



Child Welfare Monthly Report

Report Date: July 2018

The first table in this report is a monthly picture of the status of our Child Welfare SSS1 workforce. This section of the report shows a rolling 12-month trend in the current SSS1 Caseworker staffing. The report reflects status through May 2018 and does not include the funding authority for positions approved in the 2018 state legislative session.

SSS1 Caseworker Recruitment and Retention Efforts

MEASURES	2017							2018					12-MO AVG
	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	
Total # of New SSS1 Caseworkers ¹	22	28	19	28	21	20	20	30	23	38	36	35	26.7
Total # of SSS1 Caseworker Separations	10	19	25	12	20	20	25	18	18	18	18	18	18.4
Impact on Total Caseworkers	12	9	(6)	16	1	0	(5)	12	5	20	18	17	8.3
Total # of SSS1 Caseworker Promotions ²	6	3	0	3	1	2	3	21	20	8	9	9	7.1

¹ New SSS1 Caseworkers: Hired or promoted into SSS1 position from inside or outside of DHS

² Total # of SSS1 Caseworker Promotions: Promoted into a higher position within Child Welfare, a subset of Caseworker Separations.

* Caseworker Promotions not available this month

The data above reflects the total number of caseworkers hired in the past twelve months as well as the total number of caseworkers who have left their positions. A breakout demonstrates the number of caseworkers who have promoted within the agency. This is a positive demonstration of professional growth and opportunities for advancement within the agency resulting in retention of staff.

In the Total # of SSS1 separations the number 18 shows up each month for five months which had us question the accuracy of the data pull. A deeper dive into the data by pulling the names and the OR numbers of the employees who left to show that we did indeed have 18 different separations each of those months, we will continue to watch this number and see if there is anomaly we are unaware of.

Position Authority, Workload Levels and the Caseworker Gap

	2017						2018						
MEASURES	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	
100% Caseworker need (WKLD MDL)	1,606.72						1,825.66						1,859.01
Current Position Authority (funded Level)	1,412.02		1,434.62						1,509.62				

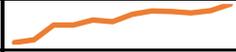
The Legislature approved 186 positions for Child Welfare which have been allocated to the Districts with an equity versus equality lens. The positions are being rolled out in waves. Twenty-five (25) Case Aide positions were released April 2018, 18 of those case aides have been hired and the additional 7 are in the hiring process. Twenty-five additional case aides have been released and can be hired on or before July 2018. Seventy-five (75) Social Service Specialist 1 (SSS1) positions will be released in waves of Twenty-five (25) on July 1, 2018, October 12018 and January 1, 2019. Four Supervisor positions will be released in July 2018, 3 in October 2018 and 3 in January 2019. Twenty-three (23) Social Service Specialists (SSAs) who provide visitation supervision will be released in July 2018. Twenty-five (25) Administrative Staff (OSII's) will also be released in July 2018.

Due to the increase in SSS1 staff, we partnered with Portland State University Child Welfare Partnership to increase the capacity of Essential Elements training for new caseworkers to ensure training is provided timely to new caseworkers. In July an additional class was added bringing the number of caseworkers being trained to 54, in August 28 additional caseworkers will be trained and 54 caseworkers will be trained in September. We continue to explore capacity options for additional trainings with Portland State University.

The Office of Research, Reporting, Analytics and Implementation (ORRAI) is in the process of developing a new workload model. They have developed a Random Moment Survey (RMS) for each SSSI classification - Child Protective Services, Permanency, Adoptions, Certification and Screening. ORRAI is beginning work on development of the RMS tool with assistance from volunteers from the field currently in the SSSI positions to participate in group discussions to provide input. There is a list of activities currently captured in the workload model and the SSSI volunteers will provide assistance in reviewing the activities, organizing them into categories and determining if all the activities have been captured. Once they have a finalized list of activities and the RMS surveys built will be built and tested.

Foster System Capacity

Having more foster homes available will help assure a proper first-time placement for each child.

MEASURES	DESIRED DIRECTION OF CHANGE	3/2018	4/2018	5/2018	CHANGE FROM PRIOR MONTH	5/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,714	2,728	2,767	IMPROVED	2,451	IMPROVED	
GENERAL FOSTER CARE	▲	1,558	1,547	1,539	NOT IMPROVED	1,650	NOT IMPROVED	
TOTAL FOSTER CARE	▲	4,272	4,275	4,306	IMPROVED	4,101	IMPROVED	

The number of child-specific foster care providers continues to increase which demonstrates efforts to place children with relatives.

This month, the DHS Director and the CW Director visited Jasper Mountain, an Internationally known program who brings hope and healing to our most traumatized children and their families, and helps to enhance the physical and spiritual health of its clients and staff. Jasper Mountain has been operating for over 30 years and while working with our most difficult children they have shown that their practice has proven long lasting results.

As part of our continual assessment of the capacity of the child welfare system and through the work of our current settlement agreement, the number of children in temporary lodging is decreasing. As of today, there are (8) children or young adults in Temporary Lodging and we hope that number will reduce to 6 by July 20th. The Child Welfare Director has instituted a four-step process which is mandated if consideration for placing a child or young adult into care is believed necessary. These steps include field leadership involvement and participation as well as partnering with the Treatment Services Team to identify any placement options. Next steps including working with the Field Services Unit around efforts to provide support, innovative and creative solutions to keep children and young adults placed safely in their homes, stable in a foster home placement or in a higher level of care placement. Ultimately the Child Welfare Director must provide authorization for any child or young adult to be placed into Temporary Lodging. This process has yielded results not only with children and youth exiting Temporary Lodging but also the prevention of children and young adults being placed into Temporary Lodging. There has been a reduction of children in in Temporary Lodging from 22 to 8 in the past few weeks, but more importantly we are changing the culture of our practice.

Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 12/17 to 3/18	Average of 1/18 to 4/18	Average of 2/18 to 5/18	CHANGE FROM PRIOR MONTH	Average of 2/17 to 5/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,229	3,430	3,442	NOT IMPROVED	3,583	NOT IMPROVED	

Each month's data point is a moving average of four months of data.

The Office of Reporting, Research, Analytics and Implementation (ORRAI) has begun the implementation phase of the first project, Probability of Safety to Screening, from the Child Welfare Research agenda. Child Welfare screeners will be provided two estimates of safety for every child identified in a report. The first estimate will indicate the probability a child will be placed in substitute care within two years. The second estimate will estimate if a child will receive a subsequent screened in report within the next two years. Both estimates will be displayed as a score between one and four, with one being the lowest probability of the outcome and four indicating the highest probability. Decision-makers will use this score to provide data-informed decision-making on whether to assign the case or close at screening. This tool will improve accuracy while reducing bias in decision-making at screening. Improved accuracy resulting in a focused use of resources on the most vulnerable children with lower probabilities of safety, reducing the amount of time CPS workers spend on assessing children with higher probabilities of safety.

The implementation workgroup has met three times thus far. The first meeting was dedicated to workgroup members to review and understand the research methodology used to create the algorithms. The second meeting began with a review of research, work around the disproportional removal rates of native American populations was presented, and the meeting ended with a process mapping of a call coming into the hotline through the documentation of the call after deciding to close the case at screening or to assign for a full assessment. The third focused on workload modeling that this tool informs and the impact this tool could have on resource allocations. The workgroup reviewed cases with and without the Safety at Screening information to inform the appropriate use, timing, and populations of this tool. The workgroup will make a recommendation to move forward with both or one estimate of safety.

MEASURE	TARGET GOAL	DESIRED DIRECTION OF CHANGE	Q4 2017	Q1 2018	Q2 2018
RE-ABUSE: OF ALL CHILDREN WHO WERE VICTIMS OF A SUBSTANTIATED OR INDICATED REPORT OF MALTREATMENT DURING A 12-MONTH TARGET PERIOD, WHAT PERCENT WERE THE VICTIMS OF ANOTHER SUBSTANTIATED OR INDICATED MALTREATMENT ALLEGATION WITHIN 12 MONTHS OF THEIR INITIAL REPORT?	≤9.1%	▼	10.9	11.7	11.7

Foster Care

MEASURES	DESIRED DIRECTION OF CHANGE	Average of 12/17 to 3/18	Average of 1/18 to 4/18	Average of 2/18 to 5/18	CHANGE FROM PRIOR MONTH	Average of 2/17 to 5/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	322	317	304	IMPROVED	370	IMPROVED	
# OF FOSTER CARE EXITS:	▲	325	327	330	IMPROVED	326	IMPROVED	
INCREASE EXITS TO ENTRIES RATIO ¹ :	▲	1.01	1.03	1.09	IMPROVED	0.88	IMPROVED	

¹ EXIT TO ENTRY RATIO: A ratio of 1 indicates the number of children entering care and the number of children exiting care matches. A ratio above 1 indicates exits exceed entries and is the desired outcome. A ratio below 1 indicates entries exceed exits and is not desired.

Each month's data point is a moving average of four months of data.

“The Power of Showing Up” campaign through our contract with Every Child will focus in the Portland Metro, Deschutes, Douglas, Josephine, and Marion counties this year. It maximizes some proven areas of success for Every Child Oregon, including social media. Every Child Oregon will run two waves of the recruitment campaign: September-October 2018, and January-March 2019. The campaign is focused on the most historically active demographic (women: 25-55), but they have also contracted with a specialized marketing partner to implement some intentional targeting in the Latino community.

Every Child Oregon will develop an asset bank of images, statistics, and powerful phrases to utilize on Facebook and Instagram. This asset bank will also be shared with Influencers and Community Ambassadors on social media who have a following, care about Every Child Oregon, and will share the campaign with their networks. Every Child Oregon will utilize paid advertising, as well as natural posts.

iHeartMedia donated \$30,000 worth of advertisements—on radio and on their websites. 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.

In three of the selected markets, Every Child Oregon will design and create billboard advertisements; two will be in Spanish. Locations estimated, but not purchased at this juncture. We’ve focused on these locations keeping in mind each location’s acute need for foster families, visibility, and political dynamics.

- Portland Metro: two billboards (one English and one Spanish)
- I-5 Corridor: one billboard (one English)
- Marion: two billboards (one English and one Spanish) 2
- Josephine: one billboard (English)

Abbreviated and Overdue Assessments

Abbreviated Assessments

On February 1, 2018 an abbreviated assessment process was implemented for Child Protective Services (CPS) assessments. CPS Rule revisions were made 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 abbreviated assessment process allows for a CPS worker to focus on the families and situations that require a more in-depth and comprehensive safety intervention. Each completed abbreviated assessment is tracked and reviewed to ensure that child safety remains paramount. February 1, 2018 – May 31, 2018 228 abbreviated assessments have been completed. The June 2018 final report for completed and approved abbreviated assessments is pending analysis. This tool has allowed us to close approximately 270 Abbreviated assessments since February 2018

Overdue Assessment Protocol

On 4/24/18 an overdue assessment protocol was implemented for Child Protective Services (CPS) assessments that are currently open in the CW data system and over 60 days from the initial assignment date. As on 4/22/18 there were 9,777 of these reports open across the state. This protocol was presented to program managers and district managers in person at their monthly meeting with additional Skype training sessions for CPS supervisors on 4/27/18. During the week of May 7-11 all Child Safety Consultants were deployed to three CW branches that were experiencing a high volume of overdue assessments. Strategies were developed with each of those three branches to identify and complete overdue assessments utilizing the overdue protocol. Throughout May and June 2018 Child Safety consultants in partnership with branch leadership have identified staff and strategies to identify cases appropriate for the overdue protocol and expedite the completion of documentation of these assessments within the CW data system. While the overdue report number does not look substantially lower at a glance, it should be noted that the volume of new reports assigned and rolling into overdue statewide each month continues to be approximately 3,800. Field staff are working diligently to assess and complete both new reports coming in as well as complete pending overdue work and all districts have been able to decrease their numbers

District	June 11 th overdues	July 13 th Overdues	Difference
1	570	557	13
2	1488	981	507
3	1580	1439	141
4	1181	1125	56
5	1412	1350	62
6	586	546	40
7	114	75	39
8	876	861	15
9	140	110	30
10	97	46	51
11	154	137	17
12	212	148	64
13	40	27	13
14	332	325	7
15	1282	1174	108
16	586	537	49
Field Total	10,650	9,438	1,212 Cleared
Central	128	26	102
Total	10,778	9,468	1,314 cleared

Staff Care and other Important Information

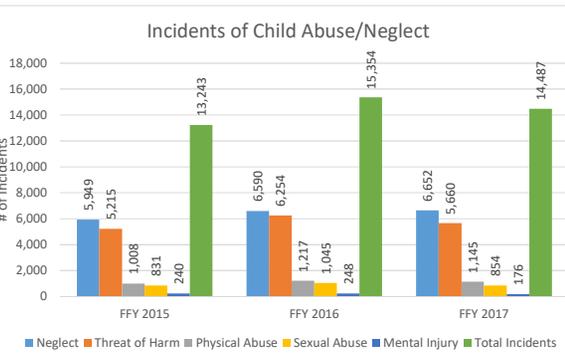
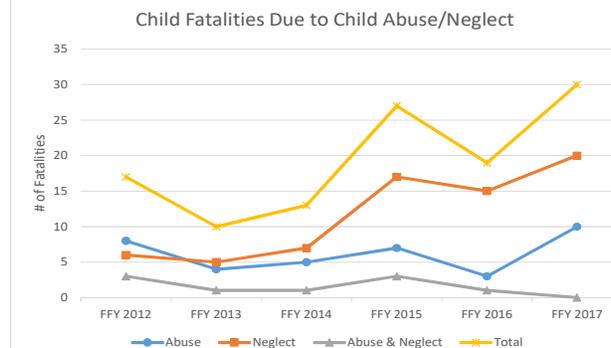
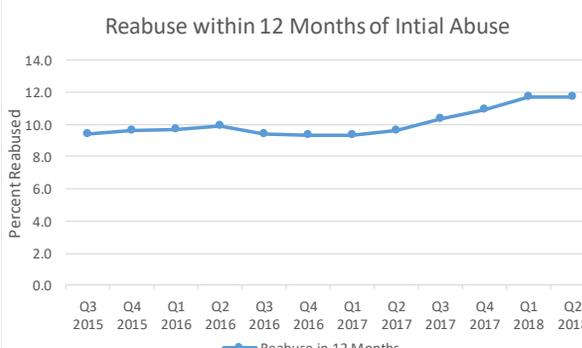
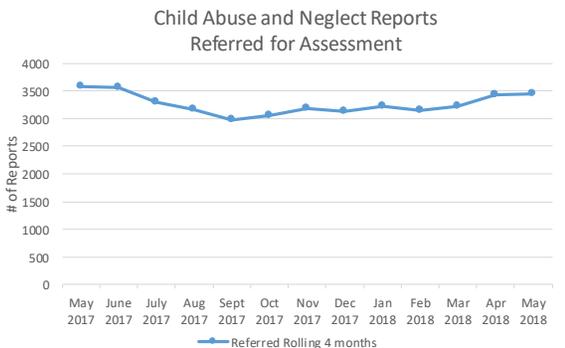
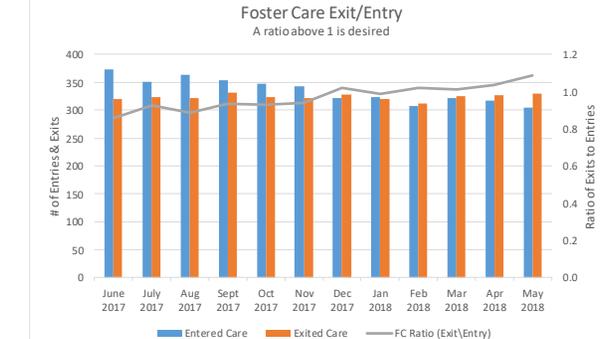
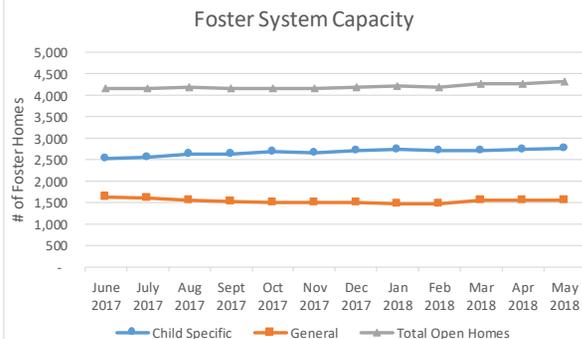
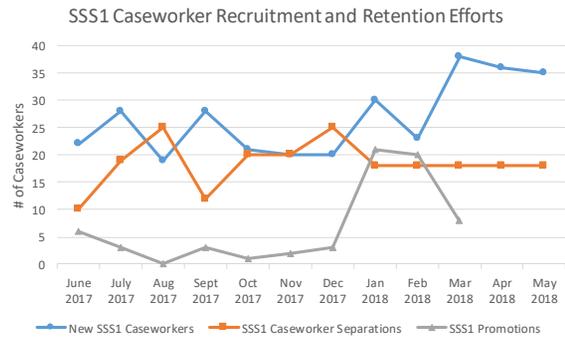
July 2018 Oregon Senior Leaders came together to attend a Neurobiology of Trauma Training by Dr. Christopher Wilson. This training is crucial for our staff who are working in a field where they encounter trauma every day. This training helps you understand one's own behavior in a high-stress or traumatic situation, and it helps you understand how the brain works which is critical when working with our families. After the training, the team worked on a plan to get this training out to our staff statewide and to make Trauma training an annual required training. We want all staff trained by the end on 2019.

Our Child Welfare Field Administrator, Shannon Biteng and her team have been instrumental in making sure that the field not only has the tools, communication and assistance needed to perform their work, they also have emotional support when things get incredibly tough. We have been very focused on celebrations of successes out in the field as well. Shannon and team oversees and coordinates our meetings with District Managers, Program Managers, Supervisors, "MAPS" Mentoring Assisting Promoting Success and Business Experts, this allows us to have consistency in messaging and training. Shannon has tremendous Child Welfare Knowledge, strong project manager skills and excellent implementation skills. The field would tell you she is the best thing that has happened for them in a long time.

Staff are still overwhelmed and working hard, but they are becoming hopeful for the future, this is paramount for our success. The CW Director continues to visit offices across the state, talking with staff, identifying barriers and removing those barriers whenever possible. The staff said they have been listened to, but they feel like they are now being heard.

We continue to work actively on The Family First Legislation, this is a high priority for us. We are a part of Senator Gelser's Family First Implementation and Policy workgroup. As an agency we are working on an implementation plan.

Kristen Khamnohack has set a fast track to getting us back on target for completing the Centralized Screening Hotline on schedule. Kristen has tremendous knowledge of child welfare, is a strong project manager and has excellent implementation skills. Her background and knowledge along with her partnership with the current project manager will help us to successfully implement this large project.



Reasons Children Enter Foster Care FFY 2015 to FFY 2017

(includes all types of foster care)

Removal Reason	FFY 2016		FFY 2017		Change from Prior Year
	Number	% of Entrants	Number	% of Entrants	
Neglect Abuse	2,708	71.1%	2,856	70.3%	-
Parent Drug Abuse	1,880	49.4%	2,113	52.0%	+
Inadequate Housing	578	15.2%	698	17.2%	+
Domestic Violence	463	12.2%	622	15.3%	+
Inability To Cope	653	17.1%	566	13.9%	-
Physical Abuse	502	13.2%	557	13.7%	+
Parent Alcohol Abuse	359	9.4%	535	13.2%	+
Incarceration Of Parent	420	11.0%	413	10.2%	-
Child Behavior	286	7.5%	282	6.9%	-
Sex Abuse	166	4.4%	210	5.2%	+
Abandonment	138	3.6%	125	3.1%	-
Child Drug Abuse	38	1.0%	62	1.5%	+
Death Of Parent	27	0.7%	42	1.0%	+
Child Alcohol Abuse	22	0.6%	23	0.6%	=
Relinquishment	8	0.2%	13	0.3%	+
Child Disability	52	1.4%	-	0.0%	n/a
Total Foster Care Entrants	3,808		4,065		