Child Welfare Monthly Report

Report Date: August 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 June 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
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	
Total # of New SSS1 Caseworkers[1]	28	19	28	21	20	20	30	23	38	36	35	44	28.5
Total # of SSS1 Caseworker Separations	19	25	12	20	20	25	18	18	18	18	18	20	19.3
Impact on Total Caseworkers	**9**	**(6)**	**16**	**1**	**0**	**(5)**	**12**	**5**	**20**	**18**	**17**	**24**	**9.3**
Total # of SSS1 Caseworker Promotions[2]	3	0	3	1	2	3	21	20	8	9	9	1	6.7

[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.*

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. While the number of separations increased slightly in June, the number of new hires increased the positive impact on the total number of caseworkers.

In the total number 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 Human Resources gives us the following insight: in April we show 18 Separations, the breakdown is 14 resigned (which can include a new position outside the agency, and retirement), 2 were removed from trial service and 2 passed away, which were a great loss to our team.

To assist in retention efforts, Surface Pros were purchased for supervisors (230) and MAPS (50) (Mentoring, Assisting and Promoting Success) through funds made available by the Family First grant. These hand-held devices will allow supervisors and MAPS to connect readily, whether in or outside the office, with the staff they are working with as well as with the electronic client record and policy documents, facilitating their ability to be responsive to questions and to give guidance.

The MAPS positions are a key element in our strategy to enhance the training and support our caseworkers receive to increase their ability to carry out their responsibilities effectively and remain in our workforce for the long term. The staff in our MAPS positions now have a dedicated analyst in the Field Services unit to support them, answer any questions they have, as well as serve as a two-way communication conduit between them and central office. MAPS Quarterly meetings are hosted by Field Services and the Training Unit, providing updates to MAPS from CW Program units and CW leadership. The upcoming August MAPS quarterly includes presentations from the Child and Family Services Review team, the Department of Justice and the CW Director. Training will be provided on advanced SpeakWrite techniques (with emphasis on documenting face-to-face contacts) and Managing Up. There will also be opportunities for MAPS to connect with one another. Content provided at the May MAPS quarterly included Field Updates, Office of Reporting, Research, Analytics and Implementation, MAPS Role, Orientation & Onboarding, and Group Supervision. A Skype call is hosted monthly for all MAPS statewide, where they network, share wins and discuss lessons learned. A SharePoint site has recently been launched and is under development.

We have identified the need for enhanced training and support for our Supervisors and are taking the opportunity created by the legislature to provide this to these managers who are crucial to the oversight, guidance and retention of our caseworkers. Supervisors have two dedicated specialists in the Training Unit tasked with developing and providing ongoing training to enhance Supervisor competencies. There is a monthly newsletter providing information to Supervisors on Child Welfare Practice, Wellness, Tips & Tricks, and Leadership. Webinars are conducted monthly to provide specialized training for Supervisors on Administrative Management topics. Quarterlies are hosted by the Field Services and Training Unit, providing updates to Supervisors from CW Program units and CW leadership as well as training on Clinical Supervision. The current series of Webinars is a partnership between HR and Child Welfare Training Specialists, providing a six-part series on HR practices through the lens of a Child Welfare Supervisor. Content planned for the upcoming September 2018 quarterlies include Director's updates, Suicide Prevention, Clinical Supervision, Supervision Considerations for LGBTQ families, and the new HR and employee management system, Workday. Training Content provided at the June 2018 quarterly included Director's updates, CFSR, Clinical Supervision, and Leadership.

Position Authority, Workload Levels and the Caseworker Gap

	2017						2018					
MEASURES	**JUL**	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUNE**
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 all new caseworkers. All of our classes have been full.

Staff retention engagement survey is complete. The survey captures worker's level of organizational engagement, supervisor support, and satisfaction. The target population are new Social Service Specialist 1's (SSS1's) 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.

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.

A random moment survey has been completed to track the new MAPS position activities. MAPS positions were created to support and retain social service specialists. 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 are at 85%.

Foster System Capacity

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

MEASURES	DESIRED DIRECTION OF CHANGE	4/2018	5/2018	6/2018	CHANGE FROM PRIOR MONTH	6/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,728	2,767	2,708	NOT IMPROVED	2,537	IMPROVED	
GENERAL FOSTER CARE	▲	1,547	1,539	1,535	NOT IMPROVED	1,632	NOT IMPROVED	
TOTAL FOSTER CARE	▲	**4,275**	**4,306**	**4,243**	NOT IMPROVED	**4,169**	IMPROVED	

The number of child-specific and general foster care providers is relatively steady and their combined numbers continue to exceed those of one year ago. Our efforts to add and maintain capacity will continue so that we're able to meet the placement needs of children and young adults in our care.

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. Quantitative analyses are currently being performed. The quantitative analyses recognize differences between children/youth in temporary lodging versus the those served in foster care or residential programs. We are identifying solutions to support children in need of placement in the short and long term and are establishing system solutions to prevent temporary lodging in the future.

As of today, there were no (0) children or young adults in temporary lodging. We maintain our focus on there being few or no children or young adults that are temporarily lodged. The Child Welfare Director has streamlined the process that is mandated if consideration for placing a child or young adult into care is believed necessary to ensure the process gives due consideration to all possible alternatives even within very short time frames. An After-Hours component has also been added so that children or young adults are not put in temporary lodging situations after hours or on weekends without a thorough process. The authorization of the CW Director remains a requirement before any child or young adults can be placed in a temporary lodging, and has received approximately 5 or 6 calls some nights. The intensive partnering of the Treatment Services Team, managers and staff in our field offices, and the Field Services Unit is succeeding at impacting the number of children or young adults in temporary lodging as well as impacting our culture and practice.

Our team of experts, on any given day find appropriate lodging for 3 to 13 additional children. This work is over and above this new teams normal 40 hour-a-week job duties; they have been exceptional and this drastic reduction in temporary lodging is largely because of them. Since August 1st we have not had more than 4 children a night in a temporary lodging situation, and most of

those youth are placed the following day in an appropriate placement. This group of dedicated staff are here because they want to make a difference, they want to change our practice and they are leading by example.

DHS CW is working with Every Child to allow them to directly access our electronic data system, OR-Kids, to help them determine what factors lead to the successful certification of people identified by Every Child as potential foster parents. They will gather information related to what creates barriers or lends support to them being successfully certified as well as what fosters or inhibits retention of their recruits. The analysis of this data will inform the recruitment, support and retention of these prospective foster parents.

Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 1/18 to 4/18	Average of 2/18 to 5/18	Average of 3/18 to 6/18	CHANGE FROM PRIOR MONTH	Average of 3/17 to 6/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,430	3,442	3,324	IMPROVED	3,357	IMPROVED	

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

Longitudinal databases can identify high risk children/family's years before a negative outcome occurs. Identifying these children/families allows the social service system to provide prevention services and influence the outcome. Movement toward a negative outcome begins long before the negative outcome. The longitudinal database can identify when these trajectories begin; prevention services should be provided when these negative trajectories are first recognized.

The current DHS research agenda identifies projects with the greatest impact on the current foster care system. The projects are intended to reduce the substitute care population, minimize abuse/neglect, align child need with the beds available, accurately quantify caseload/workload, identify issues impacting recruitment/retention of caseworkers, and assist with recruitment and retention of caretakers. After the immediate research needs of the Child Welfare system are addressed, the long-term needs of Child Welfare should be researched. This research agenda will address improving the outcomes of children and families involved with Oregon's Child Welfare system. The long-term agenda items will be discussed with the Casey Foundation in late August.

The Office of Equity and Multicultural Services has been offering Cross Cultural Communication trainings to our staff across the state. We are scheduling trainings for our Central Office staff as well. This effort is in support of our intent to reduce bias in all

phases of our case practice including screening, assessment and permanency as well as in our foster care certification, support and retention efforts.

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 1/18 to 4/18	Average of 2/18 to 5/18	Average of 3/18 to 6/18	CHANGE FROM PRIOR MONTH	Average of 3/17 to 6/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	317	304	301	IMPROVED	373	IMPROVED	
# OF FOSTER CARE EXITS:	▲	327	330	338	IMPROVED	320	IMPROVED	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.03	1.09	1.12	IMPROVED	0.86	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.

CW has partnered with the Office of Equity and Multicultural Services to provide an interpretation service that foster parents can access directly to ensure they're able to communicate accurately with parents of their foster children with whom they do not share a common language. This is intended to remove language barriers to effective communication and to facilitate visit planning and other arrangements when it can be made between foster parents and the parents of children in their care. The service has a video component that can also be accessed to allow children who communicate with their parents using ASL. This service should reduce stress on foster providers and support the maintenance of relationships between children in care and their parents.

CW will be meeting with the Oregon Foster Youth Connection to discuss policy recommendations for the 2018 legislative session. These youth and young adults are uniquely experienced to identify ways we can improve the foster home experience of children and young adult in our care. We plan to collaborate and support them as the concepts they develop go through the legislative process in hopes that they can be successful in seeing some of them influence or be incorporated into new legislation.

One of the most important aspects of our working relationship with Every Child is how they build the community buy-in. They build a community structure that is the backbone to our success. You've heard us say "We are only as strong as the community that walks beside us", as we roll-out our retention and recruitment strategy, Every Child is helping us build our relationships with local community organizations.

Currently active organizations:

1. Benton*: LoveINC
2. Clackamas**: Embrace Oregon/PLF
3. Columbia: ShedCO
4. Coos: South Coast Leadership Foundation
5. Lane: Every Child Lane County (DBA of OneHope)
6. Linn*: LoveINC
7. Marion: CASA of Marion County
8. Multnomah**: Embrace Oregon/PLF
9. Washington**: Embrace Oregon/PLF
10. Jackson: Life Compass Jackson County
11. Josephine: Community Bridges Foundation

*Linn and Benton Counties have a joint initiative
**Clackamas, Multnomah and Washington Counties have a joint initiative

2018 Expansion/Growth Counties include:

1. Crook*
2. Deschutes*
3. Douglas
4. Jefferson*
5. Klamath
6. Lincoln
7. Polk
8. Yamhill

2019 Counties expected (but to be discussed with Central Office before committing):

- Baker or Union
- Clatsop*
- Curry**
- Hood River***
- Wasco***
- Lake
- Umatilla
- Tillamook

*Likely to be combined with Columbia effort
**Likely to be combined with Coos effort
***Hood River and Wasco counties expected to have a joint initiative

Staff Care and other Important Information

Following the trauma training presented to leadership by Dr. Christopher Wilson in July, we assigned staff to research past efforts to address staff trauma; we want to identify factors that led to success or created barriers to effectively supporting staff. This initiative will tentatively include required, resiliency training early in the career of CW staff as well as resources that can be deployed to support staff during traumatic events.

We will be rolling out Neurobiology Trauma Training to our staff. First on self-care for staff, then a strong focus on the care of the children and families they are serving. The start date has not yet been established.

With Laurie Price leaving Child Welfare for a new position within the Adults and People with Disabilities and the Self-Sufficiency Programs, it was critical for the Child Welfare Director to find a new Deputy. We are pleased to share that Jana McLellan is joining Child Welfare as the Deputy Director later this month. I am excited to add her expertise in culture change and leadership to our team. Jana has more than 30 years of management experience in the private and public sector, as well as with non-profits. She thrives on building teams and hiring good people to do really good work. She uses accountability and transparency as core values in her work, and data to inform her efforts. She involves people in decision making – all values that DHS Director Fariborz and I have centered our work and reform efforts around as well.

With the recent completion of staff listening tours in the field and central office, staff across the state have now had the chance to speak directly to our leadership including our DHS Director, CW Director and CW Field Administrator and share ideas and concerns.

We have begun to analyze the notes from these sessions and plan to give staff a full report this fall that reflects their feedback along with actions that will be taken to address their concerns. We value the input of our staff and want to demonstrate that there is reason to be hopeful of positive change and to foster interest in helping to create that change by taking their ideas seriously and incorporating their suggestions into both large and small-scale aspects of our planning. When we can we will act on staff suggestions without waiting for the full report to be ready. Distributing a refreshed "Who Does What at Central Office" guide and an updated CW Organizational chart to all our offices to facilitate efficient communication are two examples of responding to staff ideas.

The following counties will begin being served by the Oregon Child Abuse Hotline during the month of August: Benton, Clackamas, Coos, Curry, Grant, Harney, Lincoln, Linn, Malheur, Morrow and Umatilla. Kristen Khamnohack has hired a strong core team to assist her as she continues to expeditiously move this important initiative forward.

We are in the process of shifting the work of the Unified Project team to Child Welfare. The project managers will be under the Child Welfare Senior Leaders with oversite from the Director, Deputy Director and Field Administrator. This will allow us to really dig into and understand the systematic issues so that we can truly have change.

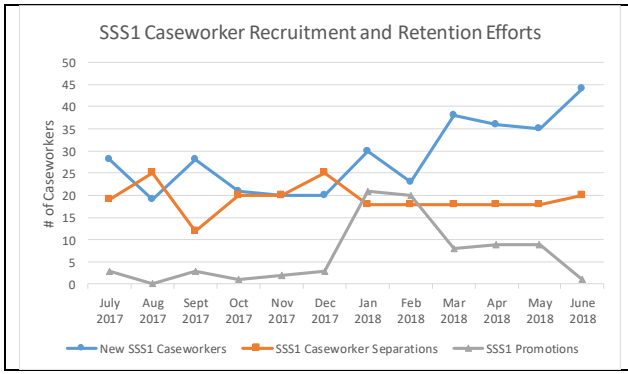
Each project will be assessed to ensure duplicative efforts are not being made, confirm what action steps need to be completed to bring it to completion, and determine who will be responsible for completing the action steps. The Field Services team will provide tracking and oversight of these projects to completion. These projects include: Supervisor Training Redesign, Recruitment and Retention of Social Service Specialist 1's, Ensuring Accountability to Oregon's Practice Model, Coordinated Response to Abuse; Aligning Policy, Procedure and Best Practice; Certification and Well-Being Review Staffing's; Caregiver Training; and Caregiver Support. In addition to these projects, Child Welfare's Kristen Khamnohack, manager of the newly Branded "Oregon Child Abuse Hotline", is now overseeing the Centralized Screening project with the support of Alain Datcher of the Executive Projects team. They have successfully transitioned District's 15, 7, and 12 into the new location. This transition is inclusive of 11 screeners, 2-Supervisors, 1 of them is bilingual, and 1- support staff. At the end of August, District 4 and 14 will be transitioned in, this will include 9 screeners 2 of them will be bilingual, 1- support staff and 1-Supervisor. We are very pleased with our progress.

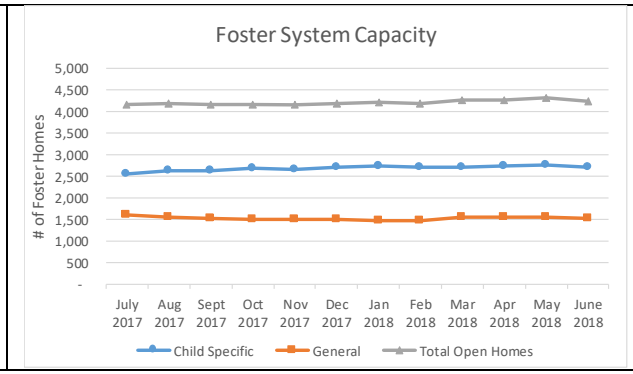
In our partnership with the Casey Family Programs, they have graciously facilitated a site visit for an Oregon team of 8 to visit the Florida centralized hotline in Tallahassee. In December 2017 we had a Leadership call with the Florida Hotline and we would like to further explore:

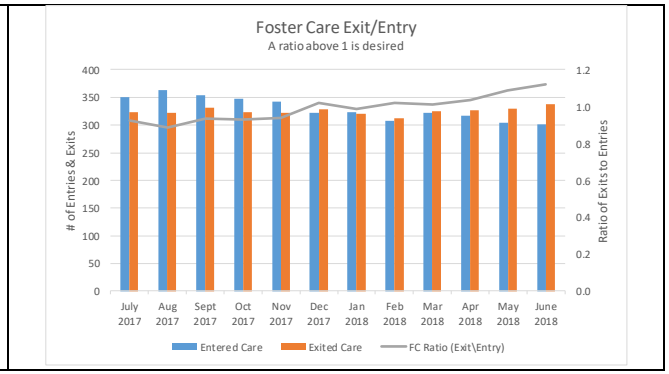
- Workforce Management System
- Training
- CQI/QA

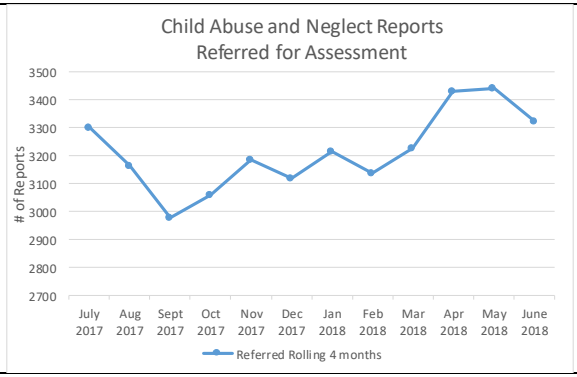
- Field Feedback Specialist/Group Decision Making
- Technology Advancements
- Lessons Learned

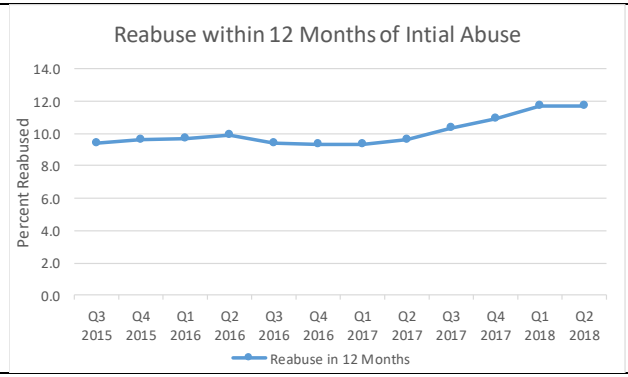
Casey Family Programs will be coming back out to Oregon September 12th and 13th to facilitate another Oregon Team One Senior Leadership team meeting. The premise of these meetings is to remove the divide between Central office and the Field Offices so that we can focus on the work of servicing our clients in a holistic manor.

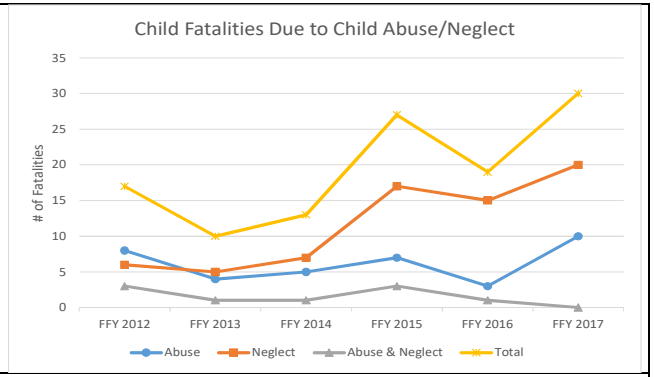


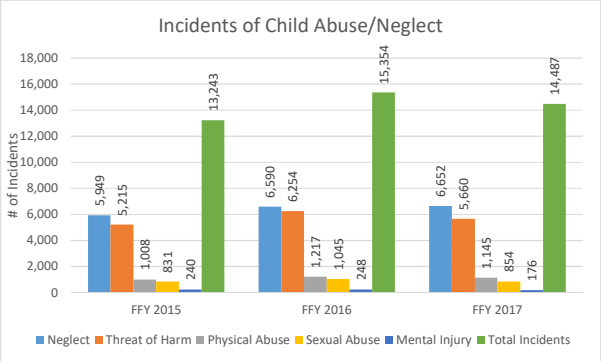












Reasons Children Enter Foster Care FFY 2015 to FFY 2017

(includes all types of foster care)

	FFY 2016		FFY 2017		
Removal Reason	**Number**	**% of Entrants**	**Number**	**% of Entrants**	**Change from Prior Year**
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**		