

# CHILD WELFARE DIVISION

## PROGRESS REPORT

November 2023

(October 2023 data)



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# Executive Summary

This report provides data through October 2023.

Some highlights from October include:

## Guiding Principle One

- In October, ORCAH wait times were under 2 minutes for all caller types.
- The percentage of statewide timeliness of completed case plans remains above the current Child Welfare goal of 70 percent.
- Certified Resource Families continued to access respite care services. Fifteen new respite care providers completed the required training to become a certified respite provider in October.
- ODHS is contracting with Portland State University's Center for Improvement of Child and Family Services (CCF) to conduct an implementation evaluation of the Family Preservation approach.

## Guiding Principle Two

- Child Welfare launched Workday Learning for all training registration and tracking. Guides and communications are provided in English and Spanish and can be found in the online Workday Learning page for Resource Families.
- The number of new SSS1s continues to outpace separations.
- Caseworker caseload averages continue to meet Oregon's caseload ratio standards for all three categories of caseworkers.

## Guiding Principle Three

- District 2 (Multnomah) Midtown Branch and the CQI team selected the lead measure of Accurate & Sufficient Ongoing Safety Plans. They will focus on this area of improvement for the next year.

Thank you for reading the November Progress Report.

# Guiding Principle 1:

Supporting Families and  
Promoting Prevention



Continued efforts to ensure that the Child Welfare Division is trauma-responsive, family and community-centered, and focused on safety and prevention

# Average wait times for all caller types was 2 minutes

## What the measure is

The chart reflects the average length of time calls wait in an Oregon Child Abuse Hotline (ORCAH) queue, presented by week and queue type.

## Why it is important

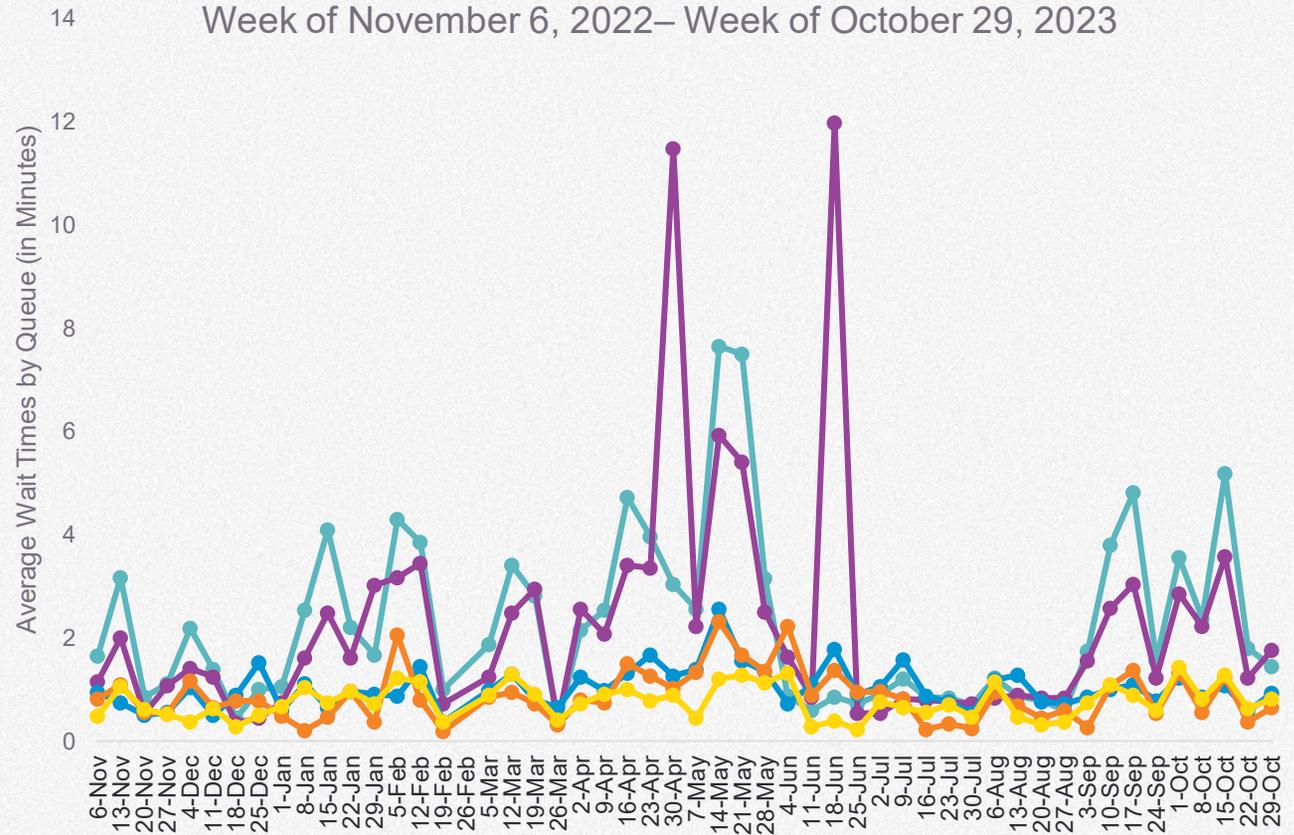
Timely answering of calls facilitates effective triage and rapid identification of contacts that require a Child Protective Services (CPS) response to ensure child safety.

## What we are doing

ORCAH identified an OpenScope system outage on October 20<sup>th</sup> for the Mandatory Reporter and General Public queues. This resulted in longer than usual wait times for those caller types during the week of October 15<sup>th</sup> – 21<sup>st</sup>. This was a temporary issue that has been fully resolved.

Despite the outage, the average wait time for all caller types was only 2 minutes.

Average Call Wait Times by Queue -  
Week of November 6, 2022– Week of October 29, 2023



- LEA** – calls from a law enforcement official
- MP** – calls from a medical provider
- MR** – calls from a mandatory reporter
- GP** – calls from the general public
- SP** – calls from Spanish-speaking community members

# 26 percent of contacts result in CPS assignment

## What is the measure

Total contacts received at ORCAH and the number of those contacts that are assigned for Child Protective Services (CPS) assessment.

“Contacts” are all calls and law enforcement cross-reports received, including those that do not constitute a report of abuse.

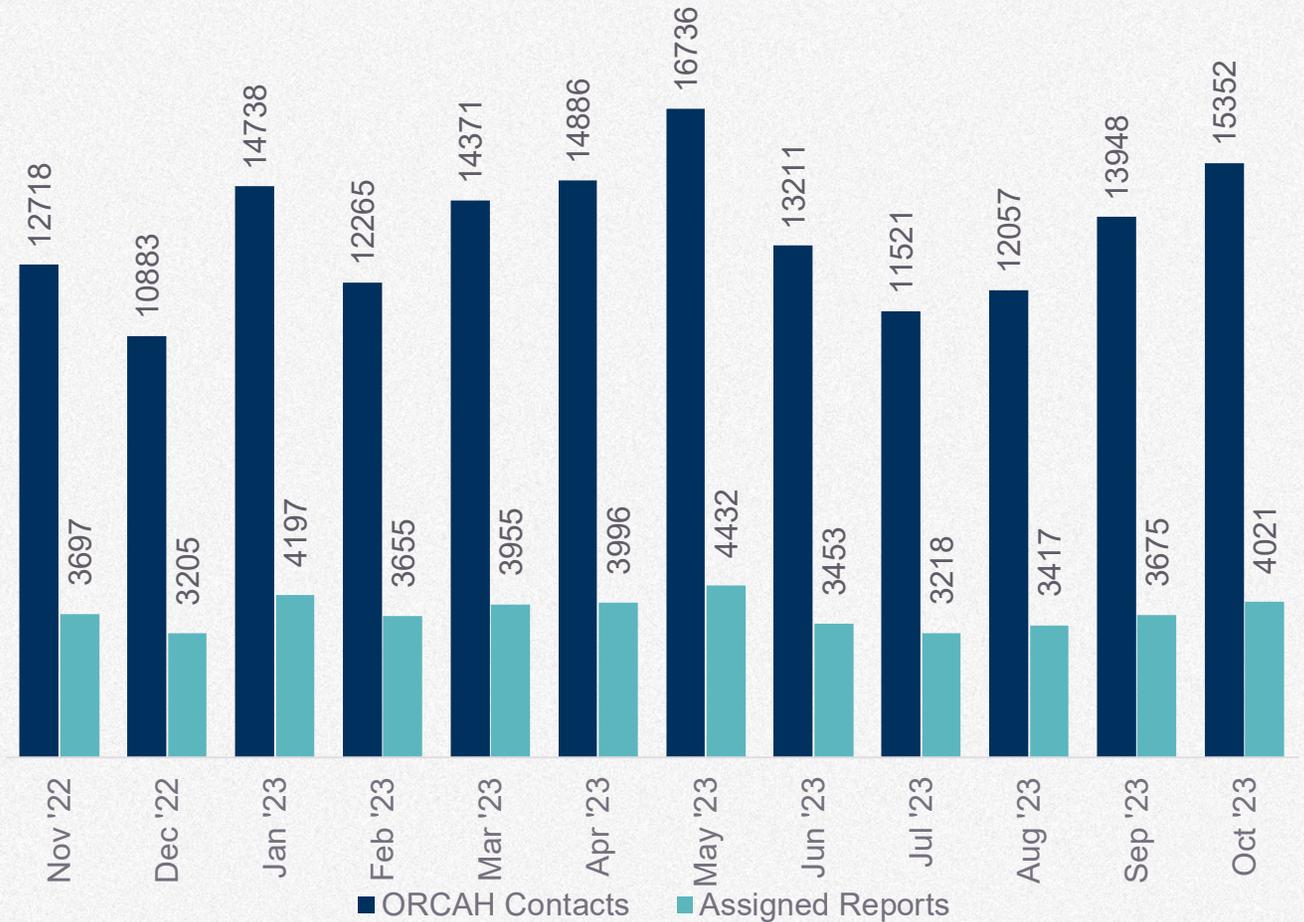
## Why it is important

ORCAH receives a high number of contacts that are neither reports of child abuse nor require Child Welfare intervention. In September, 26 percent of contacts resulted in CPS assignment.

## What we are doing

ORCAH CQI Program conducts quality assurance reviews of both screening reports and calls which provides data regarding ORCAH’s performance in accuracy of screening decisions, sufficient information gathering and documentation, and equity in screening practice.

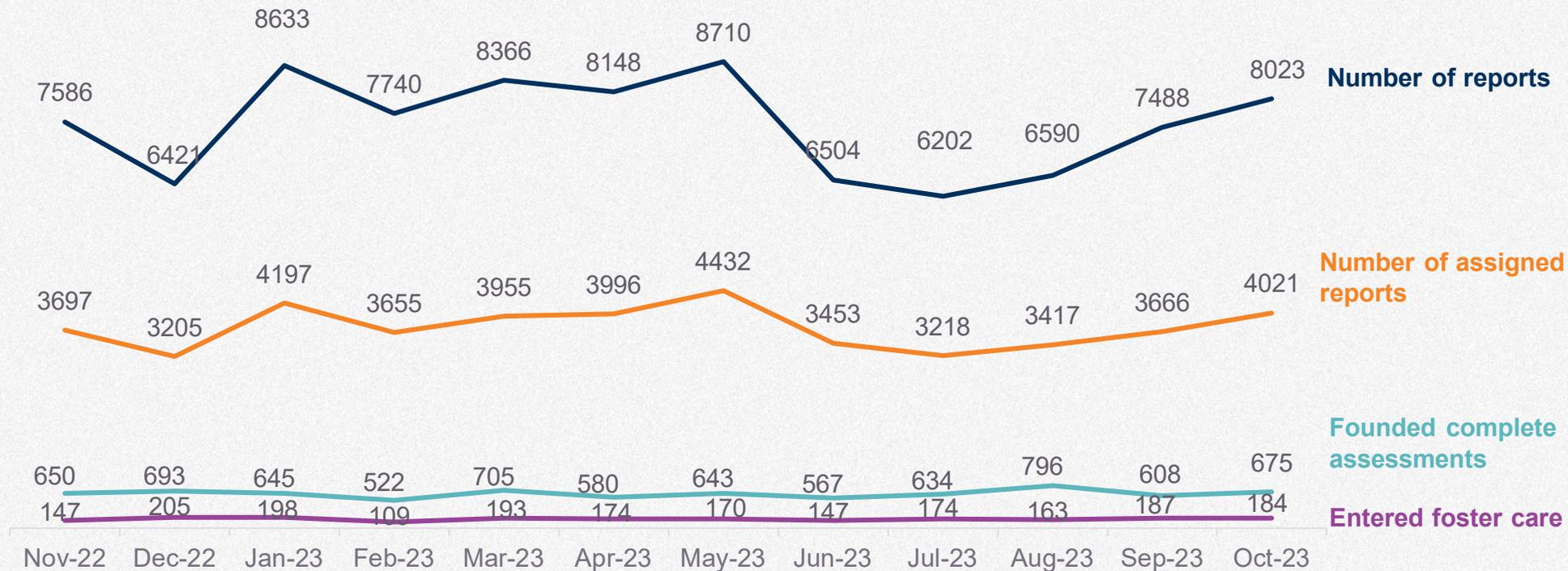
### ORCAH Contacts\* vs Assigned Reports



\* September 2022-January 2023 data from prior reports has been updated to correct a data transcription error.

# Founded assessments and number of children entering care

Reports of Abuse, Founded Assessments, Children Entering Foster Care



## What is the measure

While thousands of contacts are received at ORCAH, a smaller “Number of reports” are documented as a report of abuse or a report describing conditions that pose a risk to a child, but do not constitute a report of abuse as defined by rule. The “Number of assigned reports” are reports of abuse assigned for CPS assessment. A small percentage of those assessments result in “Founded complete assessments,” and an even smaller percentage lead to children who “Entered foster care.”

## Why it is important

Many times, concerns can be managed with resources and support provided by family, community and ODHS to allow children to remain in their homes and avoid removal.

# The percentage of safety assessments open greater than 60 Days remains steady at 48 percent



## What is the measure

In many cases after initial screening, Child Protective Services (CPS) determines that a formal child safety assessment is necessary. The graphic above shows the number of assessments open less than 60 days (teal) and the number of assessments open greater than 60 days (dark blue).

## Why it is important

Timely assessments are critical in ensuring children's safety, minimizing stress on families, and making the best use of Child Welfare workers' time.

## What we are doing

In the month of October, the Safety Program facilitated CPS Quarterlies which focused on early and ongoing engagement of non-custodial/non-parenting fathers during CPS assessments. The involvement of fathers during the child safety assessment is critical to both safety and protective factors that contribute to child safety outcomes and a reduction in the recurrence of maltreatment. Delays in engaging fathers slows information gathering and planning, which impacts the timely completion of assessments.

Enhancing practice related to engaging fathers is expected to lead to improved outcomes for children and families during the safety assessment, and later should a case be opened.

# 73 percent of children and young adults at risk of Temporary Lodging are diverted to other services

## What is the measure

The graphic displays the number of individual children and young adults who spent at least one night in Temporary Lodging (TL) last month. TL becomes necessary when an appropriate placement cannot be found. It typically refers to a child or young adult's overnight stay in a hotel with Child Welfare workers, while the team works to develop a solution for the placement need.

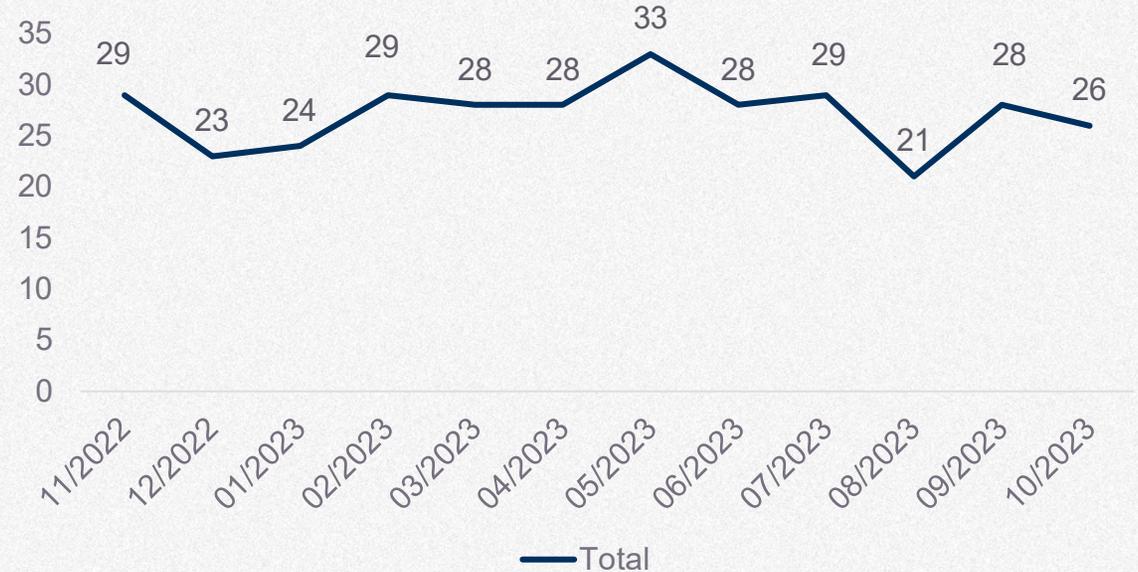
## Why it is important

Child Welfare tracks the number of children in TL to track ongoing efforts to ensure it is only used as a last resort, as we are identifying appropriate placement options and supports.

## What we are doing

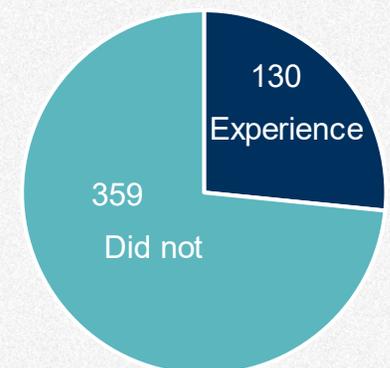
In October, ODHS posted a Request for Proposal (RFP) to identify qualified organizations to address identified service gaps and improve safety and placement stability. Specifications of the RFP include family preservation services, services to reduce the entry of children/young adults of color into the Child Welfare system, and a capacity to lead the development of a collective of Community-based organizations sharing the same goals and expectations for children, young adults and families.

Unique child or young adult with at least one night of Temp Lodging in the Month



All children and young adults identified as being at risk of TL are staffed by a team of design and delivery staff who work to develop child-specific plans to prevent TL. Between July and October 2023, 77 percent of the 252 children and young adults who were at risk of TL did not experience an episode of TL. This is part of a longer-term trend over the last 12 months, in which 73 percent of children and young adults staffed do not experience TL.

November 2022-October 2023



# Number of children in foster continues to decline

## What is the measure

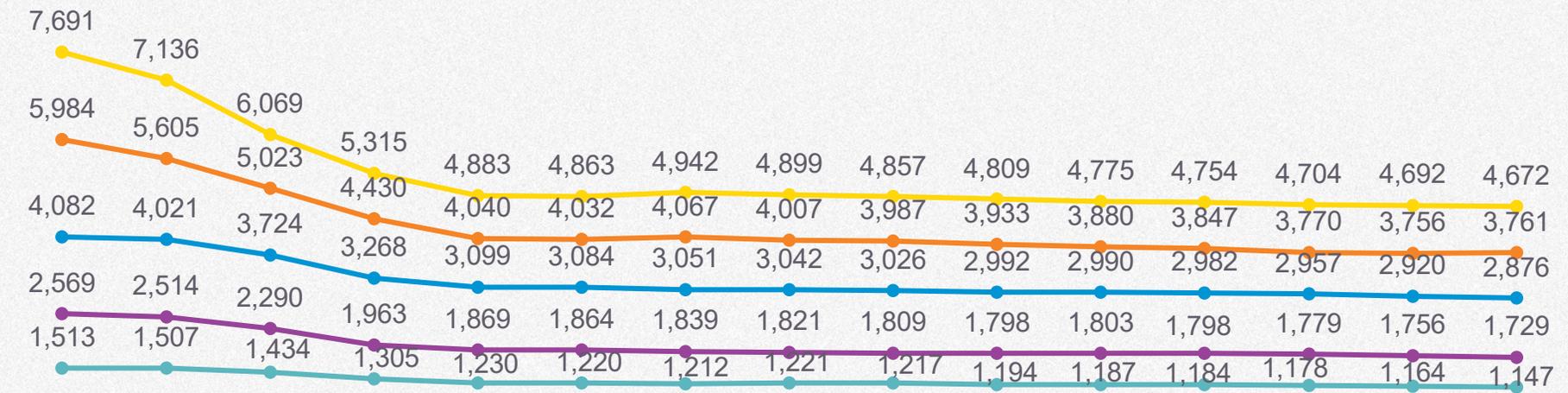
This graph shows the number and type of resource families in relation to the number of children in care.

The Total Children (yellow line) count does not match the Children in Family Foster Care (orange line) because some children are placed in other settings, such as those supporting individuals with developmental disabilities and those providing higher levels of care.

Total Homes (blue line) = Child Specific Providers (purple line) + General Providers (teal line)

## Why it is important

These numbers help inform efforts to increase recruitment and retention of available resource families. The next section of this report describes the consistent, local and statewide, recruitment and retention efforts. These efforts strive to develop a qualified pool of resource families who reflect the diversity of children and young adults in foster care.



12/2018 12/2019 12/2020 12/2021 12/2022 01/2023 02/2023 03/2023 04/2023 05/2023 06/2023 07/2023 08/2023 09/2023 10/2023

General Providers Child Specific Providers Total Homes Children in Family Foster Care Total Children

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# Efforts to recruit and retain resource (foster) families continue

## Certified Respite Program

In October, Certified Resource Families continued to access respite services. Fifteen people completed the required training to become a certified respite provider, for a total of 219 individuals who have completed the training since January 2023. Efforts continue in the development of in-home respite services for families of origin. In October, the Foster Care team hosted a feedback/listening session with resource parents on how to best support the in-home respite process. The Parent Advisory Council provided much needed expertise on how to best utilize respite to support parents.

## Champion statewide team activities in October

October was a month full of fun and meaningful connections with resource families. Many districts had fun collaborating with community partners and planned Trunk-or-Treat style events.

A local community partner, Bauman Farms in Gervais OR, hosted an Every Child display as part of their seasonal Harvest Festival. This opportunity raised awareness of the ongoing need for additional resource families.

Champions and district staff are diving into meaningful conversations with resource families through events such as 'Dinner and Discussion', 'Lunch and Listen' and support groups. These events facilitate training to local families and

provide a space where families can provide feedback to ODHS. In October five districts hosted this style of event:

- D5 (Lane) brought in a subject matter expert to discuss appropriate sexualized behaviors in children.
- D6 (Douglas) invited a local judge to join the support group and share the court process from the beginning to the end of a case.
- D7 (Coos/Curry) used their Lunch n' Listen to hear from resource families about their experiences and learned how they can better support them.
- D12 (Morrow/Umatilla) hosted a Dinner and Discussion focused on out of home care assessments and their impact on families. And in
- D15 (Clackamas) hosted a panel of resource parents for a Q&A. The overall feedback from these events has been very positive.

In October, the Foster Points podcast released a new episode focusing on reunification, which wrapped up the Life of a Case series. The audience is growing with 440 overall plays to date.

# Timeliness of case plans continues to exceed the current statewide goal of 70 percent

## What is the measure

The percentage of total case plans completed within the federally required timeframe.

## Why it is important

It is a federal requirement that initial case plans should be completed within 60 days of a child's placement in foster care. Each case plan is the "road map" for families and Child Welfare, identifying the necessary steps toward family reunification and case closure.

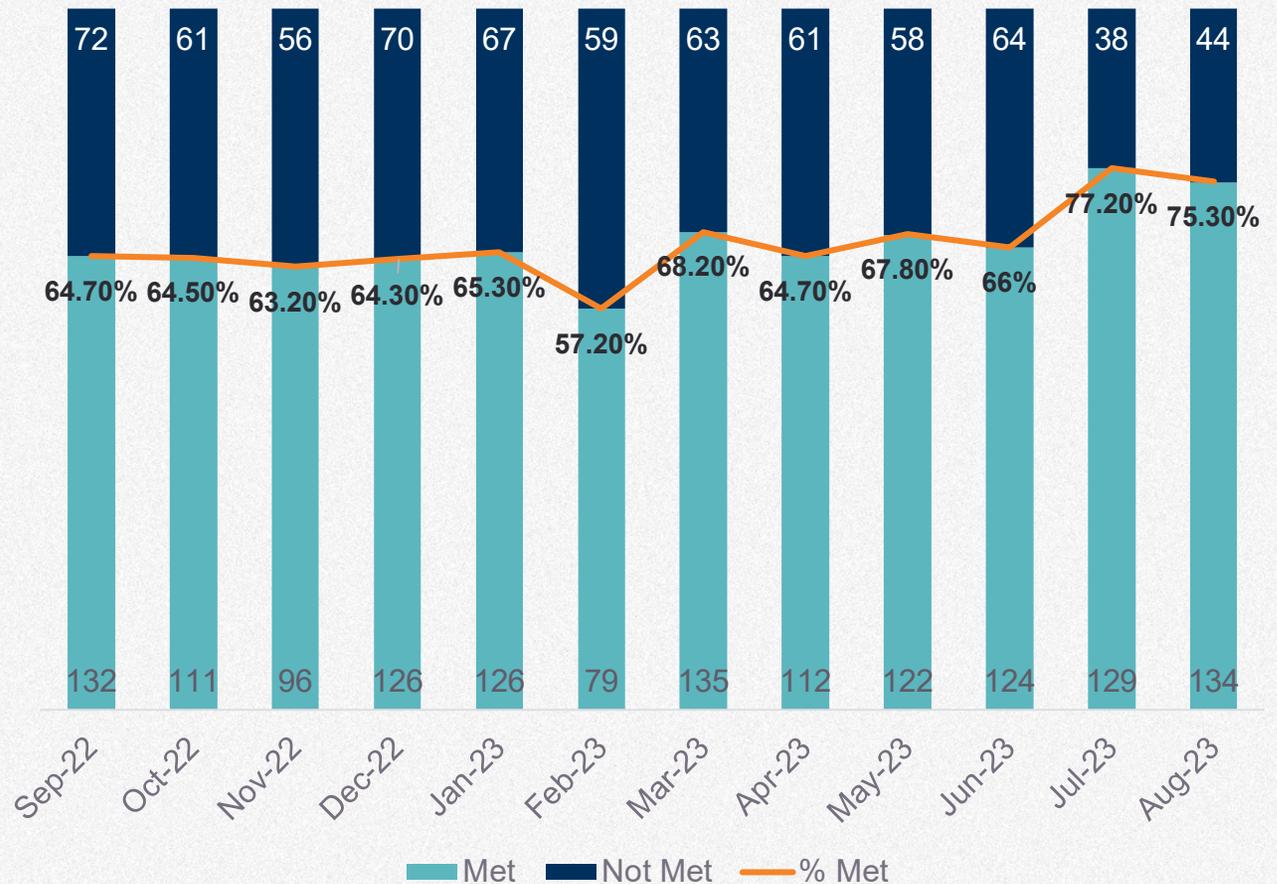
## What we are doing

Permanency consultants continue to support local office program managers in developing and implementing strategies to improve case plan timeliness.

Timely statewide completion of the initial case plan continued to exceed the current goal of 70 percent in August.

2023 Q3 data shows 12 districts met or exceeded Child Welfare's stated goal of 70 percent, with 8 of the 12 achieving 80 percent or better for timeliness to complete case plans.

Percent of Timely Case Plans Met or Not Met



Note: Timeliness of case plans is measured in accordance with policy allowing up to 60 days to complete a family's case plan. Data for children coming into care during September will be reflected in the December report. Data for children coming into care during October will be reflected in the January report.

# Recurrence of maltreatment continues a downward trend

## What is the measure

Recurrence of Maltreatment is defined as children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period. The date the report was received determines if a child is counted in the 12-month target period and is used to determine whether maltreatment recurrence occurred within 12 months. This metric also includes reports of maltreatment occurring outside of their time in CW custody.

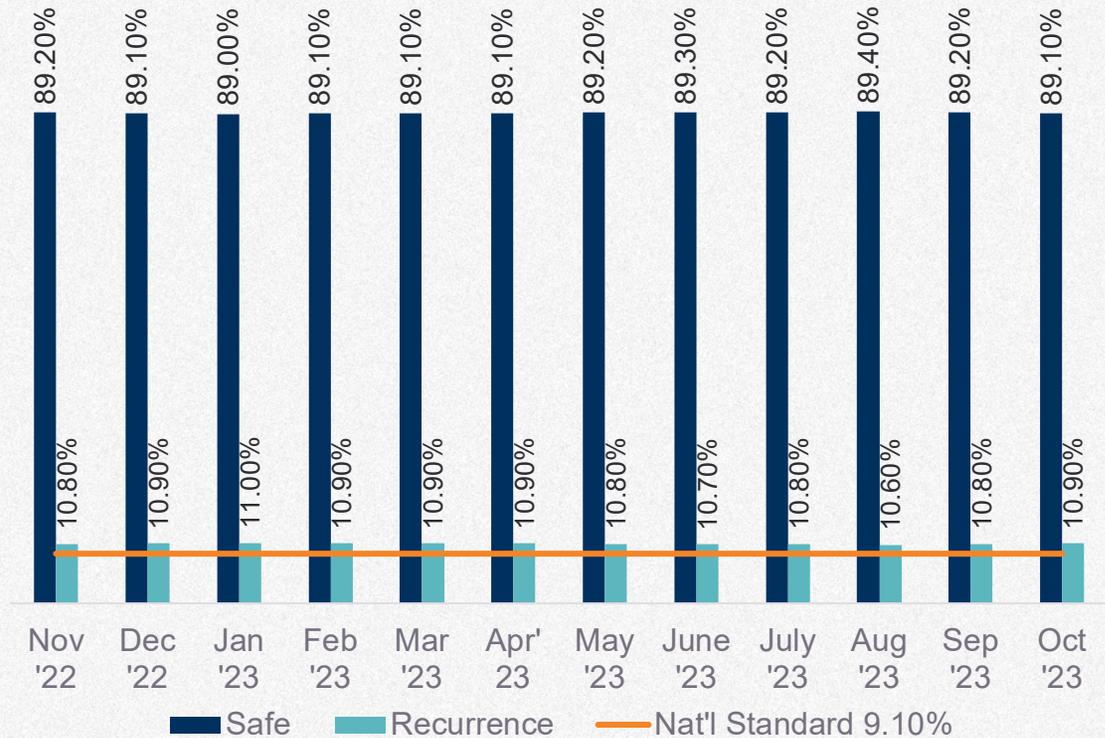
## Why it is important

One of the primary purposes of Child Protective Services (CPS) interventions is to prevent future harm to children who have already experienced abuse or neglect.

## What we are doing

As part of the CQI process, several Districts around the state have selected goals that address the sufficiency of information gathering during the CPS process to support the accurate identification of safety threats. The development of safety plans ensures children and youth do not experience a recurrence of maltreatment. Safety and Permanency Program staff are engaging with those CQI sites to provide coaching and support.

Recurrence of Maltreatment



## Maintaining safety in home

The Safety Program and Child Welfare Health and Wellness Services continue to promote the Nurse Home Visiting Program. The program continues to develop as more is learned about ways to most effectively engage families in this type of voluntary service.

Statewide CPS Quarterly meetings provided focused training on enhancing practice related to engaging fathers during safety planning. Delays in engaging fathers contributes to insufficient information needed for timely CPS assessments and safety planning.

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# Family Preservation Approach

## Implementation Evaluation

The Oregon Department of Human Services (ODHS) is contracting with Portland State University's Center for Improvement of Child and Family Services (CCF) to conduct an implementation evaluation of the Family Preservation approach (FP). CCF will use three key frameworks to inform and guide the FP evaluation work:

- **Implementation science.** The National Implementation Research Network (NIRN) implementation framework provides key areas to consider for evaluation (e.g., workforce, facilitative administrative support; and systems support and leadership), as well as a description of stages of implementation (exploration, installation, implementation, operation, innovation, sustainability). PSU and ODHS will develop an implementation approach that best supports sustainable large-scale transformation in a human services system.
- **Centering racial equity.** To center racial equity in the implementation evaluation, PSU will also use the Equity-focused Implementation Research (EquiR) framework. The EquiR provides guidance for centering equity at every stage of implementation, from defining the purpose of the intervention, to evaluating and monitoring equity-focused implementation outcomes.
- **Systems dynamics.** The Six Conditions of Systems Change are also useful to apply to this evaluation, which will emphasize context and systems dynamics that work to support innovations, like FP, or resist change to reinforce the status quo. The framework includes six conditions (policies/priorities, practices, resource flows, relationships/connections, power dynamics, and mental models).

**ODHS is excited to partner with PSU around the four Core Components of the evaluation:**

**Relationship building & learning:** building relationships, exploring and documenting the FP practice approach and the problem(s) it intends to address, and mapping the system/contexts in which FP is being implemented

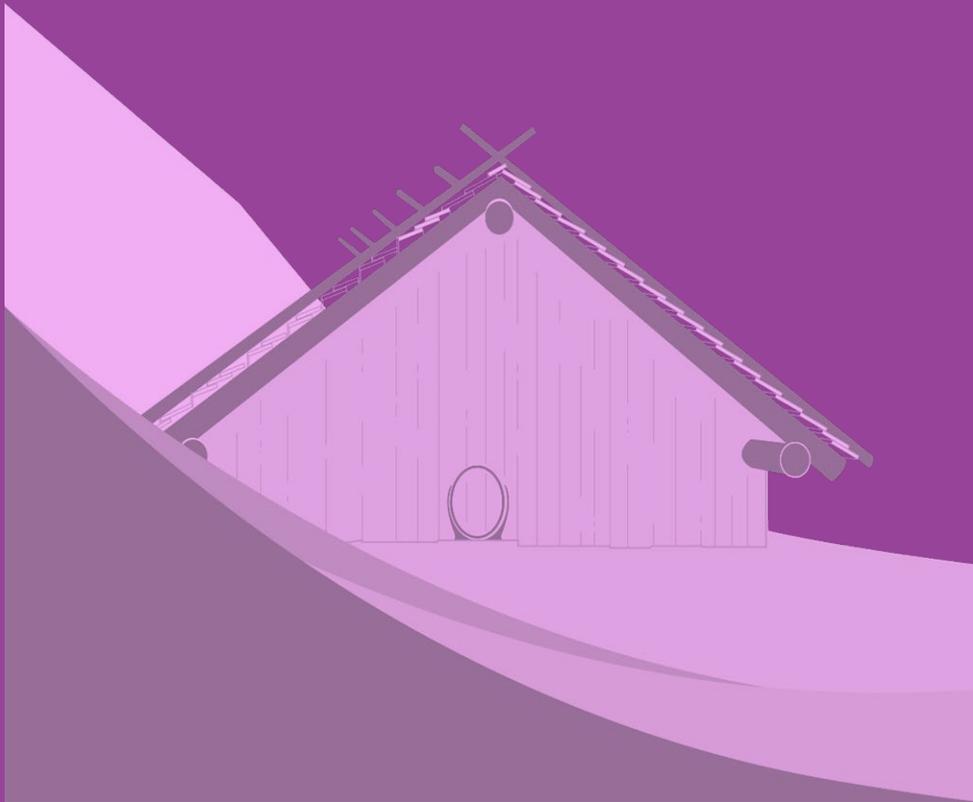
**Implementation & improvement:** examining the FP practice approach and how it can be improved, as well as how the system supports or prevents FP from working as intended

**Scaling and sustainability:** focused on scaling FP to new sites and/or populations, including elements of readiness to implement, and sustainability in the original pilot sites

**Co-develop products:** opportunities for CCF to collaborate with constituent groups and the FP evaluation team to co-create evaluation products throughout the project period including a final report, executive summary, brief, presentation, and finalizing any implementation/readiness/ sustainability tools developed

# Guiding Principle 2:

Enhancing Our Staff and  
Infrastructure



Significant metrics for a supported, skilled, and engaged workforce that reflects the communities we serve

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# Resource Family Training

## Workday Learning Implementation

In September, Child Welfare launched Workday Learning for all training registration and tracking. All guides and communications are provided in English and Spanish and can be found in the online Workday Learning for Resource Families page.

## Resource Family Orientation

In consultation with the Foster Care Program, the Equity, Training and Workforce Development (ETWD) team is updating the recorded Orientation video, which is anticipated to launch by the end of 2023. The Foster Care Program would like all prospective families to complete the recorded training, which will be housed in Workday Learning. Beginning in early 2024, the ETWD will be creating a computer-based version of Orientation (English and Spanish) to be launched by summer 2024.

## Ongoing Training

All ODHS-coordinated training remains available both in synchronous and asynchronous training options via the online Ongoing Training page.

In October/November, ODHS launched two new ongoing training curriculums: Core Teen, and Crisis Prevention Institute: Verbal Intervention. In January, Positive Discipline will be implemented. All three curriculums focus on developing an understanding of challenging behaviors in connection to trauma responses, with a specific emphasis on skill development.

## Resource and Adoptive Family Training (RAFT)

ETWD team members are assigned to geographical areas as RAFT Coaches to provide consistent statewide resources and consultation to local staff who are preparing and delivering RAFT. RAFT Coaches will also support the design and update of local RAFT training plans and schedules, particularly in using Workday Learning for registration.

In October, ETWD held a RAFT Facilitator training. The next opportunity for RAFT facilitator training is scheduled for April 2023. These trainings provide a statewide opportunity for local staff to prepare for and deliver RAFT to families in their community.

Our internal Equity, Training and Workforce Development team is currently conducting delivery of RAFT in-person. The information gathered from this delivery modality will inform any potential content/activity changes. The team conducted a relative-only RAFT cohort in September and is making plans for other specific audience/cohorts for 2024.

# New hires and promotions continue to outpace separations

## What the measure is

Child Welfare caseworkers hired or promoted into SSS1 classification compared to caseworker separations.

## Why it is important

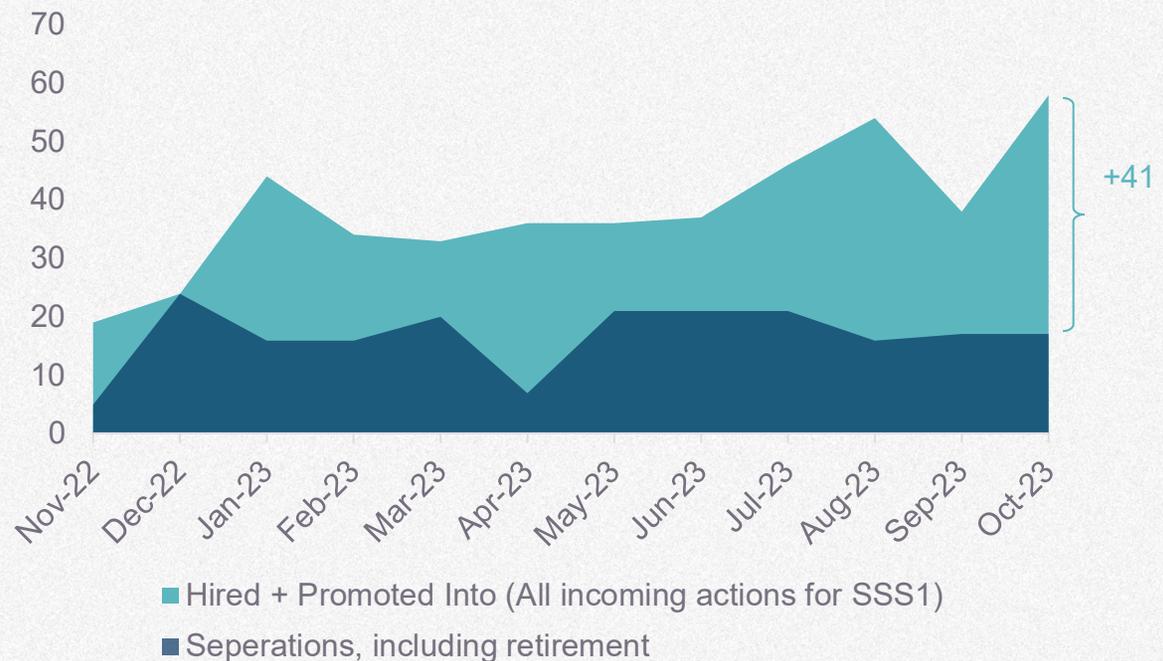
Child Welfare jurisdictions across the nation have historically faced staffing shortages. Like many industries, since COVID-19, Child Welfare is contending with workforce challenges across the board.

## What we are doing

For all recruitments during the last 180 days, the average recruitment length from job posting to conditional offer was 69 days. ODHS continues to focus efforts on achieving the goal of an average of 45 days or less to fill.

The Human Resources team continues to travel around the state to deliver in-person ODHS Recruitment Hiring Manager Trainings. The training is also offered virtually.

Hires & Promotions Into SSS1 Caseworker Classification vs Separations



Note: Data may change as the result of processes that have "completed" in Workday since the last data run.

# Caseworker Caseload Averages continue to meet Oregon's established ratios

## What the measure is

Child Welfare caseworkers (SSS1 classification) are assigned cases (e.g., CPS: number of new assessments in the last 30 days, Permanency: number of children and young adults, and Certification: number of homes) as part of their caseload. This data will capture the monthly averages for each of the three casework roles.

## Why it is important

Ensuring manageable caseloads is one way to develop and support the workforce. This will result in a decrease in vacancies, an increase in retention rates, an increase in longer tenures, increased promotions, and higher workforce morale, which all positively impact the children and youth we serve.

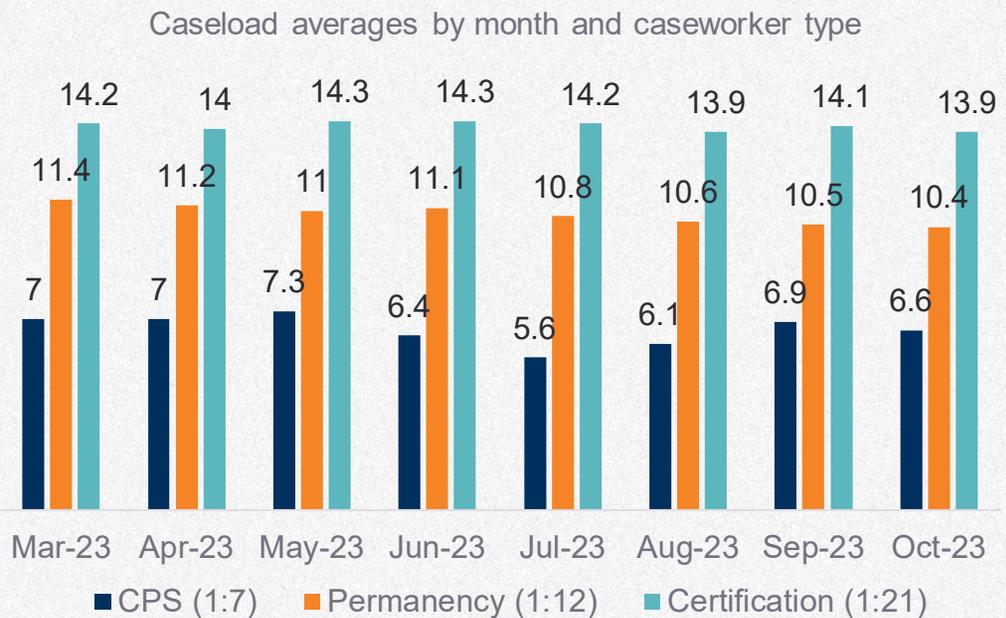
## What we are doing

Each level of management is regularly using the dashboard. Frequent data validation checks are happening within Safety, Permanency, and Certification program staff.

## Background

Caseloads play an important role in the legislative process and are used to inform legislatively granted position authority and budget. In implementing the Vision for Transformation, in 2022 Child Welfare established the state's goal for caseload ratio standards. To establish them, Child Welfare incorporated the CWLA Standards of Excellence, Council on Accreditation, timing studies done in Oregon in 2008 and 2017, and literature and research reviews. The average monthly caseloads for the specific caseworker roles are outlined below:

- CPS: 1 caseworker per 7 new assignments assigned in the last 30 days
- Permanency: 1 caseworker per 12 children and young adults served
- Certification: 1 caseworker per 21 certified resource homes



# Guiding Principle 3:

Utilizing Data with  
Continuous Quality  
Improvement Systems (CQI)



Enhancing the Structure of our  
System by using Data with Continuous  
Quality Improvement (CQI)

# CQI Implementation Continues

## What is the measure

D2 (Multnomah) Midtown Branch entered the CQI Cycle in January of 2023. At their CQI Kickoff Meeting in March 2023, the participants selected the lead measure of Accurate & Sufficient Ongoing Safety Plans to work on during their first CQI Cycle.

A qualitative review of the measure Accurate & Sufficient Ongoing Safety Plans is conducted twice a year. Monthly progress is tracked through review of children without approved Safety Plans in ORKIDS. The graph included with this report tracks the number of children with approved safety plans entered in ORKIDS. In October, 24 safety plans were reviewed.

A midcycle qualitative review was conducted in October. As a result of the qualitative review, the site conducted an additional root cause analysis and added more targeted action steps to their plan.

## Why it is important

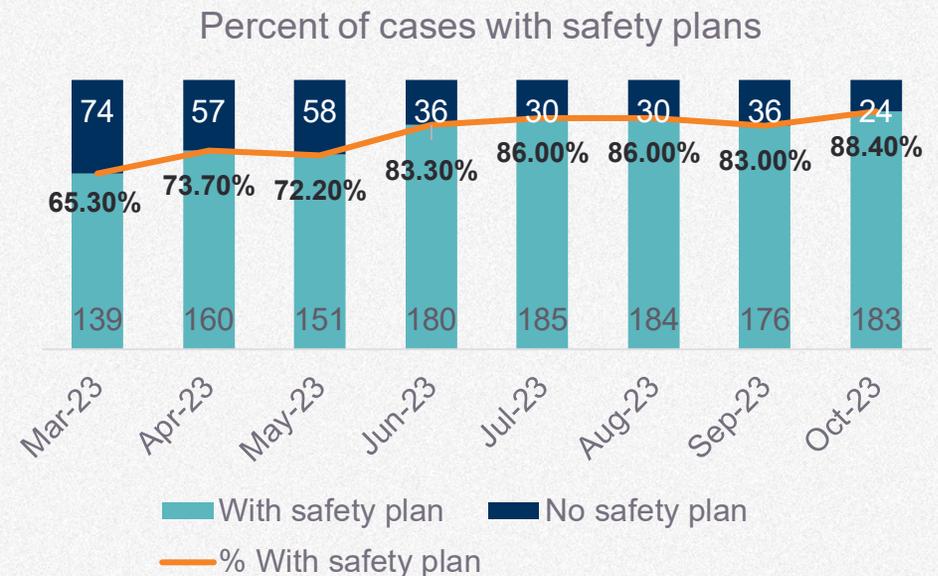
The Ongoing Safety Plan is a critical tool used not only to ensure child safety but to help parents understand what behaviors are unsafe and how children will be kept safe. The Ongoing Safety Plan needs to be clear, direct, and easy to read by parents and providers. Ongoing Safety Plans are living documents that are updated to reflect how the identified safety threats are currently operating in the home; they are not based on service participation or completion as those

things may not manage safety.

Notably, this lead measure has been selected by several other sites since March 2023.

## What we are doing

The Midtown Branch is using feedback received from the community when doing their initial root cause analysis and is focusing on making the language in plans clear and direct. Families are receiving a copy of their Ongoing Safety Plan at Family Meetings. Midtown is relying on data tracking, supervisor consultation, and small group training from program consultants to improve practice and therefore the experience of families and children.



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# System transformation through community partnerships

## Why it is important

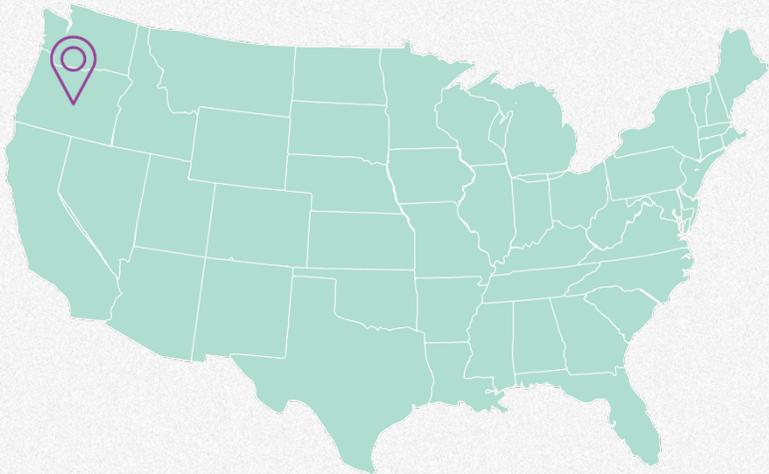
ODHS is transforming the child welfare system in collaboration with Tribes, community members, families and children with prior system experience, resource and birth parents, service providers, and policy makers. This values-based approach holds equity and a belief that children do best growing up in a family at the center of helping families achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

## What we are doing

- On October 26<sup>th</sup>, ODHS hosted an open house in celebration of new offices in the new Portland Community College's Opportunity Center at 42<sup>nd</sup> Avenue in Portland, which will also include the Native American Youth and Family Center (NAYA) to operate as a collaborative hub for services, education and workforce development opportunities. In the coming year, Multnomah County plans to open a health clinic and Home Forward plans to provide affordable housing in a new building on the site.
- In October, District 6 (Douglas) leadership announced the launch of Teams for Families, a community of providers who come together to wrap around families during a CPS investigation to support an in-home safety plan. Parents always make the call whether a caseworker refers the family to Teams for Families. The team includes ODHS, parents and a group of community partners who are not typically involved in child welfare cases. They bring unique knowledge and local expertise regarding services and problem solving on topics outside ODHS purview.

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# Federal Performance Measure Dashboard



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The [Oregon Department of Human Services \(ODHS\) Child Welfare Federal Performance Measures Dashboard](#) provides quarterly updates on an array of trends across the state for these Federal Performance measures:

- Maltreatment in foster care
- Recurrence of maltreatment
- Re-entry to foster care
- Permanency in 12 months
- Permanency in 12 to 23 months
- Permanency in 24+ months
- Placement stability

Definitions for the Federal measures are posted in the link above.

This dashboard, launched in December 2021, is designed from files produced by the University of Kansas Center for Research Results Oriented Management Application (ROM) using Oregon Child Welfare data.

The Federal Standards for each measure are updated every few years. These standards will be updated on our Federal Performance Measures dashboard to reflect the changes in 2023. For more information, please refer to the [Children and Family Services Review Technical Bulletin 13A](#).

The Office of Research, Reporting, Analytics, and Implementation updated the dashboard with Q1 2023 with the National Standards per Child and Family Services Review Technical Bulletin 13A.

The [U.S. Department of Health and Human Services prepares an annual report](#) of state performance in the seven categories listed above. The report includes findings of analysis conducted on performance across states over time.

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# About

The [Child Welfare Division Vision for Transformation](#) is the spirit of what we believe the child welfare system should be in Oregon.

Centered on three guiding principles, the [Vision for Transformation](#) is the roadmap and compass for the Oregon Child Welfare Division to transform itself and the greater child welfare system into one that supports and preserves families. These guiding principles are:

1. Supporting families and promoting prevention
2. Enhancing our staff and infrastructure
3. Enhancing the structure of our system by using data with continuous quality improvement

You can also read more in the most recent edition of the [CW Staff Connect](#).

**For questions or feedback about this report, please contact:**  
[ChildWelfareDirector@dhsosha.state.or.us](mailto:ChildWelfareDirector@dhsosha.state.or.us)