VISION, GOALS and OBJECTIVES

The Oregon Department of Human Services has embarked on several initiatives that are focused on broad systems improvement. Those initiatives include Oregon’s Program Improvement Plan; Transformation Initiative; collaboration with the Casey Family Programs, Wraparound Oregon, and special initiatives to address the disproportionality of minority children in our foster care system. Each initiative has its own origin, mission, and goals. DHS has provided consistent resources in the development and execution of these initiatives to ensure continuity of goals, leverage resources to achieve the highest level of gain, and eliminate contradictory activities, so each initiative, as they roll out, can strengthen the larger whole of DHS.

Oregon’s Program Improvement Plan

DHS developed our Program Improvement Plan in response to the findings from the federal Child and Family Services Review conducted by the Children’s Bureau during the week of September 10, 2007. Four themes emerged from five key areas of the CFSR that eventually developed into Oregon’s Program Improvement Plan, which was approved in January 2009. The four practice-area themes that form the organizational structure of Oregon’s PIP, and therefore Oregon’s IV-B Goals are:

- Workforce Development
- Safety
- Permanency Planning
- Resources

Transformation Initiative

Goal: Doing the right work the right way.
Measurement: Increase number of staff participation in Lean Training

- Create expertise for lean and continuous improvement to diagnose and deliver action on opportunities such as reducing waste and rework.
- Provide a culture of continuous improvement.

Goal: Developing world-class employees and culture.

Measurement: Management vacancy rate.

- Improve recruitment and succession management.
- Implement performance assessment and cultural competency programs.

Goal: Working together across divisions.

Measurement: Increase the number of cross-divisional initiatives.

- Implement a collaboration program.
- Implement cross-divisional initiatives with representation from all divisions.

Goal: Getting more from the public dollar.

Measurement: Cost savings section of the RPI results

- Execute a wave of process improvements.
- Better utilize strategic sourcing capabilities.

Goal: Engaging with DHS partners and providers for improved performance.

Measurement: Annual survey of community partners.

- Implement a two-way performance management process.
- Establish service level and performance standards.
- Engage partners in process improvement changes.
Casey Initiative

Goal: Safely reduce children in foster care

Measurements:

- The number of children in foster care will be reduced by 20%
- Increase relative placements by 50%
- Reduce children entering care by 10%
- Increase foster care exits by 20%
- Reduce the disproportionality index for Native and African American children (numerical goal to be set at the end of 2009)
- Maintain or reduce current child abuse/neglect recurrence rate of 7.5%

Wraparound Oregon

Resources

Goal: To build a community-based, coordinated system of services and supports for Oregon children with complex behavioral health needs and their families.

Measurement: Reduce the use of facility based-care.

- Provide services as early as possible so children can be successful at home, in school, and in their communities.
- Make services available based on individual strengths and needs of the child and family.
- Maximize resources available to serve children across systems.
- Serve all children in the target population.
- Generate family-driven and youth guided individual plans of care.
- Include culturally competent mental health, substance abuse and non-traditional services in the benefit plan.
- Blend funds at the state and local levels.
- Monitor outcomes and provide accountability through local electronic records.
• Develop outcome measures to monitor the success of the Wraparound Oregon initiative.

SERVICE DESCRIPTION

Family Based Services

Safety

Goal: To redesign of Family Based Services that promote a safe, supportive family, and focus on the parent/child relationship.

Measurement: Increase the percentage of children who are served in their own homes.

• Use services to enhance or supplement parent/child visitation and other opportunities for parents and children to connect with each other.
• Use parenting education during or in conjunction with visits to assess and improve parenting skills.
• Increase parent’s skills to improve parent/child relationships
• Help parents develop skills through coaching, mentoring and providing immediate, constructive feedback.
• Ensure providers are skilled in using engagement and motivational procedures.
• Ensure that trauma informed services are incorporated into all child welfare and FBS service components.
• Ensure that services are strength based, flexible, and individualized to each family’s specific, unique needs.
• Ensure that families have concrete supports and services to address their daily living needs so they are able to make necessary changes and meet expected outcomes.
• Services are coordinated by providers, parents and the child welfare caseworker who communicate on a regular basis to jointly assess safety and service needs, review progress in services and determine when safety has been stabilized.
Resources

Goal: Improve FBS Contracting and Business Processes

Measurement: Annual survey to inquire if Districts have contractors in place.

- New Requests for Proposals will incorporate the FBS Service Design concepts into revised contracts expected to be in place by July 1, 2010.
- Services will be coordinated and don't duplicate other DHS or community services.
- Contracts will be developed using procedures to minimize administrative costs for DHS and providers.
- Contracts will be created to maximize accountability and performance outcomes while avoiding administrative costs of hourly or piecework billing systems.

Adoption Promotion and Support Services

Resources and Permanency Planning

Goal: To continue to provide post adoption services to families through Oregon Post Adoption Resource Center (ORPARC)

Measurement: Number of families served; Adoption disruption rate.

- Enhance the stability and functioning of adoptive families and their adopted children.
- Enhance the stability and functioning of pre-adoptive families pending finalization.
- Enhance the stability and functioning of families establishing guardianships and established guardianships.
- Reduce the incidents of crisis and unnecessary out-of-home placements of children adopted from the public child welfare system.
• Provide and a support network that is responsive to the varying needs of families in an individualized way that is consistent with Strengths/Needs Based System of Care values.

Goal: To provide a specialized Post-Graduate Certificate Program in Therapy for service providers who work with Adoptive Families. The providers will:

Measurement: Increase the number of program graduates providing services in the community.

• Strengthened family integration.
• Strengthened attachments between the child and the family.
• Strengthened family functioning.
• Strengthened parental entitlement and claiming of their adopted child.
• Strengthened identity formation of family members; and
• Strengthened community networks.

Safety

Goal: Provide for the safety of children while they are placed in foster care.

Measurement: Absence of abuse in foster care.

• Provide ongoing consultation regarding policy and best practice for responding to allegations of abuse and neglect in certified foster homes.
• Provide problem solving to the field regarding how to best conduct CPS assessments of certified foster homes.
• Continue to assess the states process and make improvements as needed to keep a state of the art, consistent process for responding to allegations of abuse and neglect in certified foster homes.
Resources

Goal: Targeted Recruitment of Foster Families in order to address the need for specialized foster homes.

Measurement: Data from the inquiry of increase in the numbers of foster homes; increase in the ration of ethnic providers to child need.

• Foster families who are able to take sibling groups
• Foster families that represent same or similar race and or culture of foster children; specifically Native American and African American families.
• Placement with relatives or someone the children already know
• Skilled families available for teens
• Rebuild connections with AdoptUSKids initiatives and incorporate national activities into the Oregon structure and state planning.
• Utilize evidence-based recruitment strategies that will be mutually compatible with current Casey and NGA initiatives in foster care. Focus efforts 15% of the time on general recruitment, 25% on child-specific recruitment, and 60% on targeted recruitment

Goal: Assess organizational capacity of the Foster Care and Adoption program.

Measurement: Increase of timeliness to achieving adoption.

• Extensively participate in the development activities required to incorporate the Adoption Recruitment Management System (ARMS), Search/Registry, and Independent Adoptions data bases into the new Oregon SACWIS, OR-KIDS, as well as all other functionality necessary to support timely and expeditious freeing and placing of children.
• Continue to participate in the LEAN model for process evaluation and redesign through RPIs for both Adoption
Program Office functionality and field adoption process functionality.

- Evaluate workload of field and program office staff and continue to consider how stakeholders can supplement staff recruitment efforts.

**COORDINATION with TRIBES**

**Workforce Development**

Goal: To have ICWA competent Liaison’s in each branch office.

Measurement: Annual survey of each branch office.

- Further develop the role of the ICWA Liaison

Goal: Increase the ICWA cultural competency of staff

Measurement: Increase number of staff who have completed ICWA training.

- Move ICWA Core Training to Tribal Service Area’s
- Involve Tribal members in developing and implementing ICWA training.
- Improve cultural testimony in DHS ICWA cases.

Goal: Increase ICWA compliance

Measurement: Decreased number of active efforts findings by the court.

- Ensure data on who we serve is accurate.
Permanency Planning

Goal: Increase tribal consultation in case planning for tribal children in DHS custody.

Measurement: Branch survey to determine if there is an increased number of ICWA staffings.

- Continue to develop ICWA staffings in branch offices/tribal service areas.

Goal: Complete a decision point analysis of case decisions.

Measurement: Change in disproportionate number of native children in foster care.

- Determine and assess the decisions at key decision points in the continuum of a child’s care that may lead to disproportionality of Native children in foster care.

Permanency Planning and Safety

Goal: Complete 5 ICWA CFSR’s

Measurement: Completed reports.

- Engage ICWA Liaisons in the CFSR process.
- Better understand the strengths and areas of concern in ICWA practice.
- Partner with tribes to jointly work on Safety, Permanency and Well-being issues of Native Children.
- Jointly deliver results to the community via the ICWA conference.

Resources

Goal: Increase Foster Parent recruitment that focuses efforts to increase placement resources for children, increase efforts on
targeted recruitment, specifically related to increasing the pool of Native American Children, and increase child specific recruitment.

Measurement: Data inquiry showing a change in the number of Native American foster homes.

- Engage Oregon’s Native American Tribes in planning foster and adoptive home recruitment and retention strategies.

**Health Care Services**

**Workforce**

Goal: Oversight of psychotropic and other prescription medication will be clear to parents, DHS workers, foster parents, the Juvenile Court, and other partners.

Measurement: Decreased percentage of children on psychotropic medication.

- Revise Administrative Rule on psychotropic and other medication.
- Caseworkers and Supervisors will have access to medical consultation for determining appropriate medical treatment for children.
- Development of a consultant system of medical professionals for Caseworkers and supervisors.
- Training for staff on the use of medical consultants.

**Permanency Planning**

Goal: Children’s initial and ongoing medical needs will be met.

Measurement: Increased number of children who receive a health assessment.
• All children receive a medical exam within the first 30 days of placement in foster care.
• Follow up screenings and treatment plans will be tracked on the child’s 310h.

Goal: Children’s initial and ongoing mental health needs will be met.

Measurement: Increased number of children who receive mental health assessments.

• All children be referred for a mental health assessment within 21 days of placement and receive an assessment within 60 days of placement.
• Follow up screenings and treatment plans will be tracked on the child’s 310h.

Monthly Caseworker Visits

Workforce Development

Goal: Implement information gained by the Transformation initiative.
• Continue responding to the Transformation Initiative Phase 1 Report findings to equalize the workload.
• Complete the pilots of technology to improve the more timely input of face-to-face contacts

Goal: Implement a working clinical supervision model.
• Use of Clinical supervision in prioritizing work for workers so face-to-face contact with children is prioritized.
• Use of Clinical supervision, specifically during the 90 day staffings, to review the quality of face-to-face contacts with children.

Goal: Improve worker engagement with families
• Use of caseworker Engagement Training to assist workers in engaging children in planning during face-to-face contacts.
• Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear and adding tips for caseworker time-savers (e.g. scheduling visits geographically)

Resources

Goal: Explore the use of technology to support the timely documentation of face to face contacts.
• Complete the technology pilots.

Measurement:

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EVALUATION AND TECHNICAL ASSISTANCE

DHS is currently receiving, or planning to receive Technical Assistance in the following areas:

Workforce Development

Goal: Develop a Clinical Supervision Model
• NRC for Organizational Improvement--lead
• NRC for Data and Technology

Goal: Development and improvement of QI systems
• NRC for Organizational Improvement--lead
Safety

Goal: Fully Implement the Oregon Safety Model
- NRC for Child Protective Services--lead
- NRC for Family Centered Practice and Permanency Planning

Permanency Planning

Goal: Improve concurrent planning
- NRC for Family Centered Practice and Permanency Planning--Lead
- NRC for Legal and Judicial Issues

Goal: Improve permanency planning for children in care for long periods of time, with a special focus on cases with APPLA plans.
- NRC for Family Centered Practice and Permanency Planning--Lead
- NRC for Adoptions
- NRC for Legal and Judicial Issues

Resources

Goal: Improve Family Based Services
- NRC for Family Centered Practice and Permanency Planning--Lead
- NRC for Child Protective Services
- NRC for Organizational Improvement

Goal: Plan and facilitate a strategic planning session for the Independent Living Program (ILP).
- NRC for Youth Development
QUALITY ASSURANCE SYSTEM

Goal: Fully develop the use of the Quality Service Review tool, and target CFSR reviews.
  • Develop an infrastructure for reviews and feedback that integrates Central Office Consultants, Field staff, Program staff, Child Welfare Trainers, and Quality Assurance staff.
  • Develop a multidisciplinary team of reviewers to mentor staff who conduct both QSR and CFSR Reviews.

Goal: Continue to define and disseminate DHS Dashboard reports to the field.
  • Continue to discuss measurable outcomes with managers and assist them in conveying outcomes to workers in the field.