuous Quality Improvement (CQI)/Quality Assurance process began during the design stage of ORCAH. One of the seven sub-committees was tasked with development of CQI/QA framework, metrics and tools. One of the consultants hired in the Fall of 2018 was assigned to help develop a QA tool and QA processes and one was assigned to support data reporting. In December, the ORCAH Feedback email box was put into use and managed by the consultant. Data reporting began also in December. It quickly became apparent that a robust CQI/QA program would require permanent support. ORCAH leadership determined at that time to create a small CQI/QA unit.

In March of 2019, a manager for what would become the ORCAH CQI/QA unit was hired and by the end of September 2019, all of the positions in the CQI unit were onboarded. The CQI unit is responsible for conducting quality assurance reviews of screening reports, data analysis and reporting, management of the ORCAH Feedback Mail Box, and serving as liaisons with the Office of Research, Reporting, Analytics and Implementation (ORRAI) to support the use of predictive analytics in screening decisions. Deliverables include production of daily, weekly, and monthly dashboards; production of quarterly and annual reports; monthly QA review of a statistically significant sampling of screening reports; a QA review tool for calls (supervisors will use this tool to listen to their screener's take calls); and production of monthly CARE Cards (Criteria to Achieve Response Excellence) as part of ORCAH's Performance Management System.



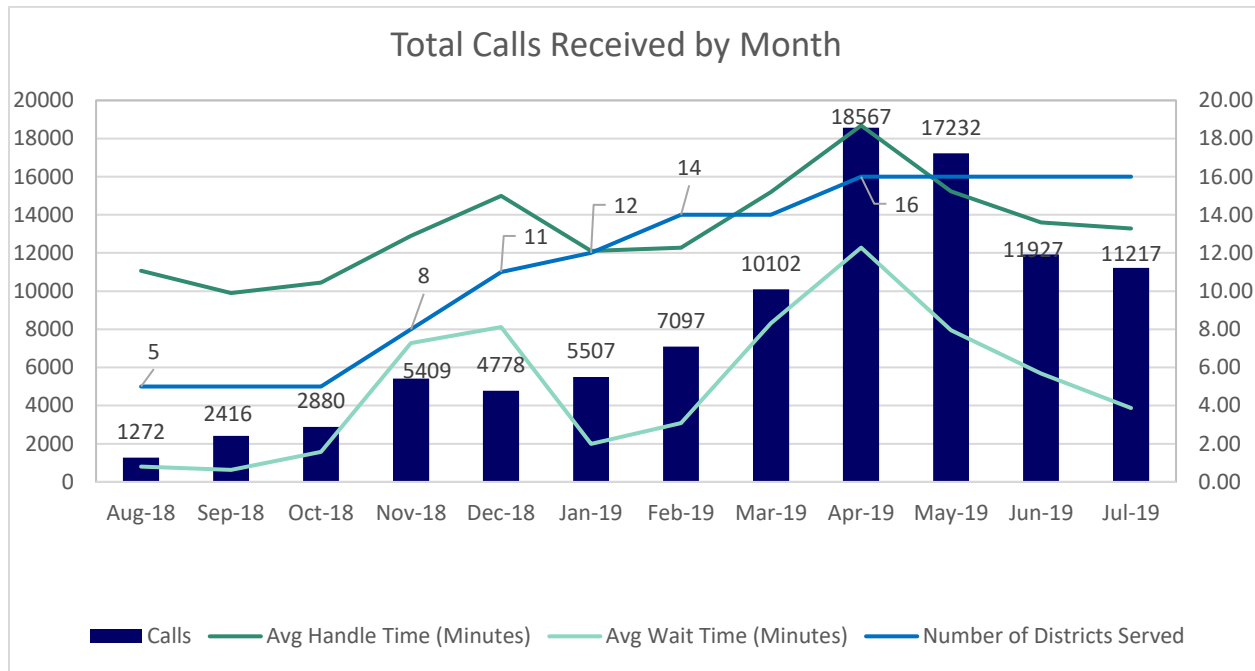
ORRAI has developed predictive analytics tools for several Child Welfare programs. Screening was the first to receive and put its tool to use. In December of 2018, a small group of screeners and supervisors were trained to use the tool and test it. When Screening Training Academy began, additional screeners were trained and given access to use the tool to use in their screening assessment process. New screening procedure went into effect on April 8 that includes the use of predictive analytics in screening decisions. Screeners use the information gathering across the six domains, history search, Child Welfare rule, and criteria in addition to predictive analytics to make screening decisions. The impacts of the use of the tool are not yet known. ORRAI monitors and tracks tool usage. ORCAH anticipates being able to include Predictive Analytics data in next year's annual report.

Guest Screening

ORCAH recorded the highest call volume in April and May 2019. These have traditionally been high call volume months for regional hotlines in previous years. Between the last week of April and mid-June, ORCAH was assisted all 16 Child Welfare districts around the state. ORCAH was provided with “Guest Screeners” every weekday and sometimes on weekends. A total of 86 guest screeners assisted ORCAH during that time and took 1,519 reports. ORCAH wishes to recognize and thank the following staff who provided guest screening:

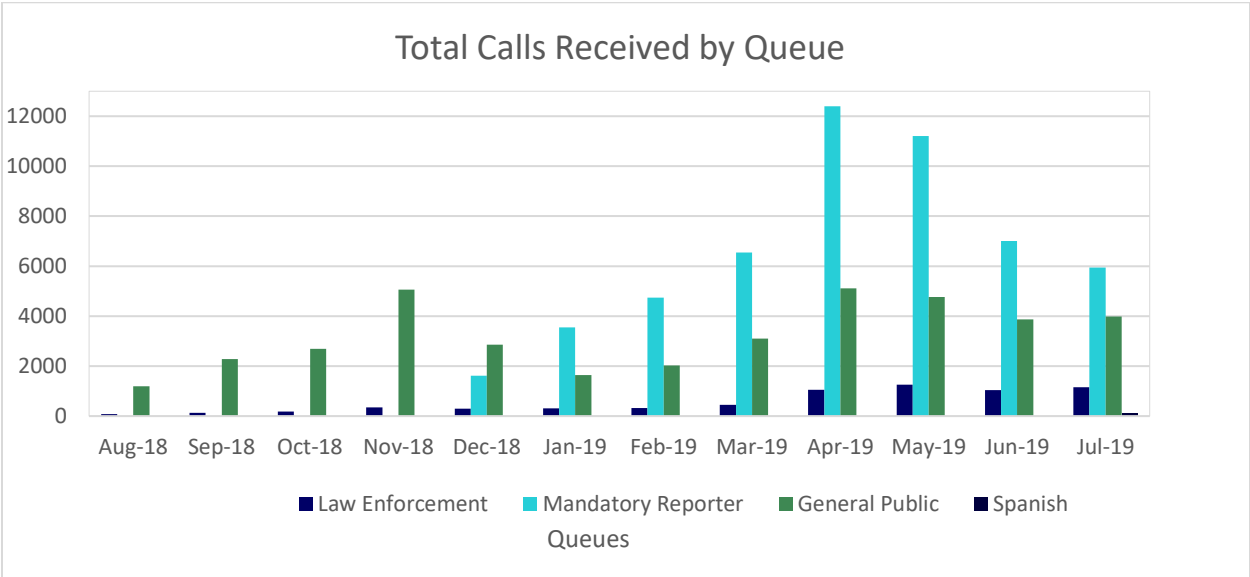
Alicia Kleen	Heather Thompson	Marlina Parras	Tia Jagers
Amanda Frumento	Jaime Moreno	Mary Torres	Tierra Wright
Amanda Roberson	Jamie Frost	Maryann Miller	Tina Trotter
Amy Avino	Jessica Tucker	Maureen Ireland	Tom Clark
Ashely Greer	Joel Broussard	Mayra DuranTorrez	Tracy Mahan
Ashely Morrow	Juliana Meekins	Michelle James	Tristina Manriquez
Ashley Burgess	Julie Brand	Natalie Goodeil	Violeta Ibarra
Autumn Mego	Jyl Hobbs	Ormond Fredericks	
Bailey Weissenfels	Kameron Trumbo	Rayme Roberts	
Brenda Cable	Katie Ortgies	Rebecca Foster	
Brenna Baker	Katy (Katherine) Yde	Rebecca Galyon	
Caitlin Purdy	Katy Henry	Robbie Tobar	
Cassie Dunlap	Kelly Brezinski	Robin Toth	
Cassie Powell	Kelly Knight	Sandy Springer	
Crystal Felming	Kelly O'Donnell	Sarah Northrup	
Dana Delaney	Kim Browning	Sarah Wannemaker	
Daniela Jardine	Kim Woodson-Coulter	Shannon Casad	
Danne Slezak	Kirsten Haggert	Shay Miley	
Derek Wright	Krimsen Koerth	Sheila Warren	
Desta Walsh	Kristen Lorenz	Stacey Ayers	
Diana Titus	Kristi Johnson	Stacy Hormel	
Dustin May	Kristi Schell	Stevie Benevento	
Elizabeth Smith	Lash Eversole	Susan Crismon	
Emily Butler	Lauren Anderson	Susan Hastings	
Eva Patee	Marcela Clough	Susanne Ulvi	
Heather Suing	Marilee Ortiz	Teresa Fisher	

Call Data

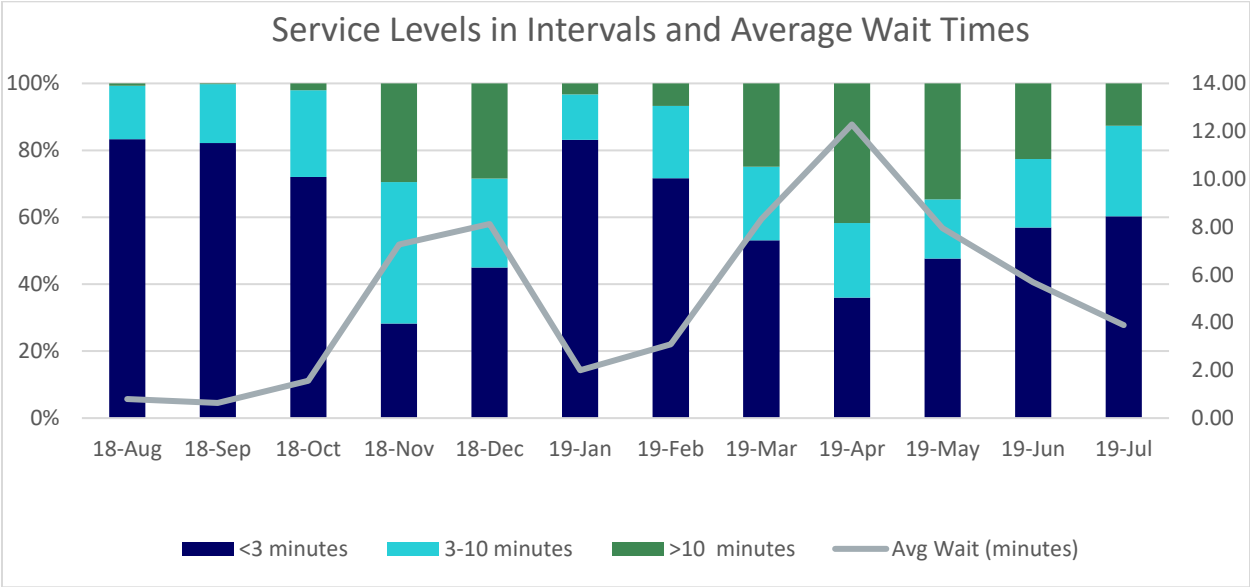


Between the beginning of August 2018 and end of July 2019, ORCAH received 98,404 calls. There is no comparison data from years prior since other hotlines did not all use OpenScape. This number does not include the thousands of police reports received by fax and email over that same period. The average handle time (call length) per call continued to increase through April 2019. The original Screening Training Academy schedule (February-April) was altered to address the high call volumes, wait times, and shifting of screening resources, leading to Screening Training Academy cohorts continuing through the summer. Delayed training may have played a role in longer handling times throughout the spring as new screeners trained through the rapid onboarding process were taking calls. The ORCAH Quality Assurance and Training teams continue to monitor screener practice and provide coaching around screening practices that promote efficiency and effectiveness.

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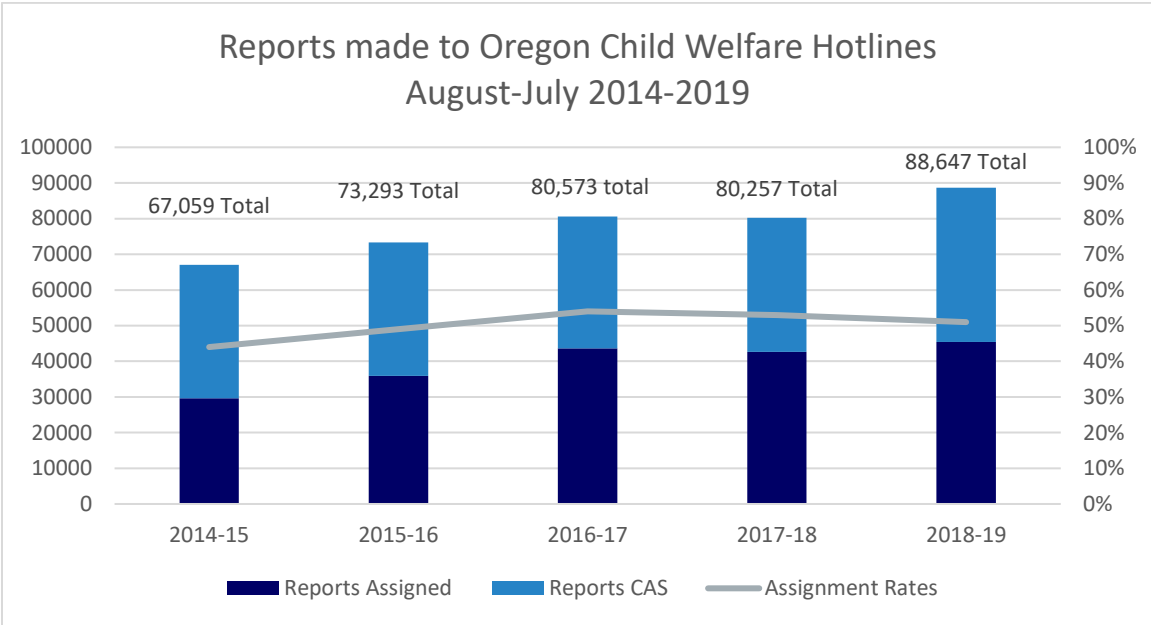


Prior to December, there was only the Law Enforcement queue and the General Public Queue. Since mandatory reports other than law enforcement make up a large portion of callers to ORCAH, the Mandatory Reporter Queue was added and eventually the Spanish queue was added. There is also an email queue as of July of 2019 that sends police reports to screeners.

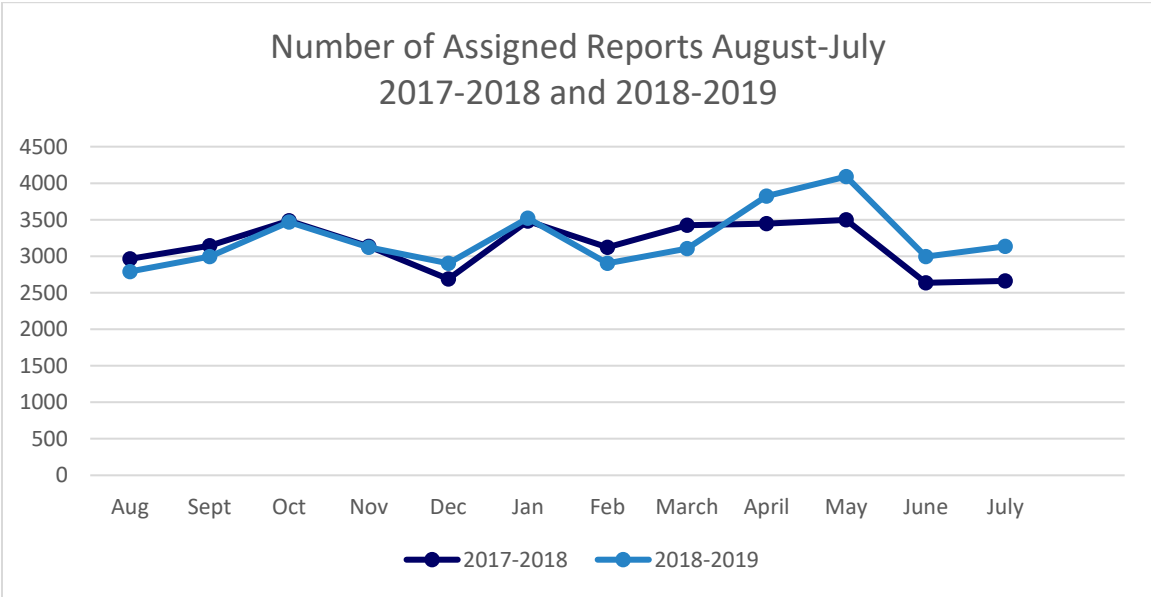


ORCAH average wait times increased over the year as additional districts transitioned to ORCAH. The initial service level goal for ORCAH was to answer each call within two minutes. The call center software was set for a three-minute threshold until July. Thus, the percentage of calls answered or abandoned under three minutes is the measure used for this annual report. The two-minute threshold has been reconsidered due to data analysis that indicates most callers do not abandon the phone call until close to a 5-minute wait time. Therefore, the service level goal is now set at answering calls in less than 4 minutes.

ORKids Reports and Assignment Data

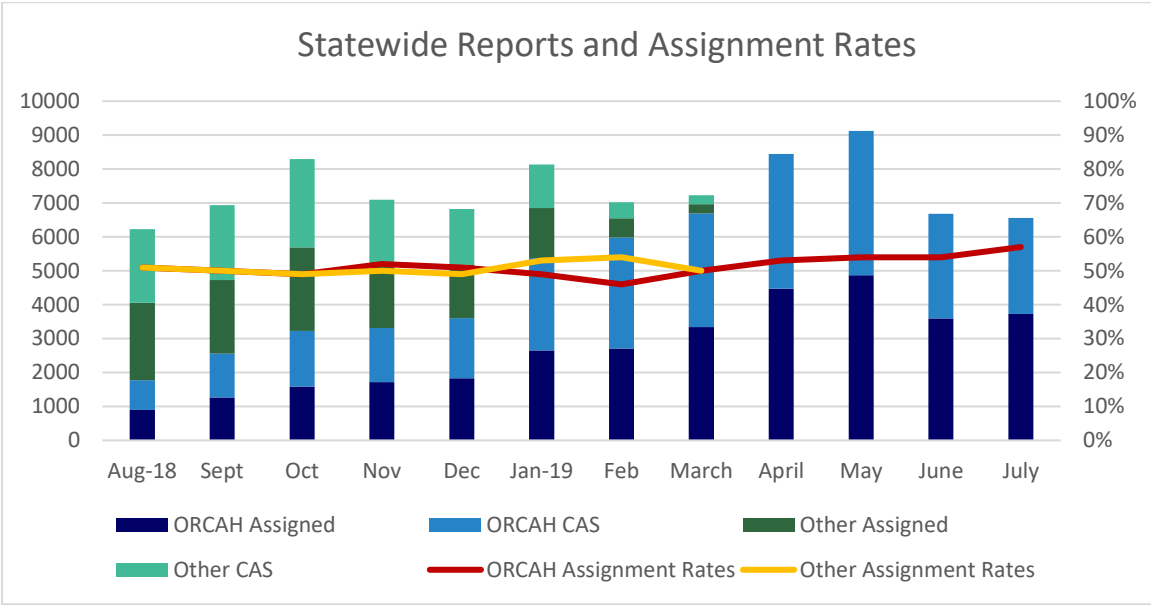


This chart demonstrates the increase in overall reports, both assigned and closed at screening, made to the Child Welfare Hotlines from August 2014 until July 2019. Nationally, when Child Welfare implements a well-publicized initiative, calls to the child abuse hotlines in those areas rise due to increased awareness that the publicity brings. A 10 percent increase of child abuse reports in Oregon was anticipated due to the centralization of the 15 hotlines into ORCAH. This chart demonstrates there has been a 10.4% increase in reports from August 2017-July 2018 to August 2018-July 2019.



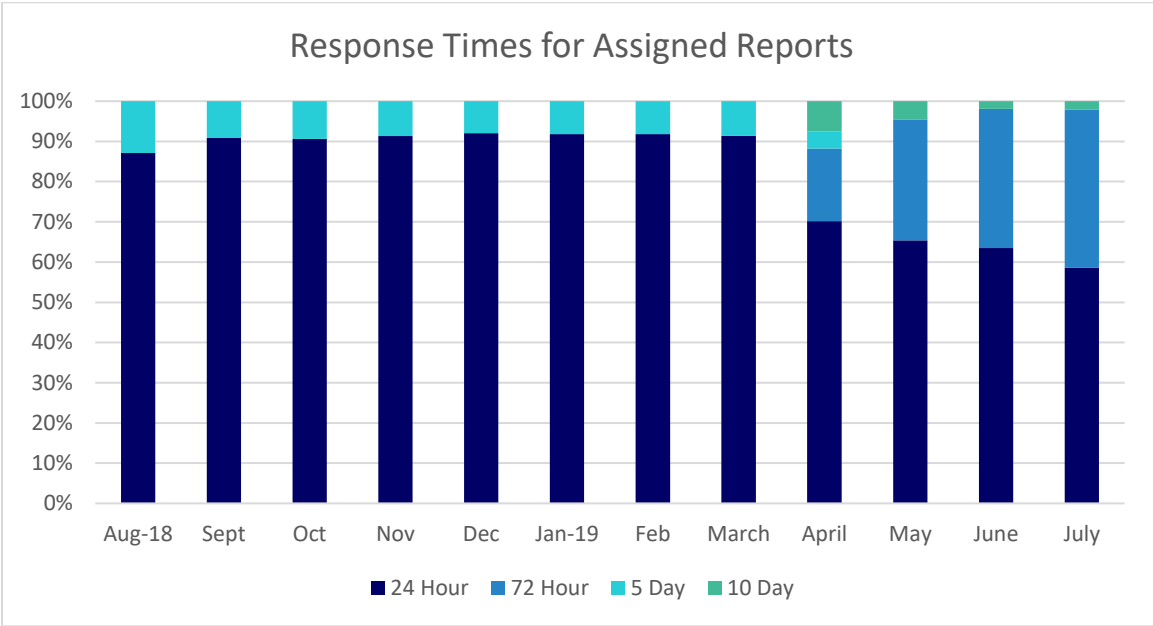
This chart demonstrates the total number of assigned reports across all districts comparing August to July for 2017-2018 and 2018-2019.

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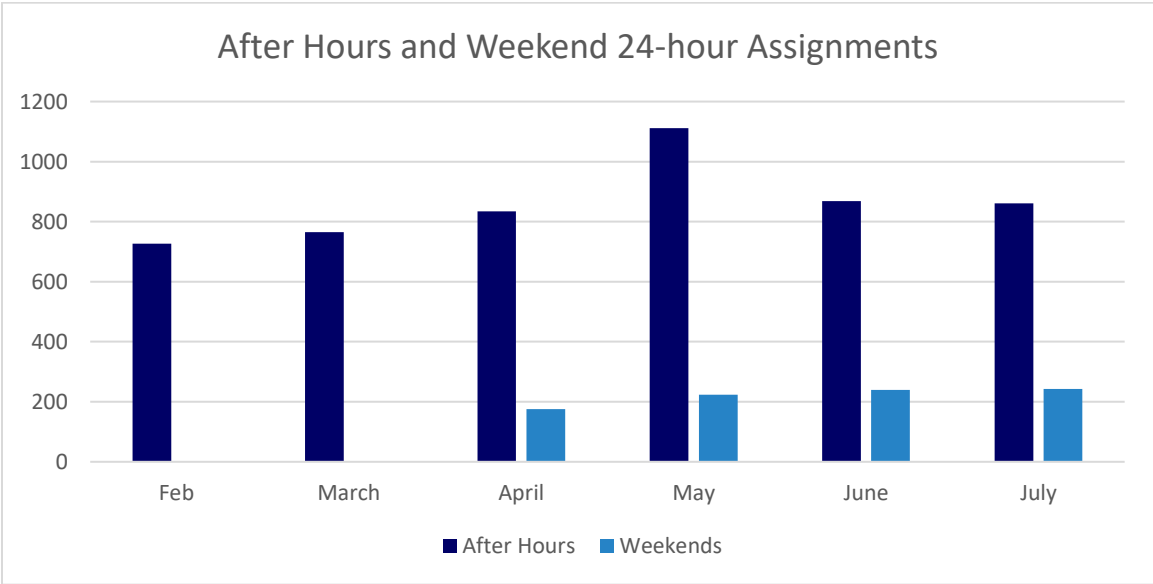


The chart above demonstrates the trends of total reports and assigned reports for the State of Oregon over the time period of August 2018 through July 2019. Until April of 2019, there were regional hotlines that remained active. Therefore, the chart demonstrates the total reports taken across the state, the amount that were ORCAH reports vs. other hotlines, and the amount that ORCAH and other hotlines assigned vs. closed at screening until April. However, the D2 screeners were changed in ORKids to ORCAH in February, though they still operated as their own hotline until April. This results in February and March data appearing to be heavily reflective of ORCAH work. In addition, though ORCAH received assistance from guest screeners until June, their reports are captured in the ORCAH data.

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The chart below demonstrates the rates at which assigned reports are assigned for the various response times. On April 8, new rule went into effect that eliminated the 5-day response timeline and added 72-hour and 10-day response times to the 24-hour response time.



ORCAH became a 24-hour hotline in April. However, ORCAH began assigning reports after 5 PM on weekdays in late 2018. By February, the rate at which these assignments took place was tracked and sent out to districts. This chart demonstrates the number of reports assigned as 24-hour response referrals to CPS after 5 PM during weekdays until April. ORCAH began assigning cases 24/7 as of April, which is demonstrated by the chart as well.

In Closing

The Oregon Child Abuse Hotline is still in early stages of full implementation. Many who have worked in Child Welfare for the last few years remember when it was an idea, one that seemed insurmountable. The idea became a reality when a physical site was chosen, and a district manager was hired. The reality took shape when one unit of screeners from Clackamas County moved to the chosen site and began calling ORCAH their “home.” In just one year, ORCAH has grown from one unit to eighteen and from one shift, Mon-Fri 8am to 5pm, to sixteen that cover every hour of every day all year long.

ORCAH has set a variety of goals for the next year in order to move forward in our mission of providing safety for children, consistency in our decision making, and excellent customer service to families, callers, and the child welfare staff we serve. These goals include but are not limited to the following:

- Workforce stabilization: 129.5 screeners and 35.5 office specialists hired, onboarded and trained
- Answering all calls in less than 4 minutes at least 95% of the time
- Abandonment rate of calls consistent with national averages of 3-5%
- Enhancement of a District 2 hotline workgroup, Addressing Racism, to a committee that addresses diversity, equity and inclusion both in the ORCAH workplace and in how we do our work
- Development and implementation of a Safety and Wellness Committee
- Staff development to include advanced training, use of Employee Development Plans for all ORCAH staff, and support of 2 staff attending the Metro Leadership Class (over 11 applied!),
- Expansion into additional office space on the first floor of our building (we currently occupy the second floor with multiple screeners and supervisors doubled up in cubes/offices)
- Implementation of a group supervision and coaching model with the assistance of Action for Child Protection
- Development and implementation of a performance management system that is aimed at increasing our ability to provide for safety, consistency and customer service
- Roll out of a full quality assurance program

Contributors to this report include

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