Child Welfare Monthly Report

Report Date: January 2019

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.

SSS1 Caseworker Recruitment and Retention Efforts

MEASURES	2017	2018											12-MO AVG
	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	
Total # of New SSS1 Caseworkers[1]	20	30	23	38	36	35	44	45	47	30	37	25	34.2
Total # of SSS1 Caseworker Separations	25	18	18	18	18	18	20	25	21	29	16	12	19.8
Impact on Total Caseworkers	**(5)**	**12**	**5**	**20**	**18**	**17**	**24**	**20**	**26**	**1**	**21**	**13**	**14.9**
Total # of SSS1 Caseworker Promotions[2]	3	21	20	8	9	9	2	4	7	3	11	6	8.6

[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.*

While the number of new SSSI caseworkers was down in comparison to previous months, the number of SSSI caseworker separations was the lowest in almost a year and continues a three-month trend! We are very excited to see this number and celebrate what we believe may be a shift due in part to our staff retention efforts.

Our MAPS (Mentoring, Assisting and Promoting Success) positions are having a great impact on our first-year caseworkers throughout the state. MAPS duties include accompanying caseworkers in the field, reviewing documented work such as safety plans and court reports for accuracy, developing and delivering training, facilitating group supervision and onboarding new caseworkers to the community.

The Office of Reporting, Research, Analytics and Implementation (ORRAI) has developed a random moment survey data collection process to determine and identify activities and practices the MAPS are engaging in that produce optimal outcomes and effectiveness of their activities. The information from this analysis, once completed, will inform us of what is working well for our new caseworkers and

what could be adjusted or enhanced. Our MAPS are very dedicated to their work and find great value in fully supporting our new caseworkers.

Below are statements from two new caseworkers:

“Both Carmen(MAPS) and Margie(MAPS) have been very helpful to me on a regular basis in terms of expert staffing regarding difficult dispositions, situational factors, potential safety threats, etc. I appreciate that I can inquire about questions that seem trivial or “silly”, for lack of a better word, and nevertheless they take these questions seriously and assure that they are there to answer all questions. Both Margie and Carmen have assisted me in complicated removals where the family was agitated and emotionally fragile. It was nice to have them as counterparts as, for me personally, appropriately dealing with the family’s feelings of having their child(ren) removed is extremely difficult, even when I feel strongly that it is warranted. I think we could benefit from more MAPS positions as they are often very busy and seemingly overworked, but that is simply a testament to how many workers want to utilize their expertise.”

“Our MAPS worker accompanies me on all contacts with families and provides support and leaning opportunities without compromising the integrity of the assessment. Our MAPS worker acts as an addition to the new worker, not just a worker to shadow and learn from. The MAPS worker models best practice and teaches procedures and expectations at your own pace. Having a MAPS worker allows me and other new workers to learn hands on while having the security from an experienced worker to ensure case requirements and expectations are being met. Our MAPS worker provides immediate feedback and encouragement. I feel, this individualized environment fosters safe and successful learning. As I master duties and feel more comfortable in different scenarios, I utilize the MAPS worker less and begin developing my own work style. As I become more independent, the support from the MAPS worker is still available to me and until I am a self-sufficient worker, will remain an addition to ensure each assessment is done to its best.”

Position Authority, Workload Levels and the Caseworker Gap

<table>
<tr><th></th><th>2017</th><th>2018</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></tr>
<tr><th>MEASURES</th><th>DEC</th><th>JAN</th><th>FEB</th><th>MAR</th><th>APR</th><th>MAY</th><th>JUNE</th><th>JULY</th><th>AUG</th><th>SEPT</th><th>OCT</th><th>NOV</th></tr>
<tr><td>100% Caseworker need (WKLD MDL)</td><td colspan="5">1,825.66</td><td colspan="6">1,859.01</td><td>1,845.04</td></tr>
<tr><td>Current Position Authority (funded Level)</td><td colspan="3">1,434.62</td><td colspan="9">1,509.62</td></tr>
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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, all of whom have been hired. Twenty-five additional case aides were released and hired on or before July 2018. Seventy-five (75) Social Service Specialist 1(SSS1) positions were released in waves of Twenty-five (25) on July 1, 2018, October 1, 2018 and the last 25 will be released in January 1, 2019. Four Supervisor positions were 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.

We have partnered with Human Resources to identify the number of true vacancies within Child Welfare. In December 2018 the number of Child Welfare vacancies was reported to be 300 which did not match Child Welfare data. A concerted effort to determine the accurate number of true vacancies has resulted in 73 current vacancies. Our field supervisors are working diligently to move through the hiring process as the need for full staffing is a priority.

The Governor's recommended budget included funding for 224 Child Welfare positions:

- 150 Caseworkers (SSS1)
- 24 Supervisors
- 6 Office Managers
- 44 Business Support Staff

Case Aides are an important position as they provide administrative support to caseworker though coordination and preforming administrative duties, allowing Caseworks to spend more time with their families. Case Aides were not included in the workload model allocation and in order to best support our Caseworkers, 19 Case Aide positions would be needed. In addition, to meet the legal workload and requirements, 11 Paralegal positions would be needed to support the number of Caseworkers.

We are committed to identifying new ways to meet the workload expectations of our staff while providing excellent service to our children and families through a trauma informed lens and engagement.

Foster System Capacity

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

MEASURES	DESIRED DIRECTION OF CHANGE	9/2018	10/2018	11/2018	CHANGE FROM PRIOR MONTH	11/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,631	2,632	2,620	NOT IMPROVED	2,661	NOT IMPROVED	
GENERAL FOSTER CARE	▲	1,517	1,504	1,505	IMPROVED	1,487	IMPROVED	
TOTAL FOSTER CARE	▲	**4,148**	**4,136**	**4,125**	NOT IMPROVED	**4,148**	NOT IMPROVED	

The Governor's recommended budget supports eight positions for Foster Parent Support. The purpose of these positions is to primarily serve as the lead role to improve retention and recruitment outcomes for foster families in local communities. They are responsible for managing, planning, organizing and leading assigned projects, programs and activities to enhance the recruitment, retention, support and engagement of resource families and community program development. These positions will also lead efforts to research, develop, train and establish a customer service approach, culture and framework for DHS Child Welfare staff and achieve the overall mission of the Department. These positions will also be the conduit between our program and our statewide recruitment efforts with Every Child. These positions will partner with Every Child to build and enhance our recruitment efforts in our local communities.

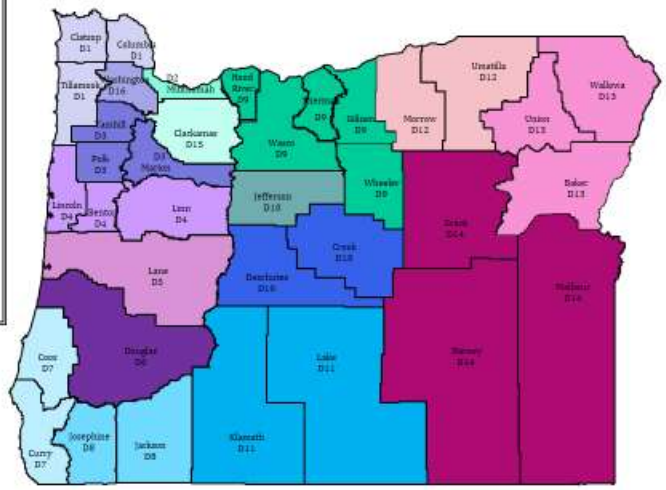
Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 6/18 to 9/18	Average of 7/18 to 10/18	Average of 8/18 to 11/18	CHANGE FROM PRIOR MONTH	Average of 8/17 to 11/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	2,836	3,044	3,153	NOT IMPROVED	3,187	IMPROVED	

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

Statewide Overdue Assessments

Totals Per District
D1- 318
D2- 1367
D3- 996
D4- 281
D5- 483
D6- 255
D7- 229
D8- 964
D9- 157
D10- 151
D11- 202
D12- 106
D13- 48
D14- 84
D15- 451
D16- 439
Total- 6,536



DHS
Oregon Department of Human Services

January 7, 2019

Our current overdue numbers are less than they were on December 13, 2018. Although we are not yet at the number we are working towards, the number of overdue assessments is decreasing. In our efforts to move the dial we must continue to keep an eye on trends and identify areas that may struggle. In our rural districts a small number of cases can have a big impact in our data. For example, in District 13 (Baker, Wallowa and Union Counties), approximately 22 assessments are in final stages of closure and once approved will show a decrease of at least 30% in overdue assessments. While the number of assigned assessments may not match those of our medium and large size districts, the amount of work is comparable given the number of staff and resources.

Our Child Safety Consultants are working closely with each of those districts to do a root cause analysis on the specific cases of overdues. We continue to run the reports daily and check-in in with Program Managers about options to ensure the smaller districts are not left behind. As we do sustainability planning in each of the “blitz” districts the Child Safety Team simultaneously focuses on sustainability planning in each of the small districts. One critical part of sustainability is the weekly clinical supervision with Supervisors and Caseworkers. Program Managers are assisting by approving assessments ensuring consistent and meaningful time for Supervisors and Caseworkers to meet. Supervisors are asked that during their supervision time they identify a strategy and expectations for any overdue assessments for each Caseworker and that they are staffing all cases that are at the 45-day mark to develop a plan to support the worker in completing them within time frames.

We are continuing to manage numbers even with potential for increased monthly roll-over assessments through creative processes including our overdue assessment project. This is providing support to our staff and bringing them relief and fostering hope. Our team of Child Safety experts moved to Washington County on December 10, 2018 to begin the blitz. At that time there were 804 overdue

assessments and as of January 11, 2019 there are 245 overdue assessments. This is a big accomplishment and because of tremendous teamwork of Child Safety Consultants, Caseworkers, Case Aides, MAPS, Business Staff and Program Managers.

A note from the Child Safety Consultant assigned to Washington County:

“I want to say a huge thank you to the MAPS and case-aids for their crucial role in helping to do the prep work, follow-up work and organization to make this Blitz week flow. To the amazing safety team consultants - D16 cannot thank you enough for the relief you have brought to the case workers, supervisors and all of us in D16!”

In February 2018 we implemented our Abbreviated Assessment tool, in limited situations, which safely shortened the CPS assessment process when after contact has been made and there is sufficient information to determine the alleged victim is safe and the allegation is unfounded. This allows for a CPS worker to focus on the families and situations that require a more in-depth safety intervention. In 2018, 451 Abbreviated Assessments were completed.

MEASURE	TARGET GOAL	DESIRED DIRECTION OF CHANGE	Q1 2018	Q2 2018	Q3 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%	▼	11.7%	11.7%	11.5%

In 2014 Federal legislation was passed that required child welfare departments nationwide to create policies and procedures to help protect victims of human trafficking, particularly those who interact with the child welfare system. Oregon Child Welfare has implemented a screening tool as a result of the federal legislation. All Supervisors, Caseworkers, and Social Service Specialists (Visitation Supervisors) are required to take a 3.5 hour training that enhances child safety by gaining an understanding of the dynamics of commercial sexual exploitation of children and young adults, identifies indicators of children and young adults who are, or are at risk of becoming victims of commercial sexual exploitation, and helps staff become familiar with procedures around sex trafficking.

Since implementation in 2016, well over 2,000 staff have been trained to use trauma-informed, culturally responsive engagement skills with victims of trafficking. Oregon Child Welfare proudly collaborates with law enforcement, task forces, advocacy agencies, mental health providers, and more across the state and even across the nation. This work is critical to the safety, health and well-being of our population of youth and young adults who are vulnerable to reoccurring abuse and exploitation.

January 11th is National Human Trafficking Awareness Day. At an event held in Portland on December 11, 2019 three Oregon Child Welfare staff were recognized by Attorney General Ellen Rosenblum for their work with children and youth who are victims and survivors of human trafficking.

The Team Impact Award recognizes a group of three or more agencies or individuals who collaborate together to achieve the best outcomes for victims in their county. Recipients of this award included Wendy Matthews, Marion County CPS Supervisor and Hillary Roeder, Marion County Child Protective Services worker were honored along with their counterparts from the Marion County District Attorney's Office and mental health therapist with A Village for One for their efforts to combat human trafficking in Marion County. The Executive Director of A Village for One shared that these women have achieved remarkable success and "They do it with such empathy. They do it with creativity. They do it really with relentless belief in the kids before they can believe in themselves, and they often take a parental role with these kids."

The Above & Beyond award was presented to Rebecca Lusk, Child Protective Services Worker at the Alberta branch in North East Portland. Rebecca was honored for her work in promoting a trauma informed and victim-centered approach to trafficking intervention. Rebecca has worked with Portland Police Bureau's Rose Project as a child welfare representative since 2015 and continues to advocate for and with survivors of trafficking and sexual assault. In 2017 she attended an intensive child forensic interview training to learn more trauma-informed practices when interviewing children that have experienced sexual abuse. Prior to her time in child welfare Ms. Lusk volunteered for the sexual assault resource center providing support through both the 24-hour support line and in-person to survivors seeking medical care in local area hospitals or reporting assaults to law enforcement. Rebecca recently finished her first term at Portland State University where she is pursuing a master's degree in social work through the Child Welfare Educational Partnership.

Hillary Roeder, Wendy Matthews, Rebecca Lusk, Liz Alston, Child Welfare Commercial Sexual Exploitation of Children Coordinator and Child Welfare Deputy Director Jana Mclellan

Foster Care

MEASURES	DESIRED DIRECTION OF CHANGE	Average of 6/18 to 9/18	Average of 7/18 to 10/18	Average of 8/18 to 11/18	CHANGE FROM PRIOR MONTH	Average of 8/17 to 11/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	271	262	268	NOT IMPROVED	342	IMPROVED	
# OF FOSTER CARE EXITS:	▲	341	352	334	NOT IMPROVED	322	IMPROVED	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.26	1.34	1.25	NOT 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.

KEEP is an evidence-based support and skill enhancement program for foster and kinship parents of children ages 4-12 (KEEP Standard) and teens (KEEP SAFE). The program supports foster families by promoting child well-being and preventing placement breakdowns.

KEEP groups typically include seven to twelve foster or kinship parents who attend 16 weekly 90-minute sessions that focus on practical, research-based parenting techniques. KEEP groups are led by two facilitators who are trained and supervised to skillfully implement the program staying true to the validated model. KEEP doesn't use a "one size fits all" curriculum. While the facilitators draw from an established protocol, they tailor each session to the specific needs, circumstances and priorities of participating parents and their children.

KEEP is currently piloted in Washington and Multnomah counties and the Governor's recommended budget has provided funding to begin to grow KEEP across the state. This will truly help us with retention of our foster and kinship parents by providing them with support and hands-on parenting techniques and skills.

OTHER NEWS:

Department of Justice Full Legal Representation

The Governor's Budget supports efforts by the Department of Justice (DOJ) to provide full legal representation for caseworkers statewide. This has a tremendous impact for caseworkers as they are now able to partner with DOJ right from the beginning of court-involved cases to ensure attorney-caseworker collaboration and assist in supporting our caseworkers through the court process. Caseworkers are no longer put in the position of unlawful practice of law as a direct result of no representation at court hearings and they ultimately feel supported. In addition, early legal representation positively impacts reunification and permanency for children.

The roll-out of full legal representation was in three phases and will be fully implemented in thirty-five counties by July 2019.

Phase 1 counties were surveyed several months after implementation and were asked to compare the experience of being represented by DOJ pre-jurisdictionally with their previous experience. The feedback was reassuring.

- 72% of Caseworkers agreed or strongly agreed that legal issues were being appropriately addressed in a timely manner.
- 50% of Caseworkers agreed or strongly agreed that their court-related stress and anxiety was reduced.
- 60% of Supervisors agreed or strongly agreed that their staff feel more confident and better prepared for upcoming hearings.
- 74% of Supervisors agreed or strongly agreed that their staff's overall experience of the Court process was more positive.

Child Welfare Project and Implementation Plan

The Unified Child and Youth Safety Implementation Plan was developed to address identified gaps in Child Welfare and the child caring systems throughout the state. This implementation plan responded to the independent review of child and youth safety conducted by Public Knowledge between February and September 2016. Because implementation project work crosses DHS programs, the Director's Office took the lead on moving the portfolio of projects forward through the work of the Executive Projects Team. The projects were built upon trauma informed and culturally informed principles with youth and families at the center of the work.

In September 2018 the ten priority projects identified in March 2017 by the steering committee transferred from the Director's Office Executive Projects Team to Child Welfare Program for continuation of work and implementation. The work engaged, and continues to engage, a broad range of partners, including foster youth and foster care families, in an inclusive and transparent way.

In December 2018 Child Welfare successfully closed two completed projects, Centralized Hotline and Certification and Well-Being Review Process.

The Centralized Screening project is now known as the Oregon Child Abuse Hotline (ORCAH). A year ago, Oregon had 15 decentralized hotlines across the state with significant various screening practices. Planning for this project is now complete and moving to Child Welfare program oversight. Today, the hotline is currently taking reports for ten districts and the remaining local hotlines will be fully transitions by April 2019. Calls will be received from across the state 24 hours a day, 7 days a week, 365 days a year. It will serve as the central reporting center for allegations of child abuse and neglect in Oregon. The benefits of this project are improved safety for children with the constant and consistent training for staff, technology to capture real time data and reliable customer service.

The Certification Safety and Well-Being Review project was formed to identify and establish oversight authority and develop a quality assurance process for an existing Child Welfare protocol. The protocol requires staffing for allegations of abuse or neglect involving foster parents that are closed at screening. Project workgroup members observed the process across the state and considered data collected from the staffing observations. Recommendations were developed and provided to Child Welfare Program. Implementation of those recommendations will be integrated into the Coordinated Response to Abuse project.

On January 8, 2019 a third project was closed with the posting of an updated Child Welfare Procedure Manual. Over the past year, feedback was gathered from staff as part of the redesign process. With this information in hand and in response to recommendations from the Secretary of State's audit, a team was formed to develop a Child Welfare Manual that staff could depend upon to facilitate and guide their work. Sections will be updated ongoing and our staff will be notified whenever significant content or formatting changes are completed.

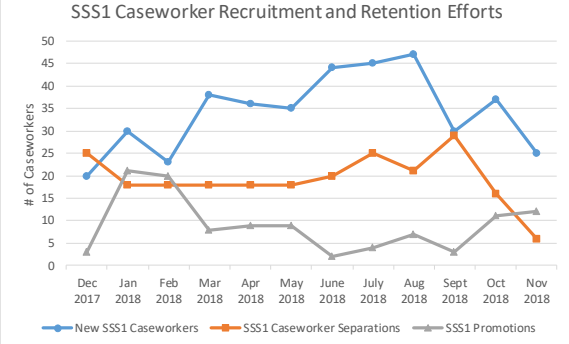
STAFF RECOGNITION:

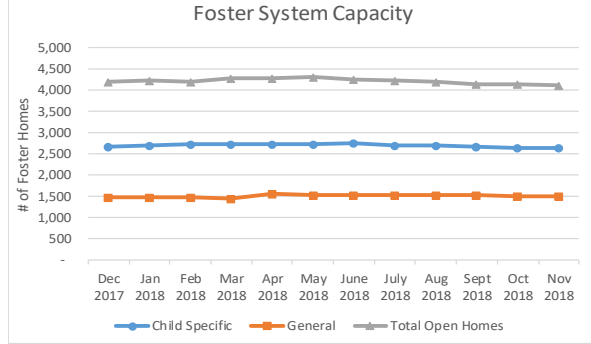
Holiday Giving

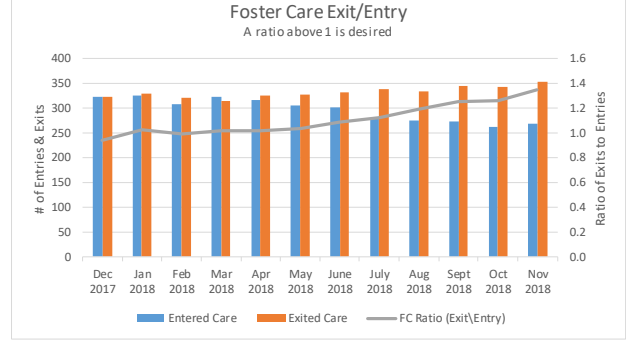
As the holiday season has passed a special story of giving has emerged. A group of volunteers from the National Charity League and Project Lemonade crafted handmade care packages for 125 of our current and former foster youth attending college. The care packages were loved by students. A lovely story of giving made a slight turn when our Foster Youth Liaison received a call from one of the students who had suffered the loss of all his belongings and mail including his long-awaited care package.

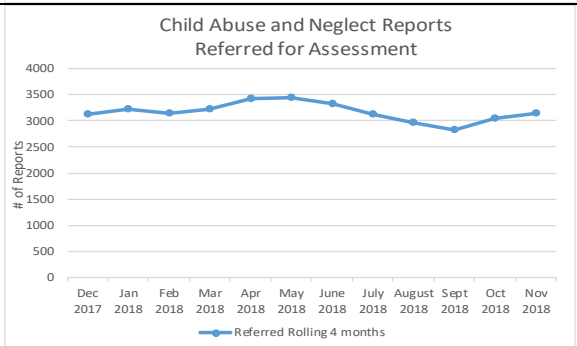
A call was put out for help and a group of Central Office staff donated baked goods, snacks, treats and several gift cards, as well as notes of encouragement and holiday wishes. The package was shipped just in time for the holiday. Our staff received the message below.

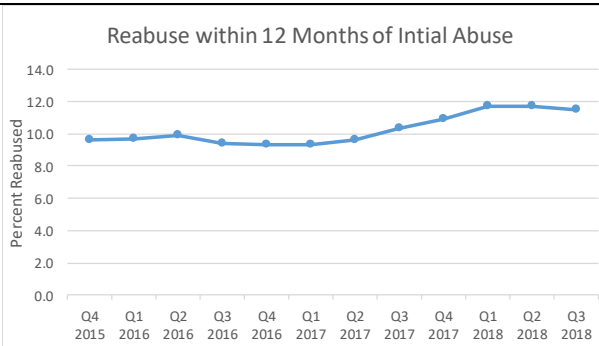
"I really appreciate everything you guys have done and gave to me. I really enjoyed everything and shared my snacks with my nieces!!! Thanks to everyone who wrote the encouraging messages to me I really appreciate it! Merry Christmas and happy holidays and again thank you I wasn't expecting none of this. I am very thankful for everything!

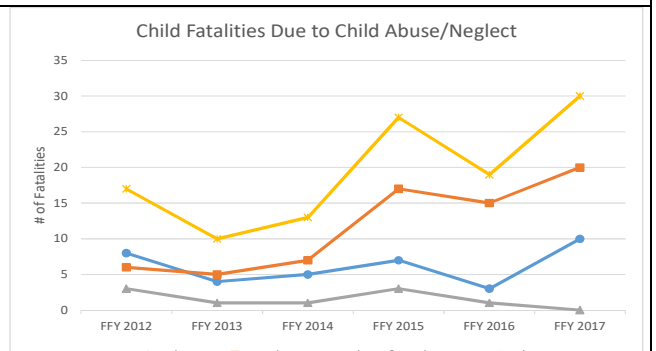

SSS1 Caseworker Recruitment and Retention Efforts
# of Caseworkers
50
45
40
35
30
25
20
15
10
5
0
Dec 2017
Jan 2018
Feb 2018
Mar 2018
Apr 2018
May 2018
June 2018
July 2018
Aug 2018
Sept 2018
Oct 2018
Nov 2018
New SSS1 Caseworkers
SSS1 Caseworker Separations
SSS1 Promotions

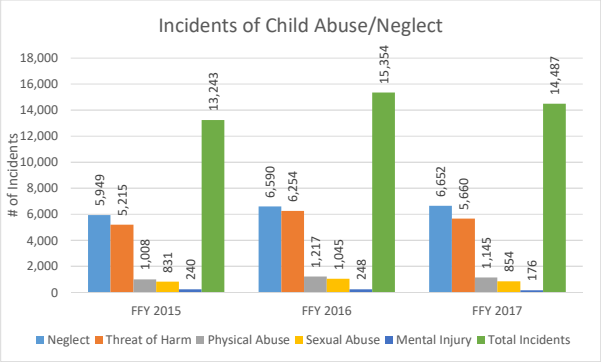

Foster System Capacity
# of Foster Homes
5,000
4,500
4,000
3,500
3,000
2,500
2,000
1,500
1,000
500
-
Dec 2017
Jan 2018
Feb 2018
Mar 2018
Apr 2018
May 2018
June 2018
July 2018
Aug 2018
Sept 2018
Oct 2018
Nov 2018
Child Specific
General
Total Open Homes


Foster Care Exit/Entry
A ratio above 1 is desired
# of Entries & Exits
400
350
300
250
200
150
100
50
0
Ratio of Exits to Entries
1.6
1.4
1.2
1.0
0.8
0.6
0.4
0.2
0.0
Dec 2017
Jan 2018
Feb 2018
Mar 2018
Apr 2018
May 2018
June 2018
July 2018
Aug 2018
Sept 2018
Oct 2018
Nov 2018
Entered Care
Exited Care
FC Ratio (Exit\Entry)


Child Abuse and Neglect Reports
Referred for Assessment
# of Reports
4000
3500
3000
2500
2000
1500
1000
500
0
Dec 2017
Jan 2018
Feb 2018
Mar 2018
Apr 2018
May 2018
June 2018
July 2018
August 2018
Sept 2018
Oct 2018
Nov 2018
Referred Rolling 4 months


Reabuse within 12 Months of Intial Abuse
Percent Reabused
14.0
12.0
10.0
8.0
6.0
4.0
2.0
0.0
Q4 2015
Q1 2016
Q2 2016
Q3 2016
Q4 2016
Q1 2017
Q2 2017
Q3 2017
Q4 2017
Q1 2018
Q2 2018
Q3 2018
Reabuse in 12 Months


Child Fatalities Due to Child Abuse/Neglect
# of Fatalities
35
30
25
20
15
10
5
0
FFY 2012
FFY 2013
FFY 2014
FFY 2015
FFY 2016
FFY 2017
Abuse
Neglect
Abuse & Neglect
Total



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**		