Child Welfare Monthly Report

Report Date: February 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	**2018**												**12-MO AVG**
	JAN	**FEB**	**MAR**	**APR**	**MAY**	**JUNE**	**JULY**	**AUG**	**SEPT**	**OCT**	**NOV**	**DEC**	
Total # of New SSS1 Caseworkers[1]	30	23	38	36	35	44	45	47	30	37	25	28	34.8
Total # of SSS1 Caseworker Separations	18	18	18	18	18	20	25	21	29	16	12	21	19.5
Impact on Total Caseworkers	**12**	**5**	**20**	**18**	**17**	**24**	**20**	**26**	**1**	**21**	**13**	**7**	**15.3**
Total # of SSS1 Caseworker Promotions[2]	21	20	8	9	9	2	4	7	3	11	6	7	8.9

[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.*

Child Welfare continues to watch this measure with an eye on trends. Case workers have given their trust to both the Director of DHS and the Child Welfare Director hoping we can safely reduce their workloads, create efficiencies, while we increase staffing. They desperately want to find work life balance. We are finalizing the new "Work Load" model which is based on best practice, this will help us identify what level of staffing we are at. Some of those calculations are listed below in "other news". The Child Welfare Director is assessing both the total number of employees needed and how can we work on a long-term goal of sustainability.

We continue to work on the Special Purpose Appropriation pilot of hiring retirees. The enterprise roll out of WORK DAY has slowed the process of getting our retiree pool up and running. We currently have 20 employees waiting at various stages of the process and unable to move to the field, which has simply been bad timing due to the system upgrade. We will continue to push so that we can get another 100 through our system as soon as we are able.

Position Authority, Workload Levels and the Caseworker Gap

	2018											
MEASURES	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUNE**	**JULY**	**AUG**	**SEPT**	**OCT**	**NOV**	**DEC**
100% Caseworker need (WKLD MDL)	1,825.66				1,859.01						1,845.04	
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, 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 was released on 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 been working with our Human Resource Department to address data issue on our vacancies. This month we have 86 TRUE Vacancies which is only 2.7%. We have been in a mini hiring freeze because of the new HR Work Day system delays to processing.

Due to a high volume of Public Records Requests, and the lack of dedicated staff to that work, central office staff have been assigned to respond and are pulled away from supporting the field when these requests come in. These child welfare teams work an average of 60 to 80 hours a week on a regular week. A recent request was for all files of every child out of state, all these files will need to be redacted. While we value transparency in government and work to achieve this, this one request will take hundreds of hours of staff time to complete.

Foster System Capacity

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

MEASURES	DESIRED DIRECTION OF CHANGE	10/2018	11/2018	12/2018	CHANGE FROM PRIOR MONTH	12/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,632	2,620	2,567	NOT IMPROVED	2,706	NOT IMPROVED	
GENERAL FOSTER CARE	▲	1,504	1,505	1,509	IMPROVED	1,489	IMPROVED	
TOTAL FOSTER CARE	▲	**4,136**	**4,125**	**4,076**	NOT IMPROVED	**4,195**	NOT IMPROVED	

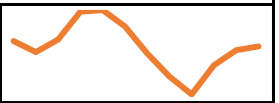
A statewide strategic retention and recruitment plan is still in development. It is targeted for completion in June 2019. The plan includes strategically placing staff in selected districts with skills to bring families forward to help and will also incorporate the expansion of Every Child model by stages. Every Child will reach all Oregon counties by November 2021.

Every Child Oregon, in partnership with DHS, developed a five-year strategic plan for expansion of its efforts. Every Child regularly reports against a logic model, which is the organizing document informing all day-to-day strategic planning decisions. Developed as a federation model, Every Child license its brand, initiatives, event blueprints to nonprofits at the county-level for implementation. Every Child Service Center, which serves all the affiliate organizations, provides technical assistance, consulting, marketing, an inquiry portal, website, and data management for all individuals inquiring through its efforts to volunteer or become a foster parent. Through this model, Every Child is capturing 50 percent of the foster parent inquiry data for the State of Oregon currently.

On February 13th, the Ombudsman's office, the CW leadership along with the Director of DHS had a private evening meeting with Foster Parents who needed to have a safe place to discuss their concerns and their interaction with DHS. We still have so much more work to do, to acknowledge their feelings of distrust and work diligently to start the repair process.

In the Governor's Budget, if approved, we will receive 17 Foster Parent Support and Community Engagement Champions. These positions will lead our efforts to enhance our relationships with our foster parents and our communities. They will be outward facing and will become the conduit between DHS, Foster parents, the community and Every Child, to help with a smooth transition, support and retention

Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 7/18 to 10/18	Average of 8/18 to 11/18	Average of 9/18 to 12/18	CHANGE FROM PRIOR MONTH	Average of 9/17 to 12/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,044	3,153	3,180	NOT IMPROVED	3,121	NOT IMPROVED	

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

Since 2015 Child Protective Service assessments went up by 60% and our staffing levels went up 15%. Today is the last day on the Blitz project. Although we would like to continue, we have to get back to consulting in the field and work on our Critical Incident Response Team "root cause analysis" and implementation. In April we had over 13,000 overdues, in August 9,000 and today 4,459. The team of 10 consultants focused on many of our districts staying there for a week at a time sometimes having to return more than once. While helping reduce the overdues, they taught practice, clinical supervision and left each district not only in much better shape but with a sustainability plan to keep them focused on the work.

MEASURE	TARGET GOAL	DESIRED DIRECTION OF CHANGE	Q2 2018	Q3 2018	Q4 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%	11.5%	11.4%

As of today, recurrence of maltreatment is at 10.5%. While we are not where need to be, we are inching closer to our goal of 9.1%.
We anticipate improvement in this measurement with the focus on Clinical Supervision for caseworkers around the state. The Child Safety Team is developing a targeted plan for districts that have consistently had high recurrence rates across the state. Domestic violence continues to be an area where further training and coaching needs to occur as this continues to impact our overall recurrence rates across the state. Program consultants will have an exciting opportunity to be certified in David Mandel's Safe and Together Model this spring which focuses on holding batterers accountable in these complex cases

Foster Care

MEASURES	DESIRED DIRECTION OF CHANGE	Average of 7/18 to 10/18	Average of 8/18 to 11/18	Average of 9/18 to 12/18	CHANGE FROM PRIOR MONTH	Average of 9/17 to 12/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	262	268	260	IMPROVED	322	IMPROVED	
# OF FOSTER CARE EXITS:	▲	352	334	325	NOT IMPROVED	329	NOT IMPROVED	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.34	1.25	1.25	NO CHANGE	1.02	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.

We currently have 7,511 children in foster care which is 398 less children in care since May. With our new managers in Treatment, and Foster Care and Youth Transition along with Every Child we have a trifecta. This team is focused on building a continuum of care that starts with leaving children in their homes whenever possible and wrapping services around the entire family, to Psychiatric Residential Treatment and everything in between. The goal is to focus on the child's need, identify the level of care for that child and serve that child holistically. This will give us the ability to have shorter stays for our youth and get them to the lowest level of care quickly and successfully. By partnering with community resources like, Mental Health, CCO's, Behavioral Health, and Physical Health our nurses are making sure our families know what resource they can access immediately before they are in crisis. Child Welfare is also utilizing our nurses who have helped approximately 600 children return home with full assessments and supports for the parents so that the youths return home is successful.

Other Important news:

Workload Study:

The Office of Reporting, Research, Analytics and Implementation (ORRAI) has been working with Child Welfare and has conducted a workload review of current caseloads for Child Protective Services (CPS) workers and Permanency caseworkers to determine their workloads compared to the national standards.

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.

The national standard is 6-8 new cases per month for CPS workers. Based on this national standard ORRAI determined the following:

CPS ESTIMATE IF 6 ASSESMENTS PER WORKER:

- Each CPS worker does 72 investigations per year or 6 new a month
- There are 1391 Social Service Specialist 1s (SSSIs) working for Child Welfare; 25% of SSS1s are CPS = 350 CPS workers currently
- 39,626 new investigations (2018 data)
- 550 CPS workers needed to maintain a rate of 6 new cases a month per worker
- ***Need an estimated increase of CPS staff by 200 FTE***
- The Face to Face contact time at this rate would be:
  - 40-hour work week/4.3 weeks per month = 172 hours per month. With 20% Face to Face contact time = 34.4 hours per month
  - With 20% of time spent on Face to Face contact = 5.67 hours (34 hours face time divided by 6 investigations = 5.67 hours or 5 hours and 40 minutes) of face to face on each investigation

The national standard is 11 children Permanency workers. Based on this national standard ORRAI determined the following:

ESTIMATE IF 11 CHILDREN PER PERMANENCY WORKER:

- 11 children per worker / 1.78 kids per case = 6.18 cases per worker
- 8,968 out of home and in-home cases with episodes opened longer than 60 days (number is 12-month average ADP)
- 1,451 permanency workers needed to work at this rate
- Currently estimated to have 501 (36% of the total 1391 SSS1s onboard)
- ***Need an estimated 950 additional permanency workers***

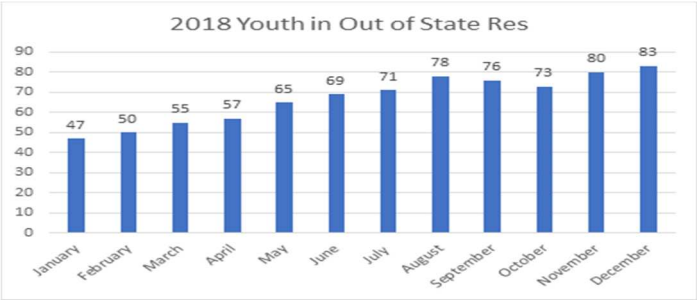
ADJUSTED ESTIMATE WITH INHOME PERMANENCY CASES ADDED:

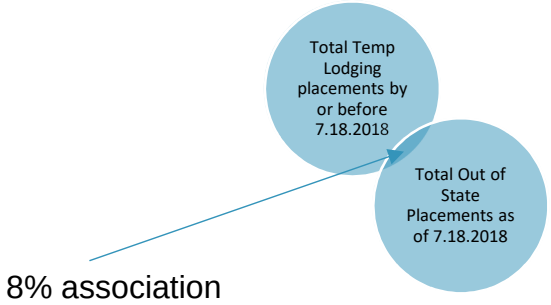
- We used a work week of 40 hours or 172 hours per month
- 1391 SSS1s 36% are permanency = 501 permanency workers
- 8,968 out of home and in-home cases with episodes opened longer than 60 days (# is 12-month average of the ADP)
- 17.9 families (cases) per worker
- 31.86 children per worker (1.78 kids per case)
- 19% of permanency workers time per month (32.7 hours) spent with families and 31.86 kids per case = 1.02 hours per month spent with each child
  1.02 hours = 1 hour and 1 minute for each child.

This workload review demonstrates Child Welfare's need for increased staffing. Our caseworkers are overwhelmed and are not able to engage with our children and families to understand their culture, assess their strengths and find the root cause of why the family is struggling.

Out of State children:

Oregon Psychiatric Residential Treatment Services (PRTS) resources have declined by 50% since 2015 resulting in the loss of 67 beds. Child Welfare is a consumer of these beds, and does not normally build this capacity, this year we had to stand up a 14-bed facility which will open on February 18th. As of February 15, 2019, we have 86 youth in out-of-state placements. With the lack of appropriate resources for our highest need youth in Oregon we must look National to make sure their specific needs are met. This causes our out of state placements to continue to rise. The correlation between temporary lodging and out of state placements is only 8%. We are focusing on collaboration with OHA, CCO's, hospitals and ODDS to build resources. Approximately 76% of our youth placed out of state require Psychiatric Residential Treatment Services (PRTS) and 17% of youth placed out of state require Sexual Harming Treatment and some of those youth also require PRTS.





Secretary of State Audits Submission

The response for the Secretary of State Audit was completed February 8th, we met with Jaimie Ralls and Bonnie Crawford for our entrance meeting on the 02.14.2019. We anticipate that we will be in communication with them over the next few months, however, we will not have our findings for six to eight weeks. We still have a lot of work to do, but we are pleased with our progress, and although some of the categories say "Implemented/Resolved" by no means does that mean we are finished with our on-going implementation.

Two Child Welfare Pilots

The safety and permanency teams within central office have been working to standardize the case transfer process and combine the court report and case plan into one document. A pilot of both processes will begin in February 2019 in Districts 5, 6, and 11. Training was provided to the pilot districts in January 2019.

Family Transition Protocol

Staff Feedback	Changes Made
The transfer process is consistently changing and is not consistent from branch to branch.	A statewide protocol has been developed and will be used statewide.
Case plan timelines are missed due to the case transferring to permanency late.	A permanency worker will be assigned within 48 hours of a petition being filed. This allows the permanency worker time needed to conduct the PCA and complete the case plan within established timelines.
Permanency needs to be involved in the case up front.	Assigning a permanency worker earlier allows for co-case management. The family benefits from two experts working toward the best plan to bring the family back together.
The Child Safety Meeting (CSM) is not productive and is not liked by families, attorneys and staff.	The CSM and Oregon Family Decision Meeting (OFDM) are combined into one meeting; The Family Transition Meeting (FTM). The FTM will focus on case planning and moving the case forward with everyone's voice being heard.

The benefits of the family transition protocol are:

- Allows for an earlier focus on family engagement
- CPS and permanency worker manage the case as a team
- The protocol clearly establishes roles and duties of each worker
- The protocol is trauma informed
- There are no gaps in service for the family
- The addition of permanency in the case earlier allows for more ideas, perspectives and support

Family Report

Staff Feedback	Changes Made
Filling out a different case plan for each child is time consuming.	The family report will allow for all children to be included in the same document.
Caseworkers are spending more time on reports and paperwork than they are seeing families.	The family report combines the court report and case plan into one document. 70% of the Family Report can be filled out by someone other than the caseworker: case aides, MAPS, OS2s.
The current case plan does not make sense to our families.	The Family Report uses language that is understandable and clear, so the report can be written with families.
The court does not like, or use, our case plan.	The courts were represented on our workgroup that also included caseworkers, MAPS, consultants, sups, AAG, and OR-Kids. They LOVE the new report.
Caseworkers are not able to meet the 60-day timeline for completing case plans.	Permanency workers can start using the Family Report 7 days after the petition is filed. This gives ample time to meet the required timelines.

Temporary Lodging

With protocols in place, clinical supervision starting, and consultant helping change the practice we are Improving each month.

<u>Total number of night with no kids in hotels: **23**</u>
July – December 2018: **13 nights**
January 2019 – present: **10 nights**

Date	Nights Slept
8/10/2018	0
8/11/2018	0
8/12/2018	0
8/13/2018	0
8/14/2018	0
8/17/2018	0
9/9/2018	0
9/10/2018	0
9/11/2018	0
9/12/2018	0
9/14/2018	0
9/15/2018	0
12/24/2018	0
1/25/2019	0
1/26/2019	0
1/29/2019	0
1/30/2019	0
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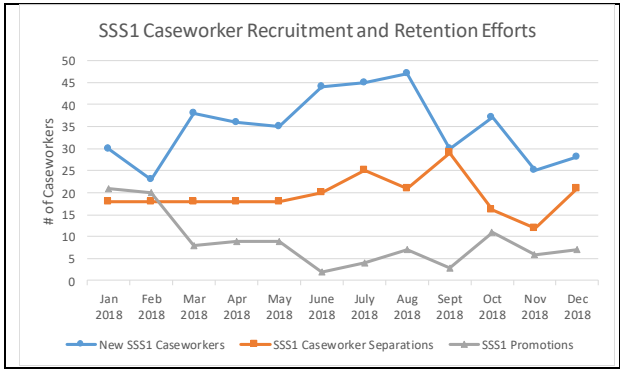
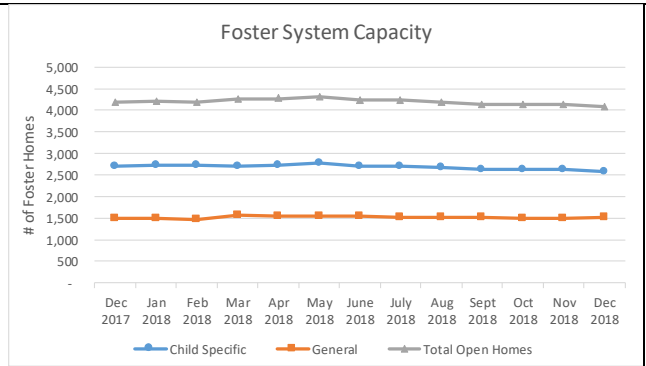
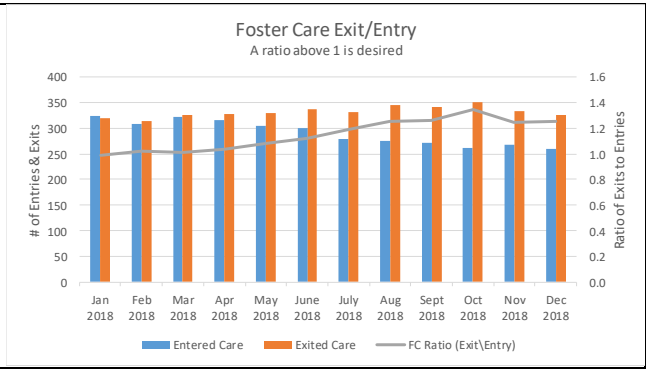
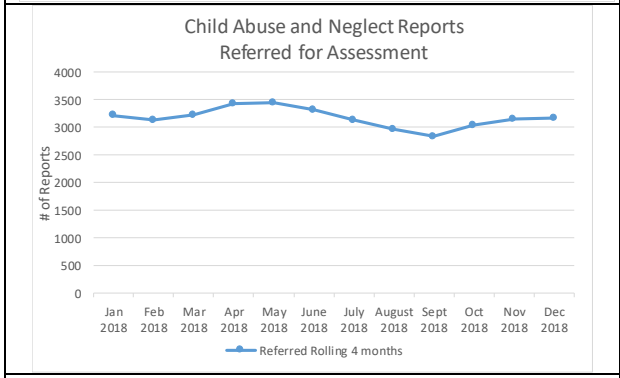
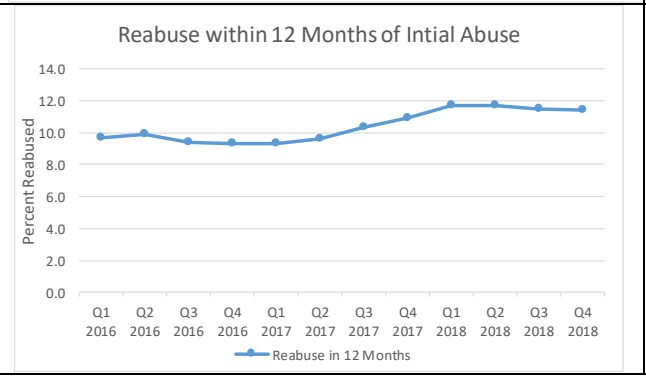
2/6/2019	0
2/13/2019	0
2/14/2019	0

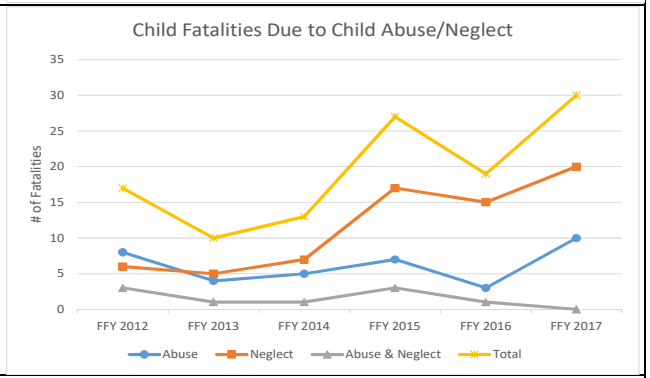


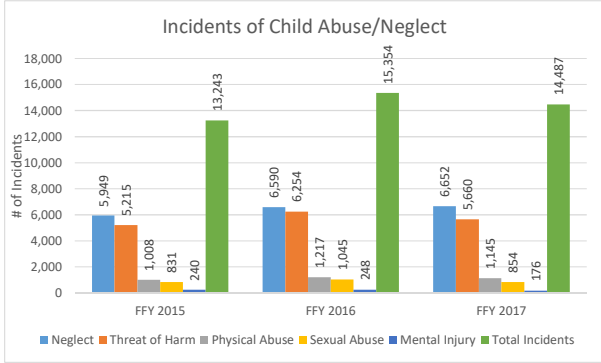












Reasons Children Enter Foster Care FFY 2015 to FFY 2017

(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**		