Child Welfare Monthly Report

Report Date: September 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 July 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
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	
Total # of New SSS1 Caseworkers[1]	19	28	21	20	20	30	23	38	36	35	44	45	29.9
Total # of SSS1 Caseworker Separations	25	12	20	20	25	18	18	18	18	18	20	25	19.8
Impact on Total Caseworkers	**(6)**	**16**	**1**	**0**	**(5)**	**12**	**5**	**20**	**18**	**17**	**24**	**20**	**10.2**
Total # of SSS1 Caseworker Promotions[2]	0	3	1	2	3	21	20	8	9	9	2	4	6.8

[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. Both the number of hires and the number of separations increased in July resulting in a positive net impact of 20 positions, the second highest number over the twelve-month period. Four of the separations were due to caseworker promotions which means we have retained the expertise and experience of these workers.

We are currently sending out an engagement survey to Social Service Specialist I (SSSI) positions who have been employed with Child Welfare for three years or less. They will receive the initial survey when they onboard and every three months for the first three years to see when their satisfaction starts to diminish, this will allow us to be more responsive and wrap supports around our new workers immediately. The engagement survey will also be sent annually to SSSI positions who have been with Child Welfare for more than three years. We are also in the final stages of drafting an exit interview survey to be used in Child Welfare statewide. We believe exiting staff offer a unique perspective on the strengths and weaknesses of our agency, including information about their work experiences and why they have chosen to leave. The survey will be sent to all staff voluntarily exiting the agency and will be confidential. The data gathered from this survey will be used as part of our continuing efforts to improve policies, practices, and programs as well as to develop training opportunities that will create a more favorable workplace and work experience for our staff.

The agency is currently in the process of identifying a video production company to assist with the development of realistic job preview videos. Realistic job previews inform potential employees about details of the job they are unlikely to know, thereby reducing turnover caused by new employees' unmet expectations. The principle is that if employers provide better and more complete information to potential recruits and encourage those candidates to use the information to make an informed decision about whether the organization and job are a good match, those individuals who do accept positions will have fewer unmet expectations and will therefore be less likely to leave the job. The agency plans to produce five 5-8 minute videos which will be used during the recruitment process. The videos will consist of an introduction to the agency, a video featuring Child Welfare supervisors, and three job specific videos; Child Protective Service, Screening, and Permanency.

Position Authority, Workload Levels and the Caseworker Gap

	2017					**2018**						
MEASURES	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUNE**	**JULY**
100% Caseworker need (WKLD MDL)	1,606.72			1,825.66						1,859.01		
Current Position Authority (funded Level)	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 1, 2018 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 and twenty-five (25) Administrative Staff (OSII's) were all released in July 2018.

National research often points to caseloads and workloads as a key factor in worker turnover and workforce retention. We know workers need to be able to spend time with the children and families on their caseloads to accurately assess risk; identify needs, strengths, and resources; develop an appropriate case plan; and work with the family to achieve it. Determining the right number and types of cases, assigning cases appropriately to staff, reviewing and adjusting the types of tasks assigned to workers in addition to their direct work with families – all are ingredients for ensuring a manageable caseload and workload for staff, and job satisfaction and retention.

In an effort to update the current Child Welfare Workload model and more accurately predict full-time employee (FTE) needs within Child Welfare, ORRAI launched the DHS Child Welfare Workforce Surveys to all Social Service Specialist I (SSSI) positions which includes Screening, Permanency, Protective Services, Adoptions and Certification workers. Using the Random Moment Survey (RMS) method will more accurately predict full time employment needs within Child Welfare. Earnings through the workload model provide the basis for position acquisition and funding. The RMS method will provide a more accurate picture of current workload for the SSS1 position, and the staff needed to ensure the work is done.

Foster System Capacity

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

MEASURES	DESIRED DIRECTION OF CHANGE	5/2018	6/2018	7/2018	CHANGE FROM PRIOR MONTH	7/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,767	2,708	2,700	NOT IMPROVED	2,554	IMPROVED	
GENERAL FOSTER CARE	▲	1,539	1,535	1,525	NOT IMPROVED	1,600	NOT IMPROVED	
TOTAL FOSTER CARE	▲	**4,306**	**4,243**	**4,225**	NOT IMPROVED	**4,154**	IMPROVED	

Although the total number of child-specific and general foster care providers dipped slightly it still exceeds the total from one year ago.

Regarding foster care capacity, our partner, Every Child, launched a new campaign, The Power of Showing Up, on September 4th. The campaign aims to invite and inform Oregonians about the many ways they can make a difference for children and young adults in the foster care system. The goals of the campaign are to increase awareness, get community members and businesses showing up with their time and resources, and

ultimately to increase the amount of certified foster families in Oregon. Every Child will be piloting new marketing strategies in seven Oregon counties to determine the strongest methods for ongoing marketing and recruitment of foster families.

Radio ads and social media advertising will reach across Oregon, but the counties for targeted focus include: Clackamas, Deschutes, Douglas, Josephine, Marion, Multnomah and Washington.
The campaign message to Oregonians is "Together, we can SHOW UP for every child in Oregon." There is Power when:

- Foster parents SHOW UP by providing a safe, healthy home for a child to thrive.
- Welcome boxes SHOW UP at the DHS office.
- Office Buddies get a text and SHOW UP.
- Neighbors SHOW UP with a meal for a new foster family.

PHASE 1: The initial launch includes social media ads, radio ads, social media content, launch of Every Child ambassadors, and billboards. Inquiries since the September 4th launch of Phase 1 of the campaign total 195. Many of those responding expressed interest in getting involved in multiple ways (i.e. becoming a #ShowUpOregon ambassador, volunteer, etc.). Respondents identified their interest in the following:

- 32 Foster
- 17 Adoption (14 of those also selected Foster)
- 51 Volunteer
- 30 Tangible Needs
- 26 Respite

Phase 1 will continue through October 31, 2018.

Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 2/18 to 5/18	Average of 3/18 to 6/18	Average of 4/18 to 7/18	CHANGE FROM PRIOR MONTH	Average of 4/17 to 7/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,442	3,324	3,131	IMPROVED	3,303	IMPROVED	

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

36 Abbreviated Assessments completed in the month of August.
343 assessments closed since February 2018

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

Included in the Child Welfare Research Agenda is Disparities at Child Welfare Decision points. This research identifies where disproportionality increases throughout the decision points in child welfare. This research highlights where disproportionality increases, and further steps will look closer at causes for increases and potential interventions. Identifying were on the continuum disproportionality expands the most allows researchers and administrators to focus efforts where changes will have the most impact. Separate research agendas will be generated for the larger minority and designated populations served by child welfare. The first of the initial meetings to develop a specific Native American/Tribal Research Agenda happened in late June, and project brainstorming has begun. Individual meetings with Oregon tribes are being scheduled to share research findings and agenda regarding native and tribal disparities and potential interventions within the child welfare system. Meetings have been held with representatives from The Klamath Tribes and The Confederated Tribes of Grand Ronde. Additionally, a draft research agenda was revised with the ICWA Advisory Data Committee on 8/7/18.

Planning has begun on a research project examining permanency barriers for children from The Klamath Tribes served in Klamath County.

Partnering with the DHS Child Welfare Workload Survey project, research has begun on the activities and impact of Child Welfare Active Efforts Specialists (AES) workers. Random Moment Sample Surveys launched in August to capture the activities the AES workers engage in and the time spent on these activities.

MEASURES	DESIRED DIRECTION OF CHANGE	Average of 2/18 to 5/18	Average of 3/18 to 6/18	Average of 4/18 to 7/18	CHANGE FROM PRIOR MONTH	Average of 4/17 to 7/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	304	301	279	IMPROVED	355	IMPROVED	
# OF FOSTER CARE EXITS:	▲	330	338	332	NOT IMPROVED	332	NO CHANGE	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.09	1.12	1.19	IMPROVED	0.94	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.

Since August 10th there have been 12 days with **0 children** or young adults in temporary lodging. We've maintained our focus on ending temporary lodging. The mandated streamlined process for placing a child or young adult into care is believed necessary and remains in force, this ensures that consideration is given to all possible placement alternatives even within very short time frames, this supports our ability to keep the temporary lodging numbers low. Efforts continue to identify and establish system solutions to sustain the prevention of temporary lodging in the future.

The authorization of the CW Director remains a requirement before any child or young adult can be placed in temporary lodging whether during business hours or after hours. The intensive partnering of managers and staff in our field offices, the Treatment Services Team and the Field Services Team continues to be responsible for this positive trend. Every day our team works diligently to keep youth out of temporary lodging, today we had 10 "hard to place youth" that needed specialized care. On any given day we will have 3 to 15 of these "hard to place youth" going through the mandated staffing process.

Children end up in Temporary lodging because we do not have the placements that can meet their extensive and complicated needs. We continue to try and build the "right" capacity so that we have the placements for our children who are a danger to themselves or others, who are addicted to methamphetamine or have other issues related to drugs and Alcohol, young adults that are unable to self-regulate, children with intellectual developmental disabilities who need additional supports, youth and young adults that have severe Mental Health and/or behavioral issues. These youth and young adults have often suffered tremendous trauma and need us to ensure they have the right place and services to heal.

Staff Care and other Important Information

The Oregon Child Abuse Hotline

Centralizing Oregon's fifteen Child Abuse Hotlines was initiated from the findings in the Public Knowledge Independent Review. Governor Brown commissioned that independent review in 2016 where it recommended a coordinated and timely response to reports of abuse and neglect. This work is a priority for DHS Director, Fariborz Pakseresht and Child Welfare Director, Marilyn Jones as well as our DHS staff, stakeholders and community partners. Three parts of the work is well under way: Centralized Hotline Project (in process for 1.5 years and set to end in summer of 2019); building the Oregon Child Abuse Hotline, a new infrastructure and operation from the ground up; and developing a unique screening program for the State.

To date, we have transitioned one-third of the State's hotlines to the new location in the first phase of implementation: Linn, Benton and Lincoln Counties (District 4); Coos and Curry Counties (District 7); Morrow and Umatilla Counties (District 12), Harney, Grant and Malheur Counties (District 14) and Clackamas County (District 15). The remaining Districts will transition between November 2018 and March 2019 for statewide implementation. When fully operational in April 2019, the Oregon Child Abuse Hotline will operate 24/7/365 with fully trained staff and adequate technology resources.

On September 12th, Governor Kate Brown and Senator Sara Gelser visited the new facility of the Oregon Child Abuse Hotline accompanied by a mandatory reporter, Dr. Cathy Lang from The Children's Center, and several media outlets. We discussed a renewed focus on safety, consistency and customer service for all Oregonians. We also shared our common vision of the Oregon Child Abuse Hotline to engage our communities, including mandatory reporters, by responding to reports of abuse, in a transparent way. Our vision, is to ensure that children and youth, are safe in their communities. We are currently working on the best plan to strengthen our level of service to make sure children are safe and families thrive. We also shared challenges that our Hotline is currently facing: adequate statewide coverage of Hotlines across the state while Districts are transitioning, adequate budget to execute enhancements to technology and building infrastructure, an aggressive training plan and timeline.

A Caseworker's Story of Hope

A caseworker shared with her coworkers what she termed a "career defining" experience she had recently: After about three years as a runaway, she was able to get a youth into residential treatment. This experience exemplifies the commitment required to meet the challenges involved in keeping children and youth safe and ensuring they have appropriate placements and services. The worker teamed with others to assess and address the needs of a youth she referred to as "A" who has been in the system for years. There had been multiple assessments over the last year and the youth had often been on the run, making contact primarily when she learned her mother would visit younger siblings at the branch office. At one point, A disclosed daily meth use and shared that, at age 16, she was "dating" a 44-year old and engaging in sex acts for survival. There were times, including last December, when workers came close to getting her into a placement that could meet her needs, but they were unsuccessful. The most recent

report to the hotline described A as weighing 90 pounds, far less than the 160 pounds she weighed previously. Concerted efforts in July by the worker and a coworker to locate her took them from one homeless encampment to another until they found her. She weighed less than the reported 90 pounds, was unwilling to enter treatment and declined food and the offer to go shopping. On Saturday, September 8th, the worker learned that A had been taken to a shelter placement. Quick action on the part of the worker, coworkers, local managers, local law enforcement, the centralized placement team, central office leadership, and the secure transportation service, resulted in A finally being placed in an appropriate treatment program. When secure transportation pulled away with A in the backseat, the worker shared, "I couldn't help but weep." She concluded her remarks by saying, "I am inspired daily by the people I work with who care, who persevere, who remind me that together we do good work."

Staff Trauma and Care

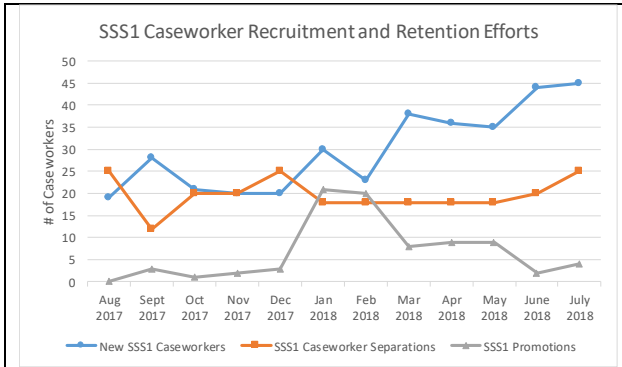
Two of our districts, Lane County and Deschutes, Crook and Jefferson Counties, have experienced a total of ten fatalities which have underscored the need to provide support for staff regarding their own trauma in addition to providing trauma informed training to better serve our children and families. The Child Welfare Director spent time last week in Lane County meeting with over 100 staff to support them and help them through a difficult time.

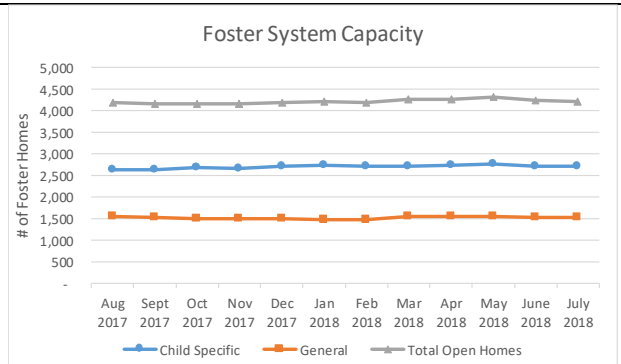
Casey Family Programs has just concluded a two-day meeting with the Oregon Executive Leadership Team. One major focus was the development of a statewide trauma response plan to help us lead through trauma, support our staff, and embrace and support our clients who are living in trauma. This project is broken into three main bodies of work: 1. How do we lead through trauma; 2. How we care for ourselves and staff through trauma and creating a resilient workforce; and 3. How do we take care of our children and families through trauma informed practice.

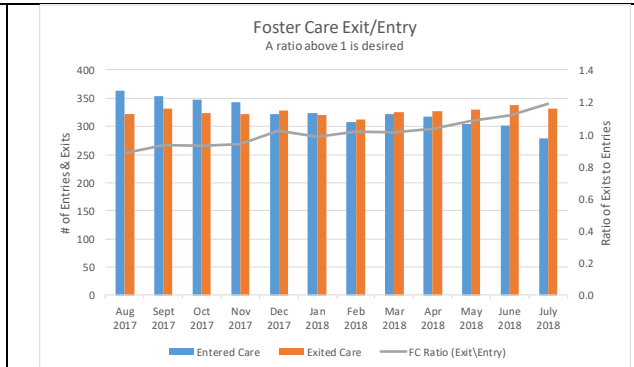
Overdue Assessments

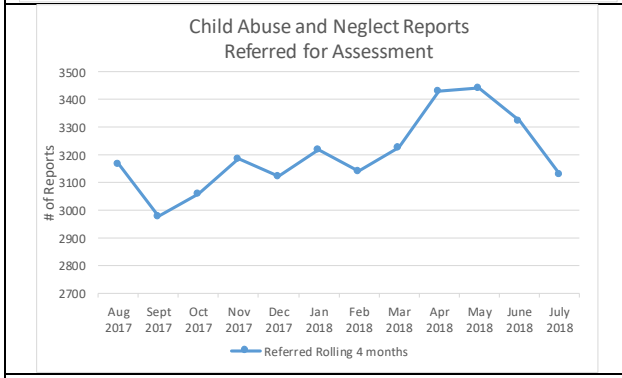
We continue to work as a team on the overdues. We are doing a blitz in Marion, Washington, Clackamas, Linn, and Lane counties. each of the 5 blitzes' will include a team of 10 consultants, the supervisors, MAPS, program managers and district managers working beside their staff, each blitz will run for one week. This will strengthen the partnership between staff and their management team.

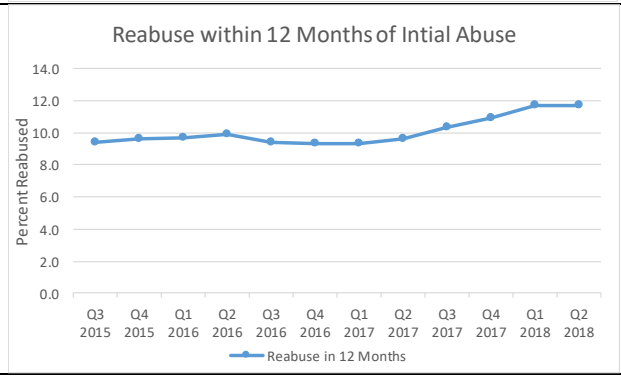
The Executive Leadership team has also committed to finding the root cause of the overdue assessments, by working with states that have gone through this process in the past and have been successful.

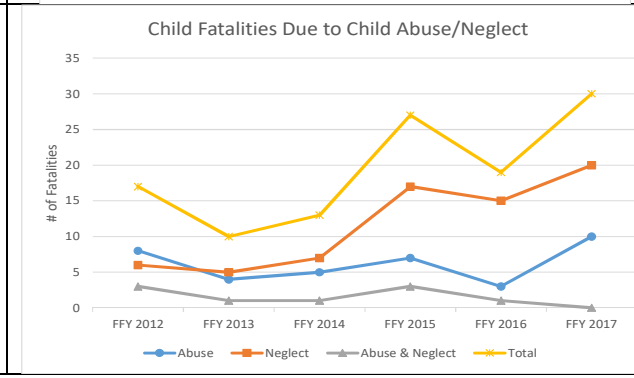


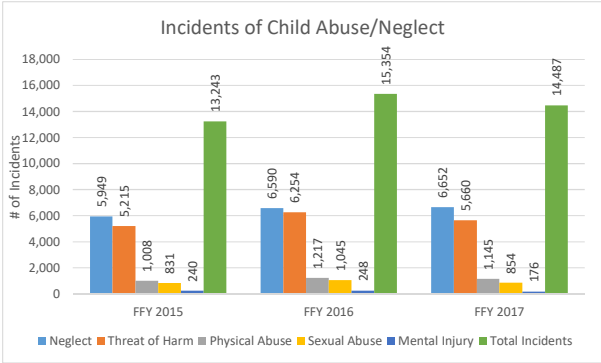












Reasons Children Enter Foster Care FFY 2015 to FFY 2017

(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**		