Child Welfare Monthly Report

Report Date: November 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.

SSS1 Caseworker Recruitment and Retention Efforts

MEASURES	2017			2018									12-MO AVG
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	
Total # of New SSS1 Caseworkers[1]	21	20	20	30	23	38	36	35	44	45	47	30	32.4
Total # of SSS1 Caseworker Separations	20	20	25	18	18	18	18	18	20	25	21	29	20.8
Impact on Total Caseworkers	**1**	**0**	**(5)**	**12**	**5**	**20**	**18**	**17**	**24**	**20**	**26**	**1**	**11.6**
Total # of SSS1 Caseworker Promotions[2]	1	2	3	21	20	8	9	9	2	4	7	3	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.*

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 September resulting in a positive net impact of only 1 position, this is disappointing and yet understandable. We've been able to relieve that stress level by slowly releasing steam and pressure from the workload. This has been accomplished some by adding the 186 positions, and creating the following supports:

- Abbreviated Assessments
- Assessment Closure tool
- Mobile Certification and training team
- Deploying our Central Office consultants to write up and approve overdue assessments
- Clinical supervision

- Continuous posting of critical positions

We continue to find ways to streamline our processes and become more efficient such as the implementation of the Relief Pool Special Purpose Appropriation (SPA), if it is approved by the December Emergency Board. The burden of heavy caseloads and peers leaving continues to weigh heavy on our staff.

Position Authority, Workload Levels and the Caseworker Gap

<table>
<tr><td></td><td>2017</td><td></td><td></td><td>2018</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>MEASURES</td><td>OCT</td><td>NOV</td><td>DEC</td><td>JAN</td><td>FEB</td><td>MAR</td><td>APR</td><td>MAY</td><td>JUNE</td><td>JULY</td><td>AUG</td><td>SEPT</td></tr>
<tr><td>100% Caseworker need (WKLD MDL)</td><td>1,606.72</td><td colspan="6">1,825.66</td><td colspan="5">1,859.01</td></tr>
<tr><td>Current Position Authority (funded Level)</td><td colspan="5">1,434.62</td><td colspan="7">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, 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 will be 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. All positions will be released for hire by January 1, 2019.

Child Welfare Executive Leadership team is focusing on a hiring push across the state in hopes to have a large percentage of all funded positions filled by the end of January. Child Welfare continues working with Human Resources to ensuring the process is smooth and efficient. We are also requesting that positions that are listed as vacant are removed from the vacancy list as soon as the position is offered.

Centralized Hotline

Child Welfare with the assistance of ORRAI are working to safely reduce the child welfare workload, with the implementation of the Safety at Screening tool. The training dates for the initial Implementation have been finalized for November 27th and 29th for the Oregon Child Abuse Hotline and District 3 respectively. Tracking tools are being developed to track the use and impact that the Implementation of the Safety at Screening tool may have on decision making.

The Oregon Child Abuse Hotline (ORCAH) will be fully implemented and operationalized as a 24/7 statewide Hotline on Monday, April 8th, 2019. We are in the early development of a statewide media campaign to promote a new toll-free number that will be the primary point of contact for reporting child abuse for our state.

The implementation of centralized screening is well underway at ORCAH. As of November 1, 2018, they have welcomed Districts 4, 7, 8, 10, 12, 14 and 15. By December 3, the additions of District 13 and 16 will have transitioned two thirds of the screening workload to ORCAH. Several of the districts were transitioned earlier or ahead of schedule to support child welfare offices experiencing screener shortages. Our ambitious implementation timeline, meant to achieve a timely centralized hotline and support the dwindling screening staff available in the field, has left ORCAH with a similar staffing shortage to the rest of the state. As a result, ORCAH has been unable to operate fully staffed as many screeners from absorbed districts have chosen not to move to the centralized hotline, compelling ORCAH management to recruit, onboard and train new hires without screening experience. We are in the process of hiring, onboarding and training over 60+ new staff over the next several months.

ORCAH leadership is committed to utilizing call volume data as we move forward to make minor adjustments and inform decisions regarding workload and adequate coverage. The 24/7 shift schedules are have been newly established for hours needed when fully implemented in April. These schedules were designed to provide excellent customer service in that reporters would not experience longer than a two-minute hold and to improve safety for children through hotline and screener accessibility. The states goals of improving customer service, improving child safety and creating a consistent process for screeners, districts and our communities, remains unphased.

Extensive work is underway to build a screening program for Child Welfare. We are in the process of revising rules, procedures and creating a training curriculum that supports the unique competencies of our screeners and their supervisors. Lastly, a quality assurance program is in the early stages of development which will incorporate opportunities for field, partner and stakeholder feedback and questions regarding decision making.

Foster System Capacity

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

MEASURES	DESIRED DIRECTION OF CHANGE	7/2018	8/2018	9/2018	CHANGE FROM PRIOR MONTH	9/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,700	2,669	2,631	NOT IMPROVED	2,642	NOT IMPROVED	
GENERAL FOSTER CARE	▲	1,525	1,527	1,517	NOT IMPROVED	1,518	NOT IMPROVED	
TOTAL FOSTER CARE	▲	**4,225**	**4,196**	**4,148**	NOT IMPROVED	**4,160**	NOT IMPROVED	

Child Welfare continues to refine our processes to see how we can become more efficient, offer better training to our foster parents, and create an exceptional certification process. We continue to work with our staff on customer service and how to better plan for the child using the foster parent's knowledge, we have a lot of work to do in this arena. Foster parents in some areas of the state feel they are retaliated against when they share concerns, we need to put our focus on building those relationships if we want to increase our foster parent pool. Child Welfare has a Data Sharing Agreement to identify foster providers, the date they are certified, and when (if at all) they cease to be foster providers. As a team we are refining our Statewide Retention and Recruitment strategic plan as we move forward at the same time.

Every Child Jackson County (ECJC) team began piloting a new initiative with the goal of mobilizing of community volunteers to wrap around foster families. They began with just one family (Stephanie) and steadily began adding more. In the last six months alone, over 100 volunteers have been engaged to serve and support an additional 12 foster families.

The initiative invites teams of volunteers to adopt a foster family and commit to provide 2 meals a month, babysitting, and offer encouragement and support through random acts of kindness. With the support of her team of community volunteers, Stephanie, a foster parent was able to continue fostering, knowing that she was not alone. DHS in Jackson County has shared that with the support of ECJC and this new initiative, they have been able to retain some of their most valuable foster providers who were previously on the brink of burn out.

The initiative has been so successful at supporting the retention of foster families that other counties across the state are eager to replicate it. Every Child Jackson County has generously shared their learnings from the pilot phase with the (ECJC) so that it could be branded. Newly named "The Neighborhood" the (ECJC) is excited to begin to pilot and scale the initiative in other parts of the state over the next year. Another creative way in which Every Child Jackson County is garnering support for foster families in their community is by engaging local businesses in partnerships that benefit children in care. (ECJC) partnered with Bi-Mart and the Central Point Wild Rogue Pro Rodeo to provide over 200 children in care and their families with free tickets to enjoy the Rodeo. They also teamed up with a local Usborne book distributor to provide over 900 dollars in children's books to be used through the visitation rooms and intake building at DHS.

DHS and Every Child will continue to embrace our foster parents one community at a time until we are in every county in the state.

Category	Jan-Aug Monthly Average	Show Up 9/4-10/31	Pace
Total	241	**802**	178%
Fost + Adopt	99	**272**	147%
Volunteer	101.5	**257**	135%
Respite	63.75	**166**	139%
Needs	67.5	**142**	113%

Child Abuse and Neglect

MEASURE	DESIRED DIRECTION OF CHANGE	Average of 4/18 to 7/18	Average of 5/18 to 8/18	Average of 6/18 to 9/18	CHANGE FROM PRIOR MONTH	Average of 6/17 to 9/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
CHILD ABUSE AND NEGLECT REPORTS:								
# OF REPORTS REFERRED FOR ASSESSMENT	▼	3,131	2,963	2,836	IMPROVED	2,980	IMPROVED	

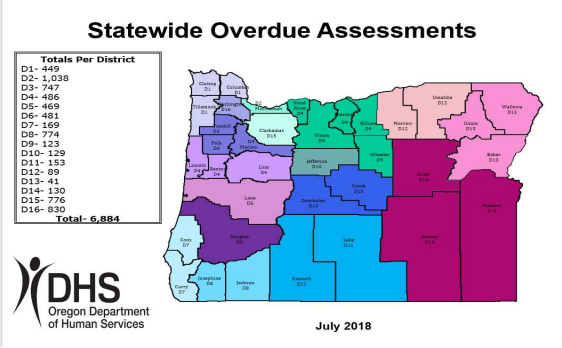
Each month's data point is a moving average of four months of data.

Abbreviated Assessments continue to help us safely reduce the workload and the relief is felt by our staff. The process we Implemented is a two-stage protocol allows us to monitor a child's safety with multiple lenses before we close an Abbreviated Assessment. To-date we have closed 436 statewide.

Child Welfare Central Office Team of Consultants continues to focus on the Statewide overdue assessment Blitz. This past month we have been focusing on Linn, Lincoln and Lane. We will finish up in Lane and Linn between November 26th and December 7th and anticipate both branches will be down to 100 or less by that time. We started this Blitz with over 10,000 overdues assessments, 2,500 is the average number of assessments that rollover to overdues each month. Our current assessments are 6,884. This Blitz is very effective, not only in the reduction in number of assessments closed but the training and knowledge around practice that our staff are receiving from the consultants will show a long-term benefit.

We will turn our focus to Clackamas and Washington counties in mid-December.

Linn began at **840** and their current number of overdues is **412**.
Lincoln was at **224** and their current number of overdues is **31**.
Lane was at **1480** and their current number of overdues is **485**.



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%

Child Welfare Safety unit consultants send the following Re-Abuse data to each district every month. We have areas that are doing well, looking at their cases compared to districts that are struggling allows us to take best practice and share it across the state. Drilling down into the cases and looking for the root causes at the case level is incredibly important so that we understand the practice changes that need to be implemented. Action plans are developed, the consultants create mini trainings, and group supervision to help our staff. After looking through 100's of cases, there are two primary themes where re-abuse occurs: one is around domestic violence cases, where we work with the survivor and not with the batterer, and often the survivor returns to their untreated partner. The second theme is forced in-home plans, these happen when the children are court ordered home before the family is ready and have not meant our conditions of return.

Foster Care

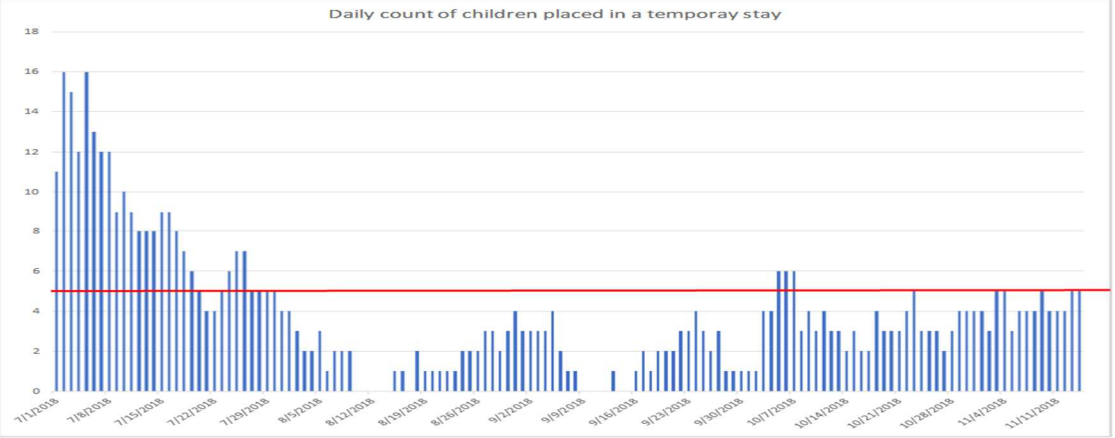
MEASURES	DESIRED DIRECTION OF CHANGE	Average of 4/18 to 7/18	Average of 5/18 to 8/18	Average of 6/18 to 9/18	CHANGE FROM PRIOR MONTH	Average of 6/17 to 9/17	CHANGE FROM PRIOR YEAR	4 MONTH ROLLING AVERAGE FOR LAST 12 MONTHS
# OF FOSTER CARE ENTRANTS:	▼	279	275	271	IMPROVED	355	IMPROVED	
# OF FOSTER CARE EXITS:	▲	332	344	341	NOT IMPROVED	332	IMPROVED	
INCREASE EXITS TO ENTRIES RATIO[1]:	▲	1.19	1.25	1.26	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.

Creating a continuum of care and having children served in their homes, in their communities and whenever possible is our goal. We continue to build capacity; Youth Progress is bringing on 8 new Therapeutic homes this month. Looking Glass, a 14-bed facility has run into delays and the opening will not be until January 2019, and this has caused us some hardship with placement of our children in need of service from multiple agencies.

We continue to work with our partners, although we are crisis driven they are not and our sense of urgency is not always the same. We've hired an Independent consultant, Alan Vietze, to help us create seamless services from multiple agencies. He provides methodologies for the implementation of human services programs, particularly in the realm of Children and Youth Mental Health. He focuses on knowledge and value-based priorities and the sequence in which systems can be rolled out in the community. His knowledge is based on both research and 17 years' experience in the development and implementation of the New Jersey Children's System of Care.



Staff Care and other Important Information

While we focus so much of our work on supporting the youth and families we serve, we are also cognizant of the impact to our staff. Losing three of our staff this year was crushing for our Metro area staff and for staff across the state. During that difficult time Klamath staff raised money to send to branch to pay tribute to the office and the very special people they lost. Both Washington and Clackamas branches asked to have plaques made and dedicated in memory of Taylor, Trisha, and Carrie. This Tuesday, The Director of Child Welfare and the Field Administrator went to the Beaverton office to honor these three beautiful souls and the staff they left behind with a small celebration of life and the presentation of plagues.

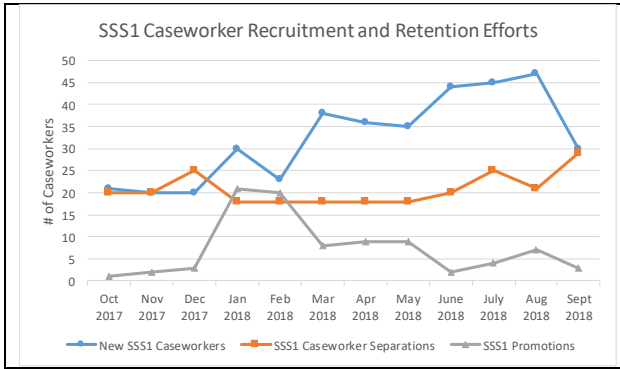
A little bit of fun and lots of laughter during lunch:

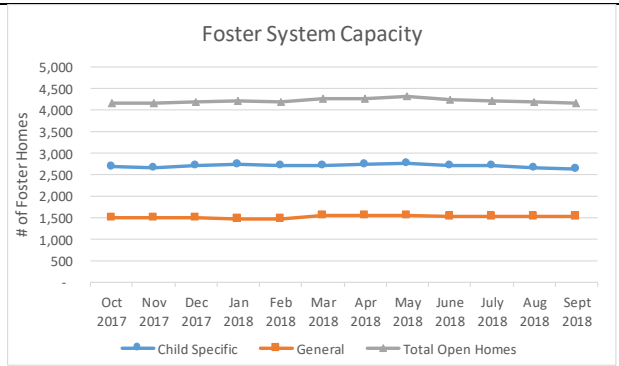
It is good to see our staff take a break from their very serious work and have a little fun. Staff competed to win a gift certificate for the best costume at Central Office.

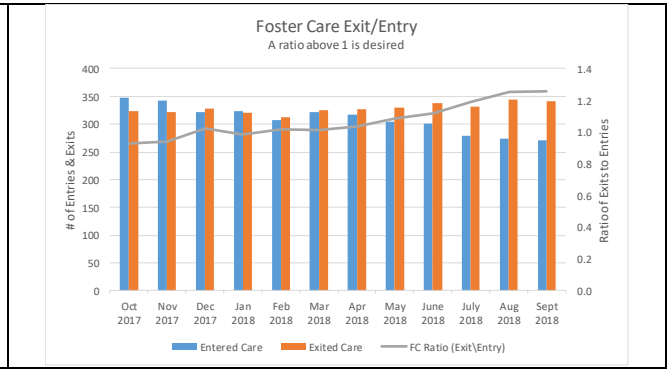
Business News:

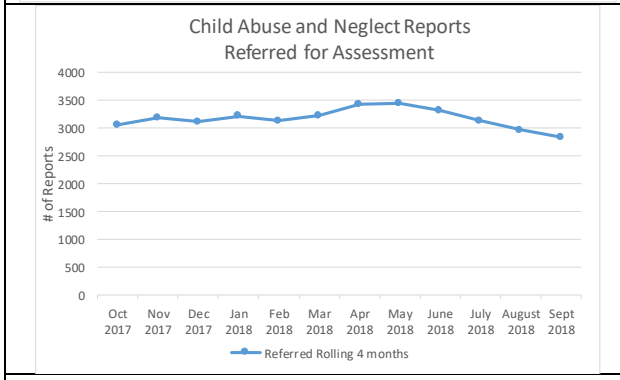
Fidelity in Child Welfare contracts across the state is important to our business. We are bringing in an Auditor from our Internal Audit Team to look at all the Child Welfare contracts across the state, this will be a one-year rotation to create equity, fairness, efficiencies and consistency not only in who receives contracts but in administrative costs as well.

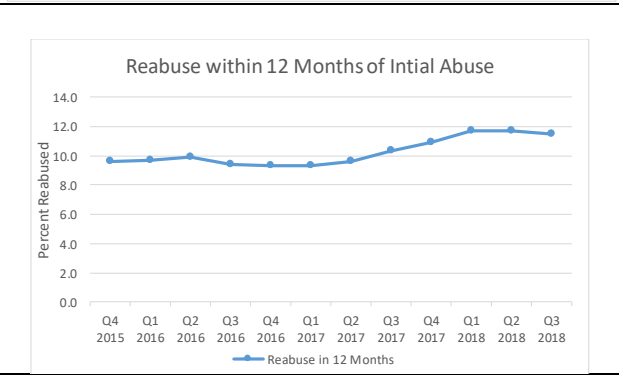
We have been working closely with our Tribes and building a strong partnership. The 9 Tribes requested the ability to create a committee to discuss Family First Implementation with Child Welfare and the Casey Family Foundation, we will be having our second meeting at the end of November. We are currently focused on putting together an ICWA compliance group to braid ICWA into the fabric of our work. We've invited the Tribes to be part of the hiring process for the recruitment of the Tribal Affairs Director, applications have been scored and processed and interviews will take place in December. ORRAI and the Klamath Tribe are working closely on a pilot to reduce disproportionality. And we have started discussing of what a Regional ICWA unit might look like for the Metro area encompassing D15, D16 and D2.

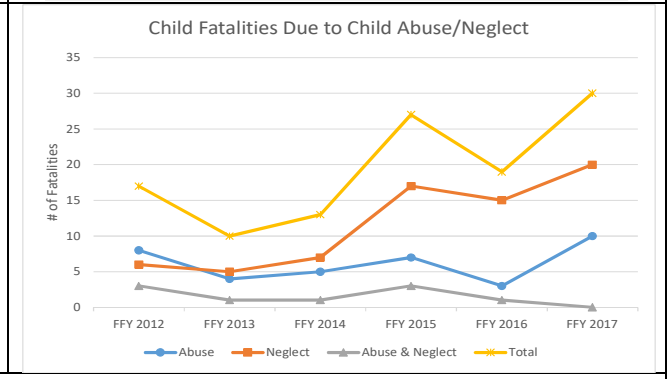


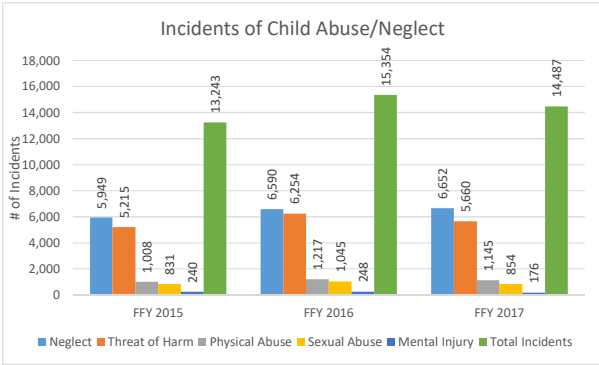












Reasons Children Enter Foster Care FFY 2015 to FFY 2017

(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**		