

# Child Welfare Human Trafficking Response: Quality Improvement Plan

*Note: This working plan is a living document and subject to change based on contextual factors (e.g., changes in law/policy, resourcing, advancements in best practice, etc.).*

August 20, 2025

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## Introduction

The purpose of this quality improvement plan is to identify key areas to systematically enhance the quality of support provided to both victims of human trafficking and those at risk, as well as their families and caregivers who are served by the Oregon Department of

## Plan Overview

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Human Services. The plan includes areas of improvement already in progress, future strategies going forward based on internal and external guidance, and further recommendations that require more investment.

- **Internal initiatives and recommendations** were developed by the Child Welfare Human Trafficking Intervention Coordinator. Initiatives are actions we are pursuing or are underway while recommendations are proposed actions that require further scoping. They fall within 5 primary strategy areas:
  - Workforce Development and Support
  - Policy and Process Alignment
  - Data Assessment and Problem Scoping
  - Community Engagement and Meaningful Partnerships
  - Caretaker Development
- **External recommendations:** From March to May 2025, ODHS CW contracted with A Village is Possible to complete comprehensive systems mapping exercises as a Community of Practice to assess how Oregon can more effectively protect, support, and empower children and youth who have experienced or are at risk of experiencing commercialized sexual exploitation (CSEC) and trafficking.
  - Areas of strength, weakness, opportunities, and threats were identified, and the sessions focused on healing-centered engagement and an opportunity to work with youth impacted by human trafficking in a way that is transformative rather than transactional. Recommendations from A Village is Possible were received on July 1<sup>st</sup> and are under review for scoping and proposal for staffing and funding requirements.

## Expected Outcomes

- A culture of victim-centered, trauma sensitive, safety focused care so that child survivors of human trafficking get what they need, in the way that they need it to be

safe and receive trauma-informed interventions and services that are situationally and culturally appropriate.

- An enhanced relationship between the department and community partners so that productive collaboration will exist that will better serve survivors of human trafficking.
- Increased staff skill, confidence, and competence in issues related to human trafficking including trafficking young people of all genders, familial trafficking, providing competent cultural support, and understanding of the unique trauma of human trafficking.
- Increased transparency for community partners on ways ODHS is elevating and tracking progress on trends.

## Plan Overview

The plan is organized by short-, mid-, and long-term strategies. In addition, the agency has identified additional recommendations (final page of this plan) that require further scoping and resources. The short-, mid-, and long-term goals are defined as follows:

- **Short-term goal:** these goals can be accomplished in 6 months or less.
- **Mid-term goal:** these goals can be accomplished in 6 months to 1 year.
- **Long-term goal:** These goals can be accomplished in 1 year plus.

For each strategy, the following information is included to provide additional detail and context.

- **Description:** The description for each actionable item in the strategy areas describes the specific steps ODHS Child Welfare is taking or will need to take to address the identified areas of improvement and key information about each item.
- **Current Status:** At the time of this report, seven of the initiatives are in progress with a clear, short-term path to completion or are completed. Five are reliant on funding to complete and the rest fall within mid or long-term time frames once they are staffed

and resourced. A further description of current progress can be found under the strategy areas for each of the initiatives.

- **Timeline to completion:** Each strategy area initiative includes a timeline to completion and is identified as a short-, mid-, or long-term goal which is defined as follows:
  - **Short-term goal:** these goals can be accomplished in 6 months or less.
  - **Mid-term goal:** these goals can be accomplished in 6 months to 1 year.
  - **Long-term goal:** These goals can be accomplished in 1 year plus.
- **Internal Needs:** What ODHS CW requires within the agency to be successful with each initiative.
- **Dependencies:** Some of these needs are reliant on external funding and legislative support.
- **Anticipated Outcome:** When implemented, what change is anticipated?

## Summary of All Strategies

<h3 style="text-align: center;">Summary of All Strategies</h3>		
<h4 style="text-align: center;">Strategy Area: Workforce Development and Support</h4>		
<b>Short-term (&gt; 6 months)</b>	<b>Mid-term (6-12 months)</b>	<b>Long-term (12+ months)</b>
<ul style="list-style-type: none"> <li>• CSEC screening tool overview</li> <li>• CSEC refresher training</li> <li>• On-demand asynchronous training</li> <li>• Resource guide (complete)</li> <li>• Program specific training</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing CSEC training considering multiple forms of trafficking and cultural considerations</li> <li>• Training on case documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a plan for staff safety in high-risk cases</li> <li>• New training on familial trafficking</li> </ul>
<h4 style="text-align: center;">○ Strategy Area: Policy and Process Alignment</h4>		
<b>Mid-term (6-12 months)</b>	<b>Long-term (12+ months)</b>	
<ul style="list-style-type: none"> <li>• Development of new rule, procedure and guidance around screening and assessment of labor trafficking</li> <li>• Safety plan template</li> <li>• Update human trafficking screening tool</li> <li>• Review of media release policy to protect vulnerable children and young adults</li> </ul>	<ul style="list-style-type: none"> <li>• Create protocol and best practice guidance for pregnant or parenting victims</li> </ul>	
<h4 style="text-align: center;">○ Strategy Area: Data Assessment and Problem Scoping</h4>		
<b>Short-term (&gt; 6 months)</b>	<b>Mid-term (6-12 months)</b>	<b>Long-term (12+ months)</b>
<ul style="list-style-type: none"> <li>• Internal trafficking dashboard</li> </ul>	<ul style="list-style-type: none"> <li>• Systems mapping and SWOT analysis (complete)</li> </ul>	<ul style="list-style-type: none"> <li>• Seek external support in data analysis</li> </ul>
<h4 style="text-align: center;">Strategy Area: Community Engagement and Meaningful Partnerships</h4>		
<h4 style="text-align: center;">Long-term (12+ months)</h4>		
<ul style="list-style-type: none"> <li>• Convene an advisory board of lived experience experts</li> </ul>		
<h4 style="text-align: center;">Strategy Area: Caretaker Development</h4>		
<h4 style="text-align: center;">Long-term (12+ months)</h4>		
<ul style="list-style-type: none"> <li>• Improve resource parent, parent, and caregiver trainings with asynchronous access</li> </ul>		

Strategy Area	Short-Term Strategies: Description of key activities and action items
Workforce Development and Support	<p><b>Initiative:</b> Every district CPS and Permanency Team to receive an overview of the sex trafficking screening tool by the Human Trafficking Intervention Coordinator.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i> Completed in approximately ¾ of districts for CPS teams. Permanency and the remaining will be scheduled in August and September of 2025.</p> <p><b>Internal Needs:</b> Internal coordination between Human Trafficking Intervention Coordinator and districts who have yet to receive this overview.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> More consistent and complete use of the sex trafficking screening tool across the state.</p>
Workforce Development and Support	<p><b>Initiative:</b> Every district CPS and Permanency Team to receive CSEC refresher asynchronous training provided by the Human Trafficking Intervention Coordinator. Includes detailed instruction on the use of the screening tool and multiple strategies to connect with and support children and youth who are at risk for or confirmed to be trafficking victims in alignment with best practice, <a href="#">SAMSHA's six trauma informed principles</a>, and a person-centered approach.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i> Completed in approximately ¾ of CPS staff in a virtual check-in with the Human Trafficking Coordinator. Permanency and the remaining CPS teams will be scheduled in August and September of 2025.</p> <p><b>Internal Needs:</b> Internal coordination between the Human Trafficking Intervention Coordinator and CPS and Permanency Consultant teams.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Staff will be more equipped to respond to children and young adults at risk for trafficking, those suspected of being trafficking victims, those confirmed to have been trafficked, and those actively being exploited or trafficked.</p>

Strategy Area	Short-Term Strategies: Description of key activities and action items
Workforce Development and Support	<p><b>Initiative:</b> Add asynchronous trainings to the Human Trafficking page on ODHS staff intranet site for continuing education.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i> 8 of 12 trainings have been added with the remainder to be added by the fall of 2025.</p> <p><b>Internal Needs:</b> Internal collaboration of the Human Trafficking Intervention Coordinator with resource recommendations from staff, community partners, and academic partners.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Caseworkers and supervisors will have access to on-demand continuing education around child welfare practice issues related to trafficking.</p>
Workforce Development and Support	<p><b>Initiative:</b> Add a list of culturally supportive services and resources to the Human Trafficking page on ODHS staff intranet site to improve relevant engagement with survivors of human trafficking and those at risk.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i> The Human Trafficking Intervention Coordinator has begun compiling the resources and will collaborate with partners to increase knowledge and awareness of these supports. Also, see attached resource guide prepared by contractor (A Village is Possible) which includes resources throughout Oregon and identifies which include culturally relevant services.</p> <p><b>Internal Needs:</b> Internal staff resources and input from community partners.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Caseworkers and supervisors will have access to a comprehensive resource guide indicating what community-based services and supports are available for children and young adults who've been victims of trafficking in their communities.</p>

Strategy Area	Short-Term Strategies: Description of key activities and action items
Workforce Development and Support	<p><b>Initiative:</b> Develop and deliver updated human trafficking training specific to program areas within Child Welfare. Each area will receive instruction on their own policies and procedures in addition to what is required statewide.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i> Development is underway with a “train the trainer” model to increase access and frequency of training across all program areas.</p> <p><b>Internal Needs:</b> Internal staff resources and prioritization.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Program staff will understand the impacts that each program’s policies/procedures can have related to human trafficking.</p>
Data Assessment and Problem Scoping	<p><b>Initiative:</b> Develop an internal dashboard that pulls data related to human trafficking data elements added to the AFCARS (Adoption and Foster Care Analysis and Reporting System) in FFY 2023, including the addition of seven new data elements related to CSEC. While this information is gathered at the casework level and submitted to the Children’s Bureau, it is not currently displayed (at a statewide level) in any of our existing dashboards and requires a specific point in time data pull.</p> <p><b>Time to Completion:</b> Short-term.</p> <p><b>Current Status:</b> <i>In Progress.</i></p> <p><b>Internal Needs:</b> Analyst support in building out the dashboard and identifying the data elements to include.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Key staff and managers will have access to real time data at both a local and state level to identify trends, risks, and needs.</p>

## Short-Term Strategies: 6 Months or Less

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Strategy Area	Short-Term Strategies: Description of key activities and action items
Data Assessment and Problem Scoping	<p><b>Initiative:</b> Complete systems mapping, SWOT analysis and training with contracted partner <a href="#">A Village is Possible</a>. Form a Community of Practice of leaders across ODHS to engage in a four-part training series informed by survivor input, regional data, and national best practices.</p> <p><b>Current Status:</b> <i>Done.</i> Systems mapping, SWOT analysis and training complete. Community of Practice established. Resulting recommendations are included in this plan separately under the “Recommendations” section.</p> <p><b>Internal Needs:</b> None – Complete.</p> <p><b>Dependencies:</b> None – Complete.</p> <p><b>Anticipated Outcome:</b> Child welfare program managers informed the analysis which contributed to targeted recommendations around system change that the agency could take in the future, given adequate resourcing.</p>

Strategy Area	Mid-Term Strategies: Description of key activities and action items
Workforce Development and Support	<p><b>Initiative:</b> All staff to receive updated CSEC training with an emphasis on the multiple forms of human trafficking and cultural considerations by using a case study foundation at an increased frequency.</p> <p><b>Time to Completion:</b> Midterm.</p> <p><b>Current Status:</b> <i>In Progress.</i> A workgroup has been assembled and updates to the training are underway. Members of the workgroup include lived experience experts, representatives from CPS, Permanency, OTIS, ORCAH, and Treatment services along with the Human Trafficking Intervention Coordinator.</p> <p><b>Internal Needs:</b> Internal staff resources in collaboration with community members and key partners, primarily members of the <a href="#">Human Trafficking Task Forces</a> that are certified by Oregon Department of Justice.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Child welfare staff will have a broader understanding of the various types of trafficking. This is critical due to a federal law change that added labor trafficking to the Child Abuse Prevention and Treatment Act (CAPTA) in 2023.</p>
Policy and Process Alignment	<p><b>Initiative:</b> Develop rule, procedure and structured decision making (SDM) guides to include information to screen and assess for labor trafficking as an allegation of abuse.</p> <p><b>Time to Completion:</b> Midterm.</p> <p><b>Current Progress:</b> <i>In Progress.</i> Procedure has been drafted and the SDM tool has been updated to reflect the allegation of labor trafficking as an abuse allegation. Rule is currently being drafted. All three must be reviewed through the ODHS rule creation process.</p> <p><b>Internal Needs:</b> Internal staff and resources, automation into the ORCAH Documentation Guide.</p> <p><b>Dependencies:</b> Office of Training, Investigations, and Safety (OTIS) approval and consulting partner Evident Change approval and certification.</p> <p><b>Anticipated Outcome:</b> Staff will have clear guidance on screening and assessing for labor trafficking, not just CSEC.</p>

Strategy Area	Mid-Term Strategies: Description of key activities and action items
Policy and Process Alignment	<p><b>Initiative:</b> Create and implement a clear template for safety planning to ensure staff considers all areas of support needed by those at risk to be or are confirmed victims of human trafficking. A comprehensive plan will include empowerment opportunities for survivors, cultural consideration, and a person-centered approach to safety-planning. The template will live on the Human Trafficking page on ODHS staff intranet site.</p> <p><b>Time to Completion:</b> Midterm.</p> <p><b>Current Status:</b> <i>In Progress.</i> Safety planning recommendations and a training have been uploaded to the intranet site. Communication and implementation in progress.</p> <p><b>Internal Needs:</b> Internal resources and staff.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> More complete and consistent safety planning specific to the needs of children and young adults who have been victims of trafficking.</p>
Policy and Process Alignment	<p><b>Initiative:</b> Update human trafficking screening tool to include: 1) Questions specifically related to labor, familial, and sex trafficking. 2) Questions to assess risks. 3) Enabling staff narrative section when completing the tool.</p> <p>Currently, the tool does not allow for narrative explanation and does not include questions specific to the multiple forms of human trafficking or the trafficking of boys.</p> <p><b>Time to Completion:</b> Midterm once resourced.</p> <p><b>Current Status:</b> Not yet started.</p> <p><b>Internal Needs:</b> Internal staff resources with collaboration from partner agencies and key individuals with experience and knowledge of human trafficking.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Explicit guidance for screeners in decision making around labor trafficking.</p>

Strategy Area	Mid-Term Strategies: Description of key activities and action items
Policy and Process Alignment	<p><b>Initiative:</b> Assemble a workgroup to review and update media release policy for missing children and youth when they are believed or confirmed to be a victim of human trafficking. While the public's help and media releases are useful, they may cause harm due to some dynamics of human trafficking. This team will include at least one lived experience expert.</p> <p><b>Time to Completion:</b> Midterm once resourced and funded.</p> <p><b>Current Status:</b> Not yet started.</p> <p><b>Internal Needs:</b> Staffing and resources.</p> <p><b>Dependences:</b> Approved funding for appropriate monetary compensation for contracted lived experience expert consultation.</p> <p><b>Anticipated Outcome:</b> An updated media release policy that considers the safety and well-being of victims of trafficking.</p>
Workforce Development and Support	<p><b>Initiative:</b> All supervisors, caseworkers, hotline screeners, and case aides to be coached and trained on appropriate documentation for human trafficking victims to include addressing bias in notes and appropriate case documentation.</p> <p><b>Time to Completion:</b> Midterm once approved and funded.</p> <p><b>Current Status:</b> In proposal with discussions underway to determine the best method to deliver and support this training.</p> <p><b>Internal Needs:</b> Staffing and resources.</p> <p><b>Dependencies:</b> Funding approval for ~\$8,000 cost to contract with an external, highly experienced delivery agency which includes lived experience consultation to create and execute training to all staff who enter case notes or other documentation. The Human Trafficking Coordinator is aware of an agency that would provide excellent deliverables for this option at this rate.</p> <p><b>Anticipated Outcome:</b> Improvements in case documentation related to trafficking.</p>

## Long-Term Strategies: 12 months or more

Strategy Area	Long-Term Strategies: Description of key activities and action items
Workforce Development and Support	<p><b>Initiative:</b> Create and implement a plan for staff safety in high-risk cases to reduce turnover, provide stability for the young people being served and increase staff ability to connect to children and youth.</p> <p><b>Time to Completion:</b> Long-term once resourced.</p> <p><b>Current Status:</b> Not yet started.</p> <p><b>Internal Needs:</b> Cross agency collaboration to create an implementation workgroup to include Office of Health, Safety and Employee Well-being, HR, Union, Training, CW Staff and Executive Leadership.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Improved staff safety in supporting victims of trafficking.</p>
Workforce Development and Support	<p><b>Initiative:</b> All staff to receive new training on familial trafficking. This is a subtype of human trafficking believed to be more frequently occurring than is currently reported.</p> <p><b>Time to Completion:</b> Long-term once funded and resourced.</p> <p><b>Current Status:</b> Identified <a href="#">Mezzo Allies</a> to provide the training with an estimate for a half day training given two times to ensure the maximum number of staff can attend. The organization includes a lived experience expert and mental health professional who are experienced in providing comprehensive training on familial trafficking to child welfare professionals. Recommend a supplementary video series for ODHS Child Welfare staff.</p> <p><b>Internal Needs:</b> Support and implementation staffing and resources.</p> <p><b>Dependencies:</b> Funding for ~\$12,000 for training and access to the online videos for ongoing training and support regarding familial trafficking. \$6,000 for two ½ day sessions and \$6,000 for ongoing access to the online video courses.</p> <p><b>Anticipated Outcome:</b> Increased knowledge and skill around identifying familial trafficking.</p>
	<p><b>Initiative:</b> Create protocol and best practice guidelines for staff to support pregnant and parenting victims of trafficking. <a href="#">According to research, up to 71% of trafficking victims have experienced at least one pregnancy while</a></p>

Strategy Area	Long-Term Strategies: Description of key activities and action items
Policy and Process Alignment	<p><a href="#"><u>actively being trafficked and 21% reported more than five pregnancies</u></a>. Considerations include access to healthcare, emotional support, meeting tangible needs, misinformation, and a lack of resources to access care.</p> <p><b>Time to Completion:</b> Long-term.</p> <p><b>Current Status:</b> Not yet started.</p> <p><b>Internal Needs:</b> Internal staff and resources.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Staff will be better equipped to support pregnant and parenting victims of trafficking.</p>
Data Assessment and Problem Scoping	<p><b>Initiative:</b> Contract with <a href="#"><u>Prevention Now</u></a> to provide a rigorous assessment and analysis of ODHS data to deliver actionable insights and support a comprehensive understanding of trafficking cases for prevention and intervention efforts. Prevention Now is currently contracted with the Oregon Department of Justice and this effort can be completed concurrently.</p> <p><b>Time to Completion:</b> Long-term.</p> <p><b>Current Status:</b> <i>Scoped and quoted.</i> A sample MOU, project scope, and quote have been provided.</p> <p><b>Internal Needs:</b> Staff and resources.</p> <p><b>Dependencies:</b> Funding approval for quote of ~\$33,000.</p> <p><b>Anticipated Outcome:</b> Improved data analysis to help identify future quality improvement initiatives.</p>
Community Engagement and Meaningful Partnerships	<p><b>Initiative:</b> Convene an advisory board of lived experience experts. Lived experience experts are critical to the work of ODHS CW as the department strengthens our response to human trafficking. <a href="#"><u>Lived experience experts must be compensated appropriately for their time, and their voices must be central the work we do as a department.</u></a></p> <p><b>Time to Completion:</b> Long-term.</p> <p><b>Current Progress:</b> Not yet started.</p>

## Long-Term Strategies: 12 months or more

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Strategy Area	Long-Term Strategies: Description of key activities and action items
	<p><b>Internal Needs:</b> Partnership with an existing community organization to facilitate the advisory board.</p> <p><b>Dependencies:</b> Approved funding for appropriate monetary compensation for contracted lived experience experts.</p> <p><b>Anticipated Outcomes:</b> Our efforts will be informed by survivors and, as a result, address limitations in our own knowledge and expertise on trafficking.</p>
Caretaker Development	<p><b>Initiative:</b> Improve resource parent, parent and caregiver trainings with asynchronous access. Current live and virtual training is two hours twice a year in the evening. This will be recorded to expand reach and remove attendance barriers. Recommend adding more relevant content to include guidelines for behavioral and emotional regulation, safety, and other strategies to support young people who have been trafficked. Recording a 2-hour training with these updated strategies and hosting it where any parent or caregiver can access it on demand will reduce attendance barriers.</p> <p><b>Time to Completion:</b> Long-term.</p> <p><b>Current Status:</b> Not yet started.</p> <p><b>Internal Needs:</b> Staffing and key partner collaboration.</p> <p><b>Dependencies:</b> None currently reported.</p> <p><b>Anticipated Outcome:</b> Resource parents will feel more knowledgeable and skilled to support children and young adults who have been trafficked.</p>

<b>Additional Recommendations: Strategies for further scoping and funding approval</b>	
<b>Recommendation for scoping and funding approval</b>	<b>Recommendation 1:</b> Purchase an organizational license to access <a href="#">The Cool Aunt Series</a> for caseworkers with children and youth in care who are at risk or confirmed to be victims of sex trafficking. The series was created by a lived experience expert and incorporates a peer support model in alignment with the six principles of trauma informed care.
<b>Recommendation for scoping and funding approval</b>	<b>Recommendation 2:</b> Purchase multiple books by survivors of trafficking that have been vetted to be appropriate for youth who are at risk or confirmed to be victims of trafficking. Offer books to any youth who is interested. A list of appropriate books can be provided by the Human Trafficking Intervention Coordinator.
<b>Recommendation for scoping and funding approval</b>	<b>Recommendation 3:</b> Send dedicated CSEC staff and/or a teen worker from multiple districts to the <a href="#">Juvenile Sex Trafficking (JuST) Conference</a> each year. This conference is one of the leading in the nation and includes breakout sessions on a wide variety of topics related to human trafficking including child welfare. Three staff to attend in 2025.
<b>Recommendation for scoping and funding approval</b>	<b>Recommendation 4:</b> Provide ODHS CW an annual budget for training related to human trafficking to be used at the discretion of the department for emerging and related issues.
<b>Recommendation for scoping and funding approval</b>	<b>Recommendation 5:</b> Scope out recommendations from Contractor's Final Report (A Village is Possible) to determine resources needed to implement (final report received July 1, 2025). Many of the recommendations involve additional staffing to carry out and are dependent on additional resourcing.
<b>Other Option Explored</b>	<b>Traffic Jam:</b> ODHS CW staff met with representatives of <a href="#">Traffic Jam</a> to assess if their online platform that searches for missing and exploited children and youth would be appropriate in a child welfare setting. The tool is primarily used by law enforcement investigations and the cost was determined to be prohibitive at an annual \$33,000 license model.