Child Welfare Monthly Report

Report Date: August 2019

Staffing Information

The first table in this report is a monthly picture of the status of our Child Welfare Social Services Specialist 1 (SSS1) workforce. The first table shows a rolling 12-month trend in the current SSS1 Caseworker staffing. In February and March, the agency was unable to recruit new caseworkers due to the implementation of a new personnel data management system (Workday). The numbers trend unusually low in the month of May and June because of limited recruitment capabilities. The numbers are expected to trend upward after July. The first table reflects data available through June. July data is not yet available.

SSS1 Caseworker Recruitment and Retention Efforts

MEASURES	2018						2019						12-MO AVG
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN[3]	FEB	MAR	APR	MAY	JUNE	
Total # of New SSS1 Caseworkers[1]	45	47	30	37	25	28	59	30	32	31	9	13	32.2
Total # of SSS1 Caseworker Separations	25	21	29	16	12	21	14	7	7	20	16	15	16.9
Impact on Total Caseworkers	**20**	**26**	**1**	**21**	**13**	**7**	**45**	**23**	**25**	**11**	**(7)**	**(2)**	**15.3**
Total # of SSS1 Caseworker Promotions[2]	4	7	3	11	6	7	20	8	10	10	2	1	7.4

[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.*

[3] *Human Resource data sourced from Workday system, starting January 2019.*

Position Authority, Workload Levels and the Caseworker Gap

	2018						2019					
MEASURES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
100% Caseworker need (WKLD MDL)	1,859.01				1,845.04						2,233.00	
Current Position Authority (funded Level)	1,509.62											

Highlights from the Past Month

- *Hiring Surge:* During its 2019 session, the Oregon State Legislature authorized Child Welfare to hire more than 300 new staff members to improve safety and build capacity within the workforce. DHS publicly announced the recruitments on July 25, 2019 for a variety of positions including Oregon Child Abuse Hotline screeners, Child Protective Services staff, caregiver certifiers, permanency staff who work to reunite families or find alternate permanent plans for children, and more. Approximately 5,000 applications were received by August 9, 2019.

    - The Department of Administrative Services Chief Human Resources Office and the Governor's contracted consulting firm, Alvarez & Marsal (A&M) LLC, recruited a cross-agency team to create additional capacity to assist DHS in fast-tracking the hiring of new staff. DHS is using VidCruiter video recording technology designed specifically for employee selection processes for the first time during this hiring surge. This technology allows us to do first-round interviews without the logistical difficulty and expense of coordinating in-person interviews with multiple panelists. Final interviews will be completed with a traditional face-to face-interview panel driven by each district. DHS Operations programs are working with Child Welfare to ensure workspaces and equipment will be ready for new staff.

    - Child Welfare is collaborating with Casey Family Programs and A&M to develop short- and medium-term training opportunities for the new hires. The training programs include new mandatory pre-service training for supervisors and Mentoring, Assisting and Promoting Success (MAPS), and increased training requirements that meet or exceed national best practice standards for training in Child Welfare for all positions. They also include manager engagement to ensure training, supervision and coaching are a priority.

- *Child Welfare/Self-Sufficiency Programs District Manager Hiring:* Three new District Managers for Child Welfare and Self-Sufficiency Programs started this month: Seth Lyons, District 15 (Clackamas County); April Munks, District 10 (Crook, Deschutes, Jefferson Counties) and KimberLee (Kim) Whitney, District 8 (Jackson, Josephine Counties). Seth and April began their positions on August 1. Kim started August 12.
    - Seth has been the District 15 Interim District Manager for 18 months and has worked in social services for almost 30 years. He has held numerous positions at all levels in services to children and families, mental health and addiction services, housing and homelessness, seniors and persons with disabilities, and public human services policy and budgeting.

    - April has served Oregon families in a variety of positions in DHS for the past 23 years. Most recently, she was the Program Manager and Interim District Manager for District 10.

    - Kim's career has been focused in the nonprofit sector, supporting individuals who experience disabilities to live, work and thrive within their communities. Kim brings more than 25 years of experience as an executive leader in promoting collaborative action and leadership to address community priorities for supporting individuals living with disabilities.

Foster Care Information

Placements

MEASURES	DESIRED DIRECTION OF CHANGE	Average of 1/19 to 4/19	Average of 2/19 to 5/19	Average of 3/19 to 6/19	CHANGE FROM PRIOR MONTH	Average of 3/18 to 6/18	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	287	286	276	IMPROVED	301	IMPROVED	
# OF FOSTER CARE EXITS:	▲	291	293	311	IMPROVED	338	NOT IMPROVED	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.02	1.02	1.13	IMPROVED	1.12	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.

Foster System Capacity

MEASURES	DESIRED DIRECTION OF CHANGE	4/2019	5/2019	6/2019	CHANGE FROM PRIOR MONTH	6/2018	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,508	2,540	2,556	IMPROVED	2,708	NOT IMPROVED	
GENERAL FOSTER CARE	▲	1,542	1,546	1,538	NOT IMPROVED	1,535	IMPROVED	
TOTAL FOSTER CARE	▲	**4,050**	**4,086**	**4,094**	IMPROVED	**4,243**	NOT IMPROVED	

Highlights from the Past Month

- *Foster Care System Capacity:* Because of a lack of capacity in residential treatment programs in Oregon, DHS has placed foster children with complex needs outside of the state. The Governor's Child Welfare Oversight Board and A&M are working with DHS and the Oregon Health Authority to expand capacity in Oregon. The Oversight Board approved a plan from DHS and OHA to develop 15 Psychiatric Residential Treatment Services (PRTS) beds in Oregon dedicated to children in Child Welfare by December 31, 2019. These beds will be created at existing providers. With the additional capacity, DHS will be able to further reduce the number of kids in the Child Welfare system who are placed out of state.

- *Returning Youth in Out-of-State Placements to Oregon:* As of August 12, 2019, 44 youth are placed in out of state programs. This summer, a number of youth receiving services in programs outside of Oregon have been completing their treatment goals and have been ready to transition into lower levels of care. Often these lower levels of care have been identified within Oregon. In addition, Behavioral Rehabilitation Services (BRS) providers have stepped up to increase capacity to serve more youth in Oregon. Youth Progress and Douglas County increased the number of children and youth they can serve, and the Sachiko Program opened to provide 10 beds for teen females in Gresham. An increase in the Regional Resource Coordinators also has helped the DHS Treatment Services team match youth with appropriate placements in Oregon.

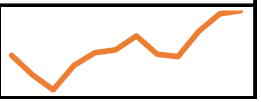
  In July, Child Welfare was notified that a provider, Sequel, would be closing two residential treatment facilities in Utah. Mt. Pleasant Academy served three Oregon youth and closed on August 8, 2019. Two of the three youth transitioned to programs in Oregon and the third was relocated to a different out-of-state provider. Red Rock Academy served 11 Oregon youth on the date it announced its closure and will close on August 31, 2019. As of August 9, 2019, three youth remained at Red Rock. Transition plans are in place for each youth and will be complete on August 23, 2019.

- *Foster Parent Retention and Recruitment:* Priority projects to improve foster parent retention and recruitment, and processes, continued to develop over the past month.
  - Prompted by feedback from the Child Welfare Listening Tour, Foster Parent Training is being re-designed to improve content and delivery. Child Welfare is working with Portland State University to redesign the curriculum and shift half of it into 20-minute, online modules to allow prospective foster parents to study at their convenience and create more room for discussion during the in-person training.
  - Today we require relative foster parents to go through the same process as general applicants. Casey Family Programs, the National Association of Regulatory Administration (NARA) and other researchers have shared that relative foster parents come to us differently and with different needs. For example, when families already have a relationship with the child, they are most likely only going to foster that child. The family won't need all the training a general applicant will need but may need more individualized training to meet the needs of that specific child.

- Work is underway to produce the data that will allow us to better track a foster parent applicant through the certification processes to help us accurately determine how long it takes to be certified and where delays may be occurring. We are working with A&M to analyze the certification process to create efficiencies and uniformity.
- Contractors are being recruited to provide KEEP® services to support foster and kinship parents and we are working with the local offices to identify families to participate. We are building measures for the contracts so we can assess the ongoing effectiveness of the program statewide.

Child Safety Information

Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 1/19 to 4/19	Average of 2/19 to 5/19	Average of 3/19 to 6/19	CHANGE FROM PRIOR MONTH	Average of 3/18 to 6/18	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,339	3,488	3,516	NOT IMPROVED	3,324	NOT IMPROVED	

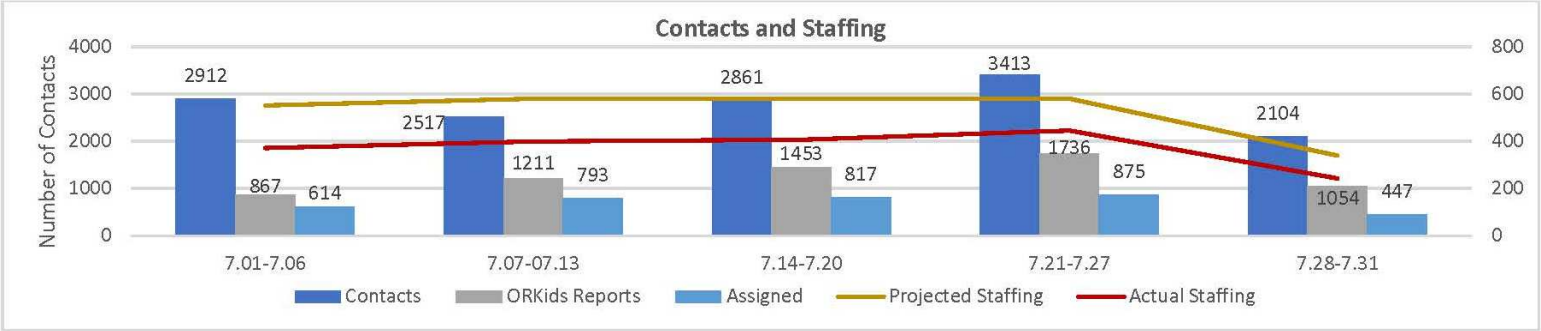
Each month's data point is a moving average of four months of data.

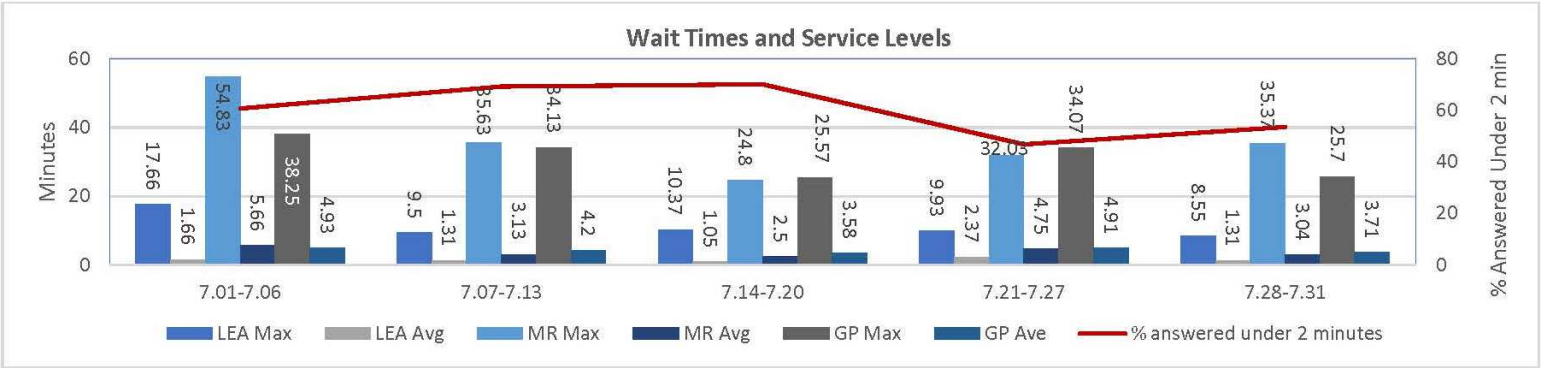
Re-abuse

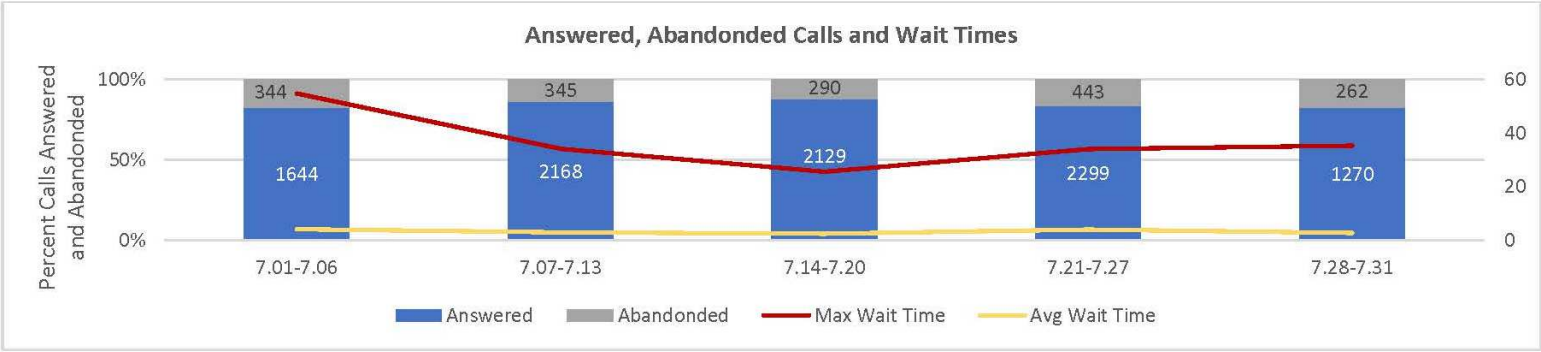
MEASURE	TARGET GOAL	DESIRED DIRECTION OF CHANGE	Q4 2018	Q1 2019	Q2 2019
RE-ABUSE: OF ALL CHILDREN WHO WERE VICTIMS OF A SUBSTANTIATED OR INDICATED REPORT OF MALTREATMENT DURING A 12-MONTH TARGET PERIOD, WHAT PERCENT WERE THE VICTIMS OF ANOTHER SUBSTANTIATED OR INDICATED MALTREATMENT ALLEGATION WITHIN 12 MONTHS OF THEIR INITIAL REPORT?	≤9.1%	▼	11.4%	11.3%	11.4%

Oregon Child Abuse Hotline (ORCAH)

OREGON CHILD ABUSE HOTLINE MONTHLY EXTERNAL DASHSHBOARD JULY 2019







Contacts=Calls and Emails ORCAH received
ORKids Reports=Calls and Emails that resulted in a documented report of abuse
Spanish Queue makes up no more than 1% of ORCAH calls. Spanish Queue Data can be made available upon request and will be included in Quarterly Reports

[ML1]

Highlights from the Past Month

- *Oregon Child Abuse Hotline (ORCAH)*: ORCAH continues screening 24/7 for nine districts and takes calls for the remaining seven districts during regular weekday business hours. ORCAH continues recruiting, hiring and training new staff in preparation for offering 24/7 support statewide. An eighth cohort of 12 staff completed the Screening Training Academy. Cohort 9 starts on August 26, 2019 and Cohort 10 will occur in mid-September for the new hires from the summer hiring surge.

  ORCAH has identified the business need associated with call volume and the number of screeners needed for the designated shift schedules. Staff will either keep their current schedule or transition to their new schedule within the month.

  A&M Consultants and ORCAH leadership are partnering in the development and implementation of scorecards that focus on operational efficiency, quality, employee satisfaction and budget. We have developed a roadmap and action plan that is in process.

  In early August, ORCAH released updated Information and Mandatory Reporter Guides to help people reference the important information they need to make a report.

- *Overdue Assessments:* Child Protective Services Assessments describe our response to a report of child abuse and if needed, the level of intervention necessary for children to be safe. With the high caseloads workers carry, situations with present or impending danger take priority and a backlog of overdue assessments has grown. Child Welfare worked with Casey Family Programs to develop two plans: One for reducing our backlog of overdue assessments and a second accountability and sustainability plan for managing the related workload and achieving timely completion of assessments. We set a goal to reduce overdue assessments in each branch by 5% a month. Child Welfare started this effort with 6,841 overdue assessments on July 10, 2019 and surpassed the first month's target, recording a 16% reduction and dropping the total to 5,738.

- *Safe Families for Children:* Safe Families for Children hosts vulnerable children and creates extended family-like supports for families that have nowhere else to turn. Safe Families for Children is a resource that can help a parent stabilize and avoid an out-of-home placement in foster care. Safe Families for Children was implemented on July 1, 2019. Safety and Permanency Consultants have been partnering with Safe Families for Children to provide training to staff in the 12 pilot counties in Oregon on the program and referral process. To date, 14 presentations have been completed with an additional 14 scheduled throughout August.

General Information

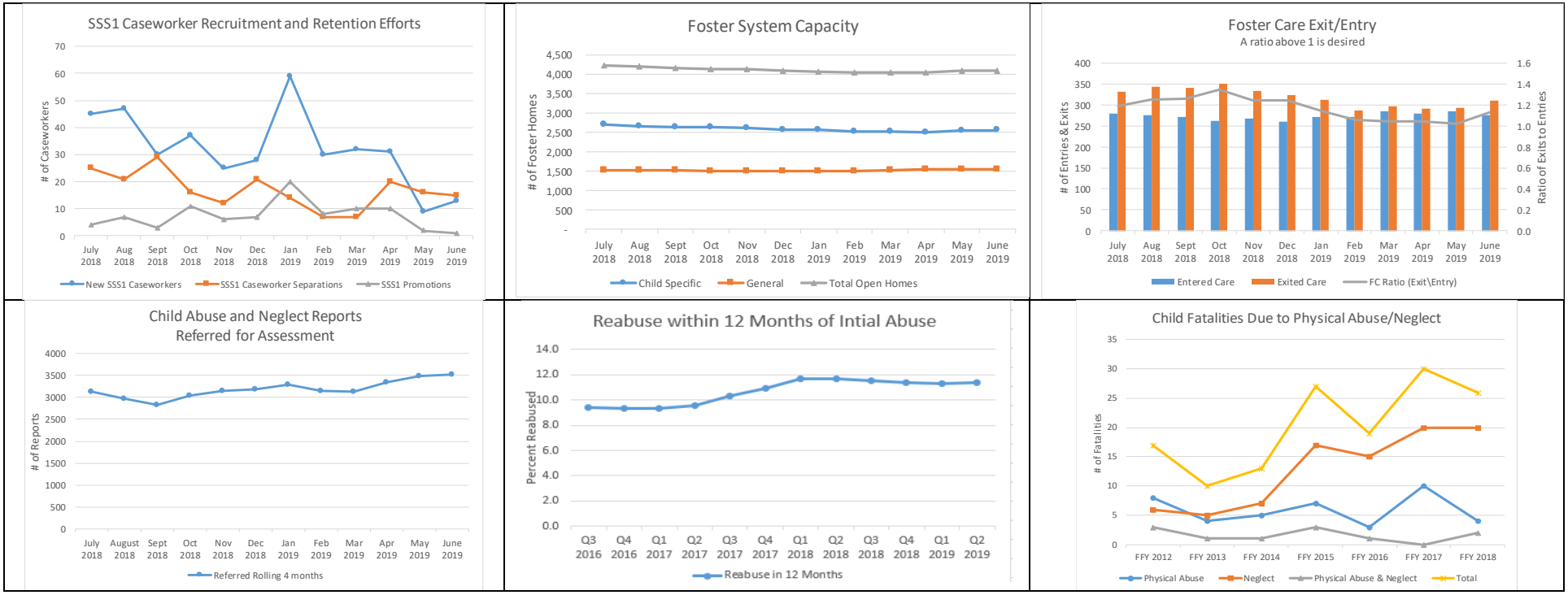
- *Public Records:* The agency's new Public Records Request Unit currently has 11 Full-time Equivalent (FTE) positions responding to public records requests, performing comprehensive tracking and reporting outcomes. The Unit is finalizing external reporting metrics to post on the public website to enhance public access and enhance transparency. It also is training and preparing to start processing media public

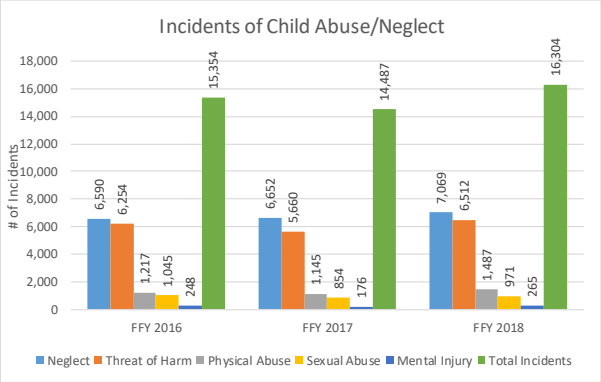
records requests on August 23, 2019. In July, the Unit received 532 Child Welfare, non-media public records requests and completed 405. All were completed within 15 days. The median processing time was six days.

- *Project Management Office:* With the guidance of A&M, Child Welfare is establishing a Project Management Office to ensure the initiatives launched by the Governor's Executive Order continue and to support the implementation of general Child Welfare priorities. An experienced project manager has been hired and starts on August 26, 2019.

Supplemental Data

This section includes additional data updated on an annual basis.





Reasons Children Enter Foster Care FFY 2017 to FFY 2018

(includes all types of foster care)

	FFY 2017		FFY 2018		
Removal Reason	**Number**	**% of Entrants**	**Number**	**% of Entrants**	**Change in % from Prior Year**
Neglect Abuse	2,856	70.3%	2,373	66.3%	-
Parent Drug Abuse	2,113	52.0%	1,671	46.7%	-
Inadequate Housing	698	17.2%	706	19.7%	+
Domestic Violence	622	15.3%	671	18.7%	+
Inability To Cope	566	13.9%	512	14.3%	+
Physical Abuse	557	13.7%	571	16.0%	+
Parent Alcohol Abuse	535	13.2%	422	11.8%	-
Incarceration Of Parent	413	10.2%	331	9.2%	-
Child Behavior	282	6.9%	262	7.3%	+
Sex Abuse	210	5.2%	195	5.4%	+
Abandonment	125	3.1%	156	4.4%	+
Child Drug Abuse	62	1.5%	55	1.5%	=
Death Of Parent	42	1.0%	19	0.5%	-
Child Alcohol Abuse	23	0.6%	28	0.8%	+
Relinquishment	13	0.3%	13	0.4%	+
Child Disability	-	0.0%	-	0.0%	n/a
Total Foster Care Entrants	**4,065**		**3,579**		