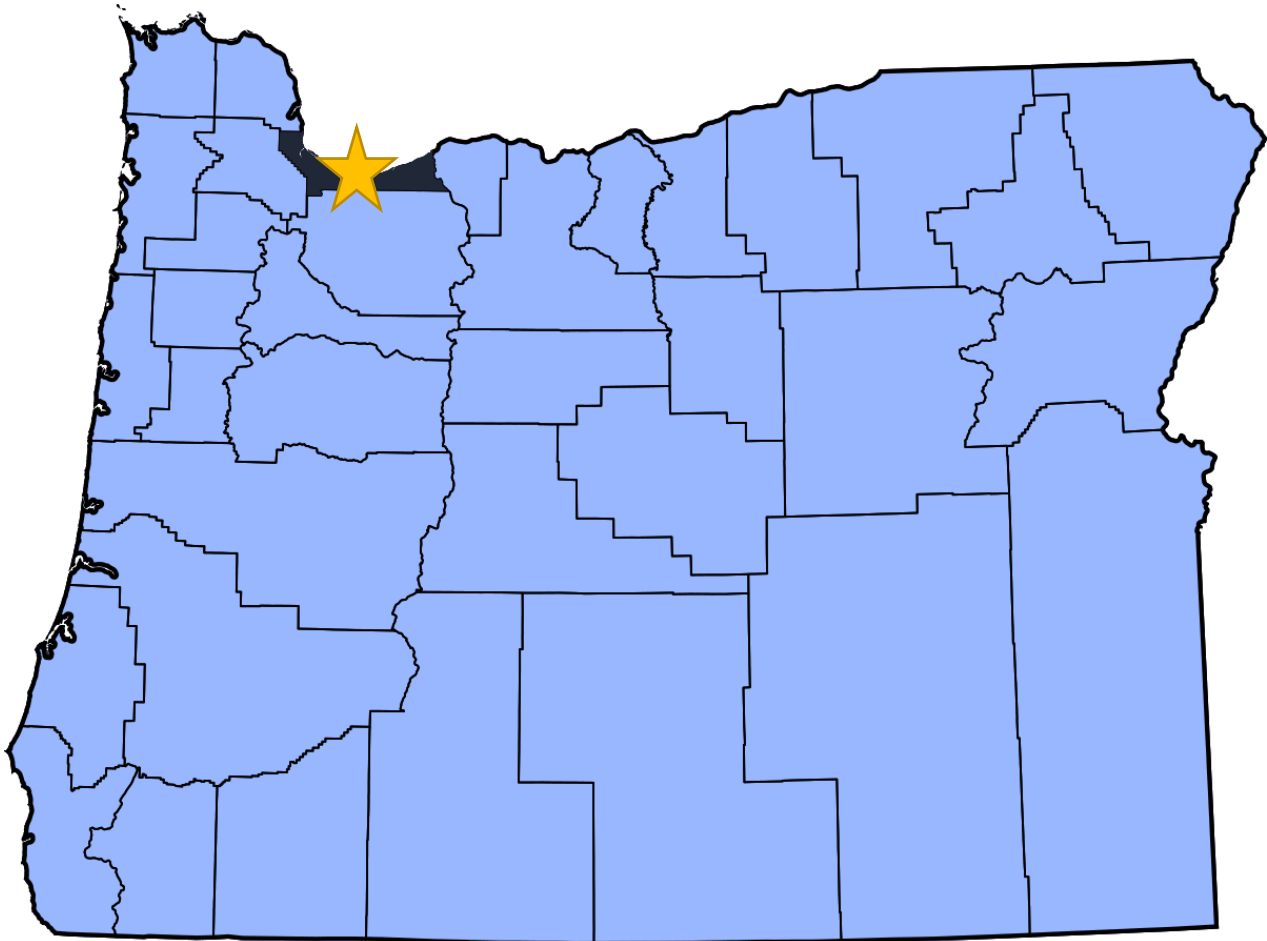# Service Delivery Data Report

Midtown Branch Child Welfare

Presented by:

Jennifer Ricks, CQI Program Manager

Anni Macdonald, CQI Analyst

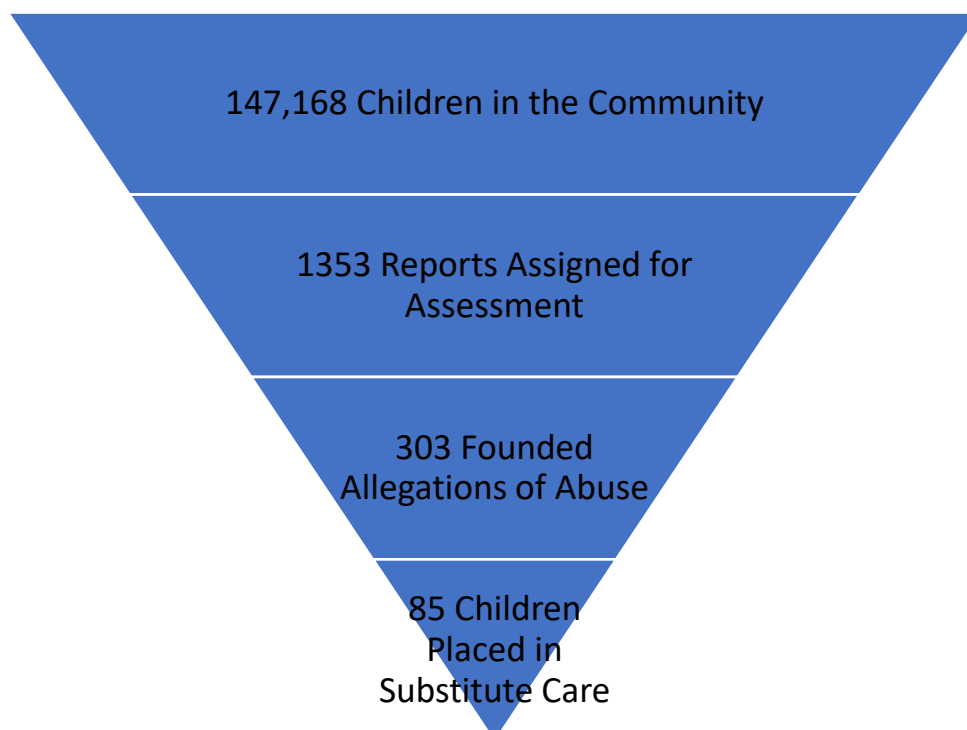# Child Welfare Service Delivery Data Report

The purpose of the Service Delivery Data Report is to understand how Oregon Department of Human Services (ODHS) Child Welfare Division and the child caring community are serving our children and families. This report is tailored for the Midtown Branch so that you can understand how your branch serving children and families. This report includes information about services to keep children together with their families. It also includes important information about how well children are served when they are separated from their families and how quickly they are reunified.

Our Continuous Quality Improvement (CQI) work centers equity, not only in our service delivery but also in our use of data. The CQI process and system are rooted in the [Child Welfare Vision for Transformation](). We are committed to the following Data Equity Vision Statement in our improvement approach.

In collaboration with our community, ODHS Child Welfare is committed to cultural respect, community representation, accountability, integrity, privacy, responsibility and transparency in the collection and utilization of data in child welfare. ODHS Child Welfare will advance and embed equity through the use of racial equity and social justice tools. ODHS Child Welfare is accountable to children and families and the communities that serve them to ensure consistent, accurate, inclusive, and transparent data reporting and analysis. We invite our communities to join in this commitment

Site Information: Midtown Branch

|	
District, County:	District 2, Multnomah County
Branch:	Midtown Branch
Leadership	Sherrell Jackson, District Manager; Marisa Moon, Senior Child Welfare Operations Manager; Kirsten Brown, Program Manager
Management Team	3 Protective Services Supervisors, 4 Permanency Supervisors, 1 Certification Supervisor, 1 Family Time Supervisor, 1 Office Manager
Local Office Staff *positions allocated as of March 2023, vacancies may exist*	22 Protective Services Caseworkers, 26 Permanency Caseworkers, 10.5 Certifiers, 13 Social Service Assistants, 2 Case Aides, 2 CTS, 1 Permanency Facilitator, 1 Family Engagement Coordinator, 16 Office Specialist 2s

147,168 Children in the Community

1353 Reports Assigned for Assessment

303 Founded Allegations of Abuse

85 Children Placed in Substitute Care

Source, descending: Easy Access to Juvenile Populations, ROM CPS.02, ROM CPS.01, ROM CM.18

The community child population served in Multnomah County, broken down by racial/ethnic demographic is displayed in the graph to the right. The majority of the population identifies as White. Black or African American (10%) and American Indian/Alaska Native (1%) make up a much smaller portion of the population, but they are brought to the attention of the agency and placed in substitute care at a rate that is higher than their representation in the population of the community. This means they are disproportionately overrepresented in Multnomah County's child welfare services.

Currently, American Indian/Alaska Native make up 1% of the child population children in Multnomah County. However, of the children currently in substitute care in Multnomah County, more than 6% of them are American Indian/Alaska Native. Additionally, Black or African American children make up 10% of the child population in Multnomah County and make up 22% of the total number of children currently in care in Multnomah County (*source: CW Executive Leadership Dashboard, FC Disproportionality*).

Community Child Population by Racial/Ethnic Demographic

White 60%

American Indian/Alaska Native 1%

Black or African American 10%

Asian/Pacific Islander 9%

Hispanic 20%
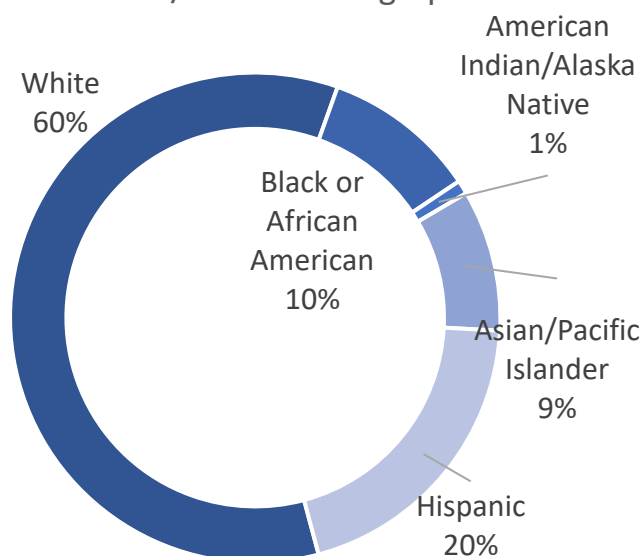
Source: Easy Access to Juvenile Populations

Understanding the overrepresentation and/or underrepresentation of children of color, or disproportionality, is important because it is based on a number of other factors that make children and families more likely to be reported to Child Welfare Services. "Things like economic hardship, fragmented human service systems, mandatory reporting laws, and historically racist policies combined with the lack of sufficient economic and concrete supports leads to overloaded families, unmet service and support needs, high rates of perceived neglect – all placing families at risk for Child Welfare involvement." -Chapin Hall, 2021
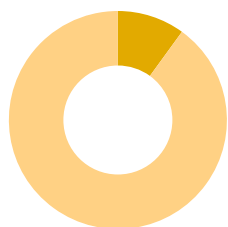
Poverty Rate:

13%

Poverty in the US is measured in terms of the federal poverty line. The poverty line is a threshold level. In other words, a level of income which you are either above (out of poverty) or below (in poverty). The poverty line varies for how many people are in a household. For example, the federal standard for a family of four is $27,750/year.
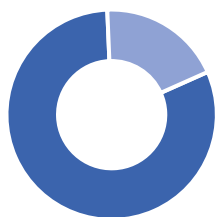
of Hrs Worked/Week to Afford a 2Bdrm Apt

84.4 hrs/wk

This means that a person in Multnomah County would need to work more than 2 full-time jobs at minimum wage to afford a 2-bedroom apartment or have two adults working full-time at minimum wage. This does not factor in the cost of childcare, utilities, food, and other necessities.

% of families accessing SNAP benefits

16%

The Supplemental Nutrition Assistance Program, SNAP, is designed to support families, by supplementing their food budget so they can purchase healthy food and move towards self-sufficiency. It is a concrete support that research has shown can help stabilize families and reduces concerns of neglect. In Multnomah County, 16% of the residents are receiving SNAP benefits. As an entire state, Oregon's rate of people accessing SNAP benefits is 16%

Source: Casey Family Opportunity Map

Data and metrics outlined in this report are gathered from multiple sources that look at quality of case practice (Child and Family Service Review, Child Protective Services Fidelity Reviews, Permanency Fidelity Reviews, and Certification Reviews) as well as quantitative data counts based on information entered into ODHS' Management Information System (reported by ORKIDS, ROM, ORRAI), and Oregon Circuit Courts Juvenile Dependency Statistics. All reports represent a time period of **January 2022 to January 2023**, unless otherwise noted. Qualitative metric data visuals each include a specific *n* to indicated the number of cases reviews included in the evaluation of case practice.

The metrics are broken into three categories, listed and defined below. Metric categories can be identified in the color of the header for the measurement, as well as by category name.

Federal (Lag) Measures

Lag measures are data points that have already happened. They are long-term and show the change that occurs over a long period of time. There are seven measures that are tracked and reported by Oregon Child Welfare to the federal government; they are available to view via a public dashboard, https://www.oregon.gov/dhs/Data/Pages/CW-FPMs.aspx. All states and jurisdictions who receive federal funds to administer child welfare services report on these federal standards. Lag measures are impacted by lead measures. In this report, lag graphs contain colored boxes that indicate if the goal is to stay below a standard (green) or above the standard (red).

Practice (Lead) Measures

Lead measures are metrics that impact lag measures over time and can be tracked in the short term. Based on research, we know that lead measure directly impacts lag measures; in order to make changes to the lag measures, lead measures, or practice measures, can be used as a lever – by focusing on supporting and enhancing practice, the adjustment to the lead measure moves the lag measure over time. Lead measures can be tracked with a shorter lens and plan to impact them can be adjusted as needed.
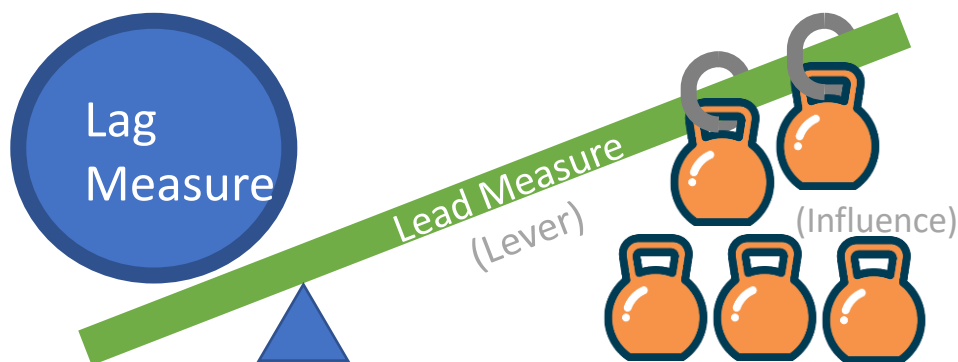

This report outlines many lead measures and identifies the lag measure(s) they impact. There is a row with the seven lag measures listed for each lag below the heading of the metric, highlighting which of the lags are impacted. As a lead measure may impact more than one lag measure, some lead measures have more than one lag measure highlighted to note the various impacts.

Service Delivery Points

Service delivery points are included in this report to provide supplemental information and metrics related to how families and children are experiencing Child Welfare. These metrics do not impact the lag measures, but instead, help tell the story of service delivery during the period under review.

RECURRENCE OF MALTREATMENT

Source: ROM SA.02
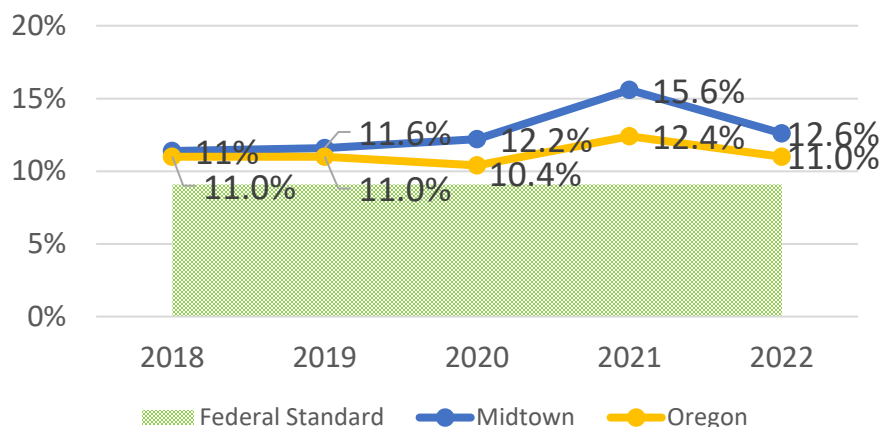
Recurrence of Maltreatment measures the rate at which children who were victims of a founded investigations were then named as victims of a subsequent founded abuse report within a 12-month timeframe.

The expectation is to not exceed the Federal Standard of 9.1%, represented by the green box in the graph to the left.

Lag Measure: Reentry into Foster Care (Substitute Care)

Re-entry to Substitute Care measures the percentage of children who have already been placed in substitute care and were returned home within a 12mo timeframe are placed in substitute care again within a subsequent 12mo timeframe of that initial return.

The expectation is to not exceed the Federal Standard of 8.3%, represented by the green box in the graph to the right
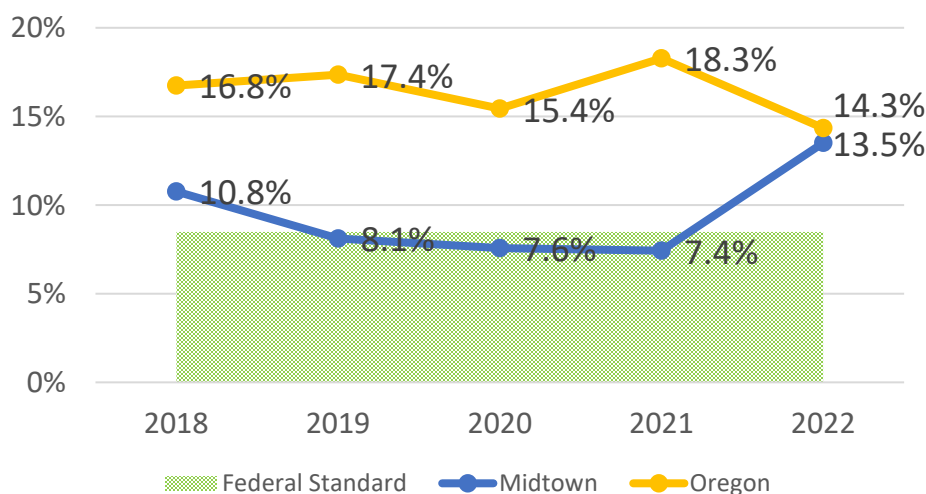
REENTRY INTO FOSTER CARE
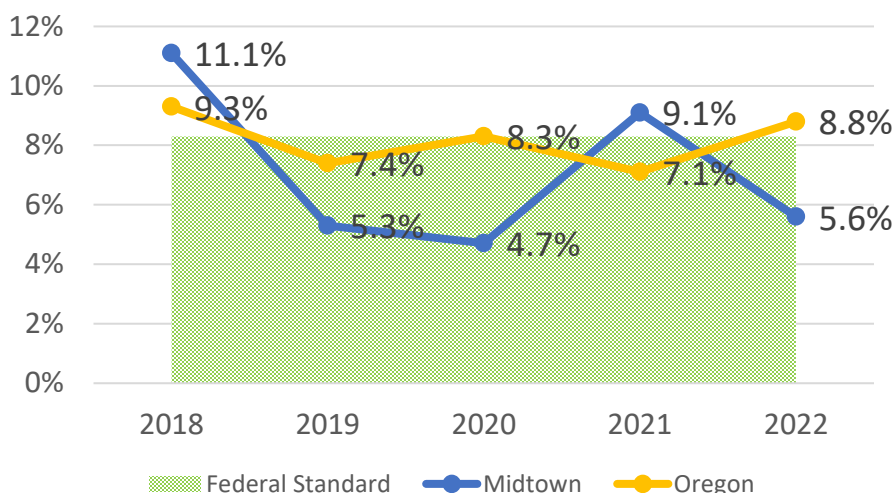
Source: ROM PA.04

Lag Measure: Maltreatment in Substitute Care

MALTREATMENT IN SUBSTITUTE CARE

Source: ROM SA.01

Maltreatment in Substitute Care measures the rate at which there are founded investigations of abuse once a child is in a substitute care placement. This includes safety concerns that occur in ODHS Resource Homes, other Child Caring Agencies or Residential Treatment facilities, as well as reports of historical familial abuse that are disclosed once a child is in substitute care.

The expectation is to not exceed the Federal Standard of 8.5%, represented by the green box to the left

5

Lag Measure: Placement Stability

Placement Stability measures the rate children who are in substitute care in a 12mo timeframe experience placement changes or moves.
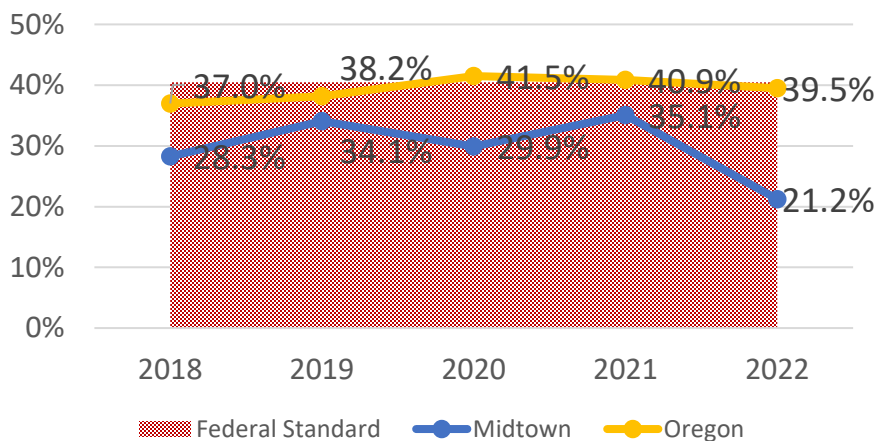
The expectation is to not exceed the Federal Standard of 4.1%, represented by the green box in the graph to the right

PLACEMENT STABILITY

- 6.8%
- 7.3%
- 5.1%
- 5.2%
- 8.2%
- 5.0%
- 5.0%
- 4.7%
- 5.0%
- 5.2%

Legend: Federal Standard, Midtown, Oregon
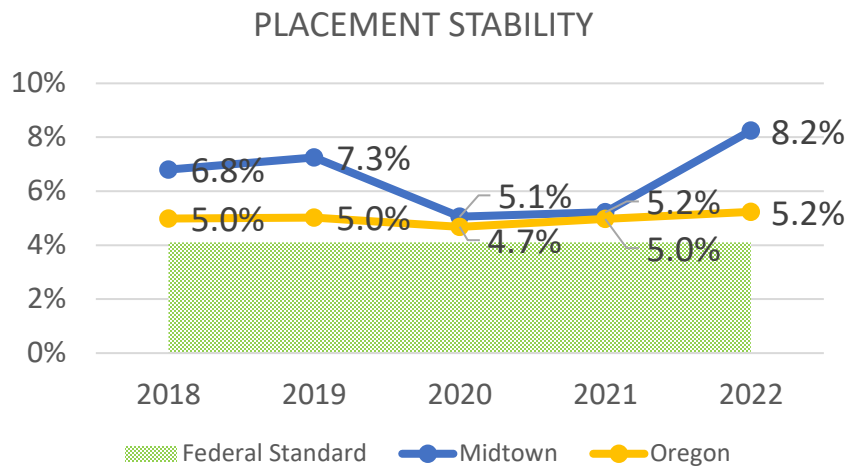
Source: ROM PA.05

Lag Measure: Permanency in 12 Months

Permanency in 12 months

- 37.0%
- 38.2%
- 41.5%
- 40.9%
- 39.5%
- 28.3%
- 34.1%
- 29.9%
- 35.1%
- 21.2%

Legend: Federal Standard, Midtown, Oregon

This measurement captures the percentage of children who leave substitute care to a lasting family setting in a 12-month period. This is most often reunification; a safe return home within 12 months of their entry to substitute care.
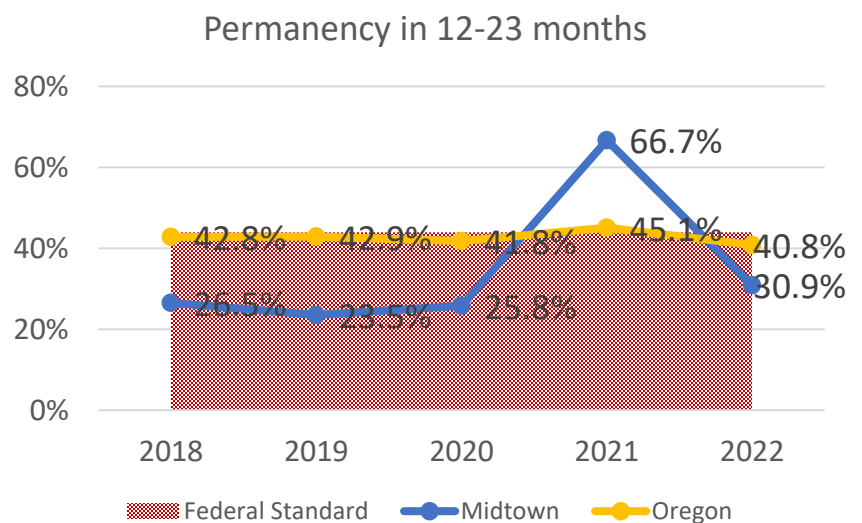
The expectation is to remain above the Federal Standard of 40.5%, represented by the red box in the graph to the left

Source: ROM PA.01

Lag Measure: Permanency in 12-23 Months

This measurement captures the percent of children who leave substitute care to permanency in a 12-23 month timeframe. Achieving permanency in this timeframe is often centered on decision points about case plans. This is usually the time when the need to change the case plan is identified, understanding the limits of parents' behavioral changes and whether they can meet their children's needs. It is within this timeframe that the plan may be changed, and the concurrent plan could be finalized.

The expectation is to remain above the Federal Standard of 43.6%, represented by the red box in the graph to the right.

Permanency in 12-23 months

- 42.8%
- 42.9%
- 41.8%
- 45.1%
- 40.8%
- 26.5%
- 23.5%
- 25.8%
- 66.7%
- 30.9%

Legend: Federal Standard, Midtown, Oregon

Source: ROM PA.02

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Permanency in 24+ Months

Source: ROM PA.03

This measurement captures the percent of children who leave substitute care to permanency in a 24-month timeframe or longer. This is most often a timeframe of a case in which the plan is no longer reunification, but instead has shifted to the concurrent plan, often known as guardianship, adoption, or another permanent planned living arrangement
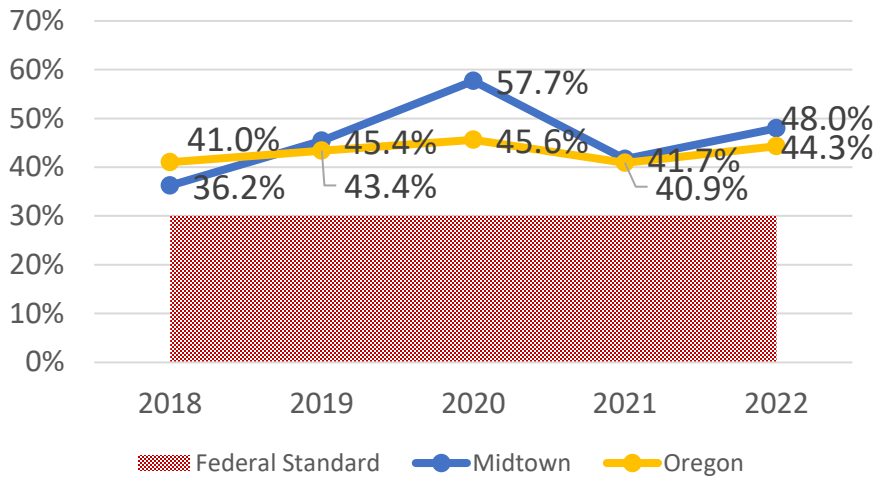
The expectation is to remain above the Federal Standard of 30.3%, represented by the red box in the graph to the left

Lag Measure Performance Table

| Federal Measurement	OR	Federal Standard	Midtown	Compared to the Federal Standard	
Recurrence of Maltreatment	11.0%	9.10%	12.60%	Over the federal standard by	3.50%
Re-Entry into Substitute Care	8.8%	8.30%	5.60%	Over the federal standard by	2.70%
Maltreatment in Care	14.3%	8.50%	13.52%	Over the federal standard by	5.02%
Placement Stability	5.2%	4.10%	8.24%	Over the federal standard by	4.14%
Permanency in 12 Months	39.5%	40.50%	21.20%	Over the federal standard by	19.30%
Permanency in 12-23 Months	40.8%	43.60%	30.90%	Over the federal standard by	12.70%
Permanency in 24+ Months	44.3%	30.30%	48.00%	Over the federal standard by	17.70%

Big Picture: Assessment Dispositions

Closed No Finding, 1%

Unfounded, 56%

Unable to Determine, 21%

Founded, 21%
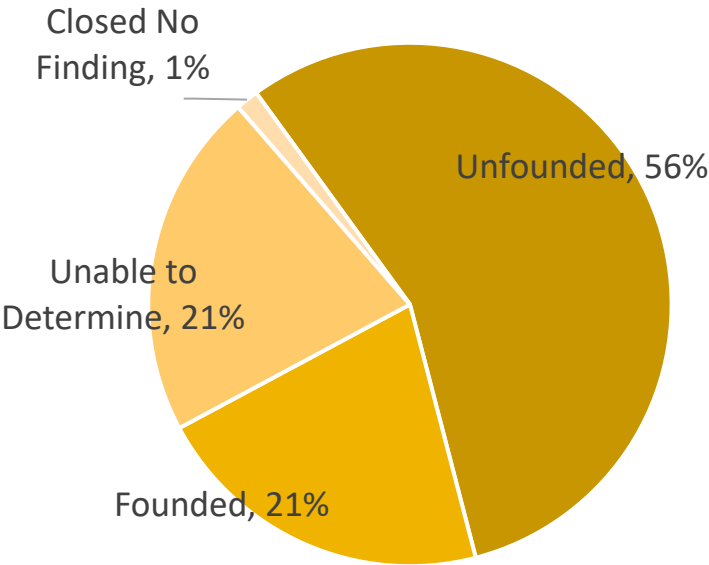
Source: ROM CPS.01

From January 2022 – January 2023, Midtown Branch was assigned 1353 assessments, totaling 1428 dispositions. Child Protective Services Assessments. Each assessment is closed with a "disposition," or finding regarding if abuse occurred or not. Of the allegations that were assigned for CPS investigation during the period under review, 56% of them are unfounded, meaning no abuse occurred; 21% of assessments result in a founded disposition, meaning that there was evidence of abuse; 21% of assessments were coded as Unable to Determine, meaning there are some indications of abuse having occurred but not enough to reach a founded disposition. The final 1% were closed with no assessment.

85 Children **Entered** Substitute Care

99 Children **Exited** Substitute Care
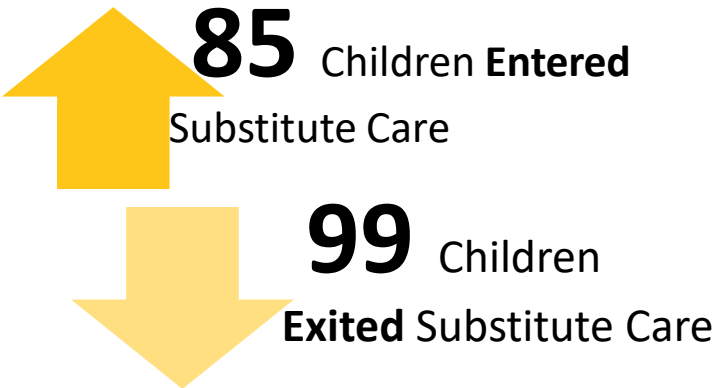
Source: ROM CM.18

Midtown responded to over 1,300 assessments between From January 2022 – January 2023 and worked with families to understand concerns for child safety. Caseworkers worked to support families with services and safety plans, placing children in substitute care only when there was no other option to ensure safety. From January 2022 – January 2023 , Midtown Branch placed 85 children in substitute care, while 99 children exited substitute care in the same timeframe.

Caseworkers respond to concerns for abuse as outlined by the Oregon Revised Statute, which defines what is considered abuse. The graph to the right shows the types of abuse occurring in families in which children had to be removed and placed in substitute care.

Of note, the data to the right reflects a different time period than the rest of this report, showing results from Midtown Branch for January 2021 – January 2022.

While the majority of this report focused on service delivery, this data helps illustrate the concerns in the community.

Reasons Children Were Placed in Substitute Care, by Abuse Type

Abuse Type	Percentage
Sexual Abuse	3%
Physical Abuse	5%
DV	9%
Neglect	83%
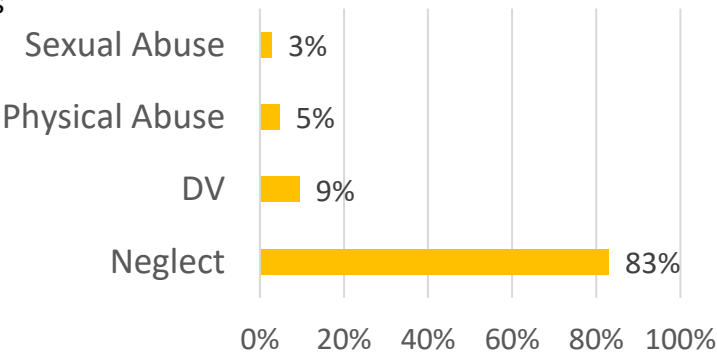
Source: ROM OR.06 (Jan 2021 - December 2021)

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

CPS workers are responding within assigned timelines to concerns of child safety, connecting with families quickly to set up supports and understand the factors that led to the call of concern.
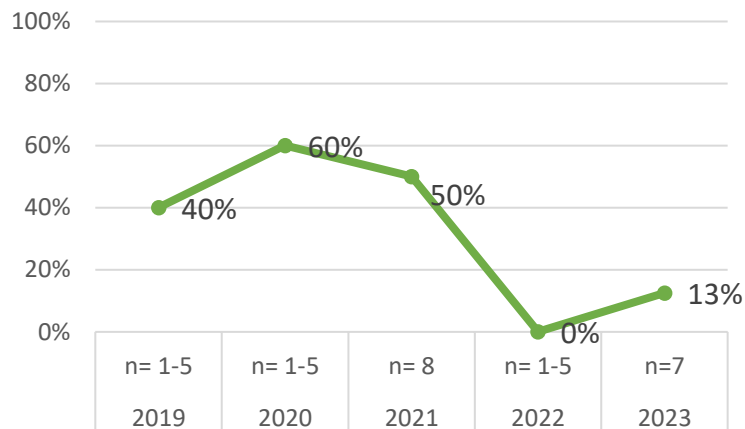
The Deep Dive data, below and to the right, shows performance over the last 5 years for Midtown Branch's timely initial contact with families in the cases reviewed for which the measure applied.

Big Picture: Timeliness of Investigation

Met Contact on Time — 80%

Not Met on Time — 20%

0% 20% 40% 60% 80% 100%
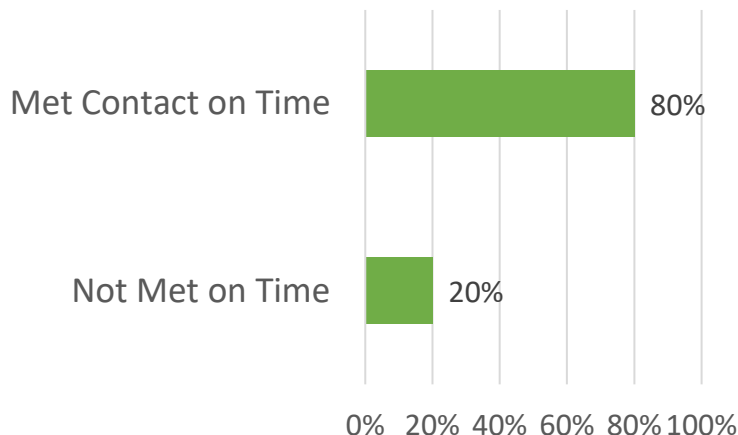
Source: ORRAI BI CW SA 2025

Deep Dive: Timeliness to Investigation

	40%	60%	50%	0%	13%
	n= 1-5	n= 1-5	n= 8	n= 1-5	n=7
	2019	2020	2021	2022	2023

Source: CFSR Item 1

Lead Measure: Efforts to Prevent Removal

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Deep Dive: Services to Prevent Removal

100%	50%	100%	100%
n= 1-5	n= 1-5	n= 1-5	n= 1-5
2019	2020	2021	2023
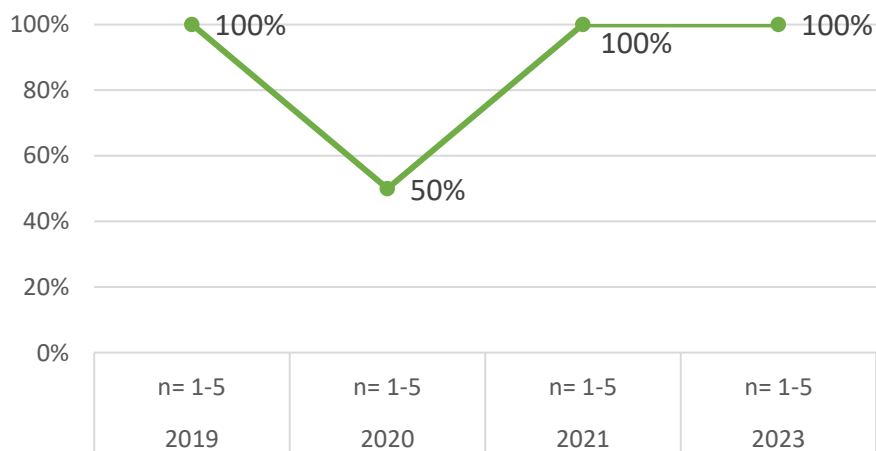
Source: CFSR Item 2

Caseworkers are working diligently to keep children at home with support instead of removing them whenever possible, including after they return home and may face re-entry. They are focused on getting parents or children into services designed to support the family as quickly as possible.

The Deep Dive data to the left shows performance trends regarding Midtown Branch's efforts to provide services to prevent removal in the cases reviewed for which the measure was applied over the last 5 years.

| Recurrence of Maltreatment | Reentry to sub care | Maltreatment in sub care | Placement Stability | Perm in 12 months | Perm in 12 23 months | Perm in 24+ months |

When working with families to understand more about the safety concerns, CPS workers are gathering information about routines, supervision, and parenting expectations; they are asking about attachment, bonding, and empathy. Workers are asking about each child's specific needs, developmental tracks, personalities, and relationships, as well as the extent (what happened, when did it happen, where did it happen, and who was involved) and circumstances (why did it happen, what contributed to it happening?) of abuse.

The case review data to the right shows information regarding how often Midtown Branch has been gathering sufficient information to make a safety decision in four areas of the assessment over the last 5 reviews.

Deep Dive: Gathering Sufficient Information

Child Functioning   Parenting Practices
Extent   Circumstances

Source: CPS Fidelity Reviews

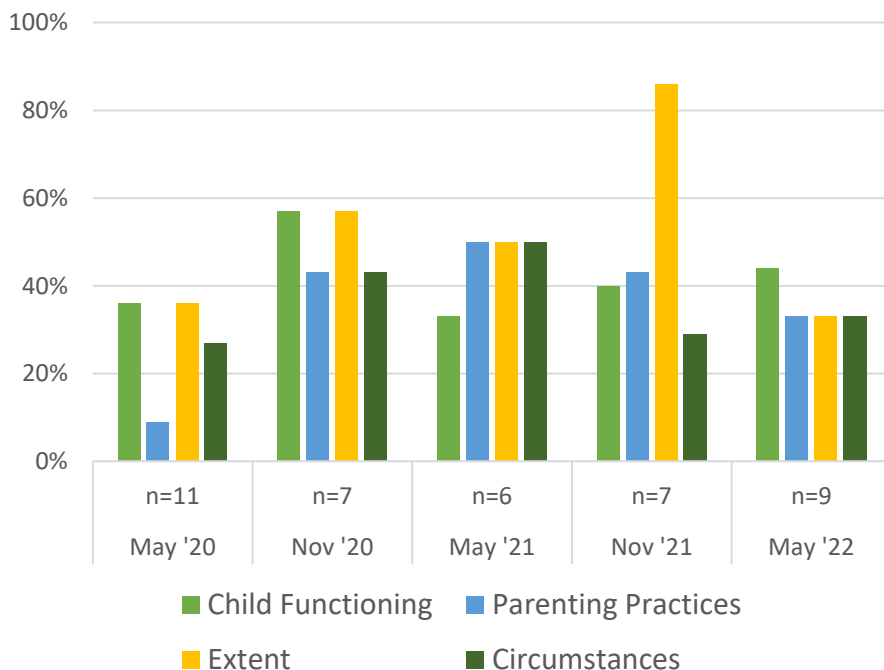| Recurrence of Maltreatment | Reentry to sub care | Maltreatment in sub care | Placement Stability | Perm in 12 months | Perm in 12 23 months | Perm in 24+ months |

Deep Dive: Risk & Safety Management
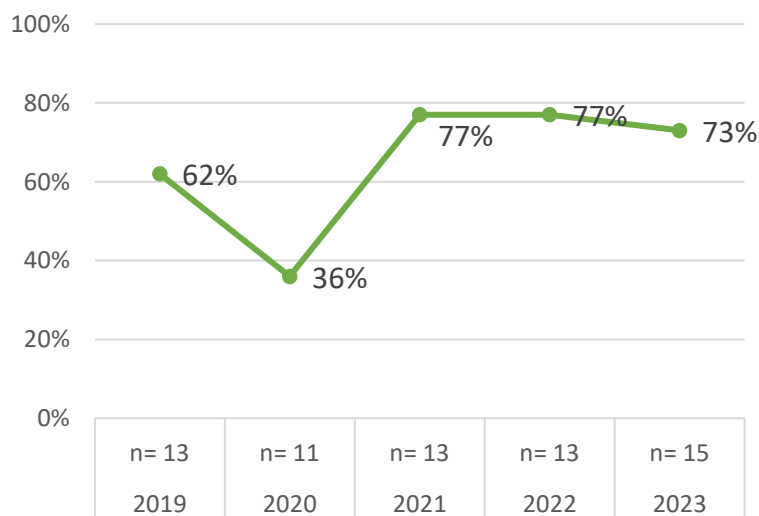
Source: CFSR Item 3

When children can return home with a safety plan in place, and when CPS caseworkers are assessing concerns in-home, a clear and reliable safety plan is needed. These safety plans include frequent monitoring by the community and ODHS, and not relying on children or parents to maintain safety. The plan is updated whenever the family situation changes. To close cases, caseworkers are evaluating the risk and safety in the home environment, ensuring the behaviors in the home are predictable and stable.

The Deep Dive data to the left shows performance trends regarding the quality and sufficiency of assessment and safety planning done by Midtown Branch in the cases reviewed for which the measure applied over the last 5 years.

10

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Deep Dive: Identifying Impending Danger Safety Threats

	n=11	n=7	n=6	n=7	n=9
	May '20	Nov '20	May '21	Nov '21	May '22

Data points: 55% (May '20), 71% (Nov '20), 67% (May '21), 71% (Nov '21), 89% (May '22)
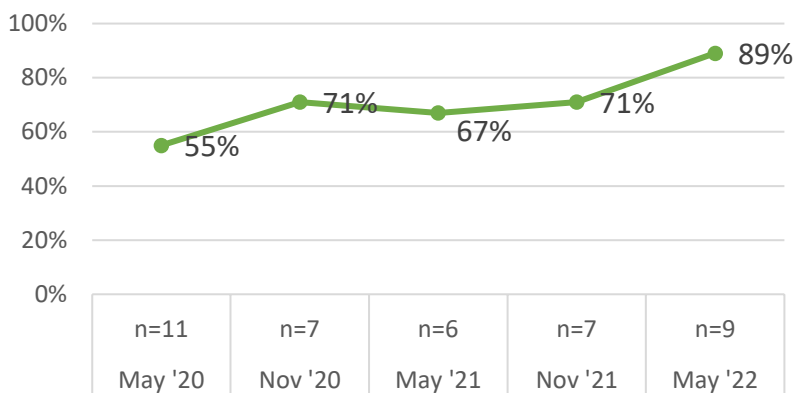
Source: CPS Fidelity Reviews

In addition to investigating the incident reported to ODHS, caseworkers are also having discussions with families across all areas to understand how each family functions day to day. CPS workers are looking to understand if any safety threats are present in the family. When CPS workers accurately identify the safety threats which could occur within a family, they are then able to provide support or intervention to prevent further child safety concerns.

The Deep Dive data to the left shows performance trends regarding the accuracy of identification of impending danger safety threats assessed by Midtown Branch for the cases reviewed for which the measure applied over the last 5 reviews.

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers ask questions to understand if the family is at risk for coming back to the agency's attention. They review stressors, child vulnerability, and parenting practices to understand the risk of recurrence. When families have increased risk factors, caseworkers connect them to resources in the community. Those resources do not require ODHS contracts and can support the family longer than ODHS Child Welfare can.

The Deep Dive data below and to the left shows performance trends regarding the accuracy of identification of Moderate to High Needs families assessed by Midtown Branch for the cases reviewed for which the measure was applied over the last 5 reviews. The Deep Dive data below and to the left show performance trends regarding M2HN families being referred to accessible, non-contracted, relevant services over the last 5 years for which the measure applied.

Deep Dive: Accurate Identification of M2HN

	n=11	n=7	n=6	n=7	n=8
	May '20	Nov '20	May '21	Nov '21	May '22

Data points: 33% (May '20), 29% (Nov '20), 40% (May '21), 60% (Nov '21), 50% (May '22)

Deep Dive: Services Offered to M2HN Families
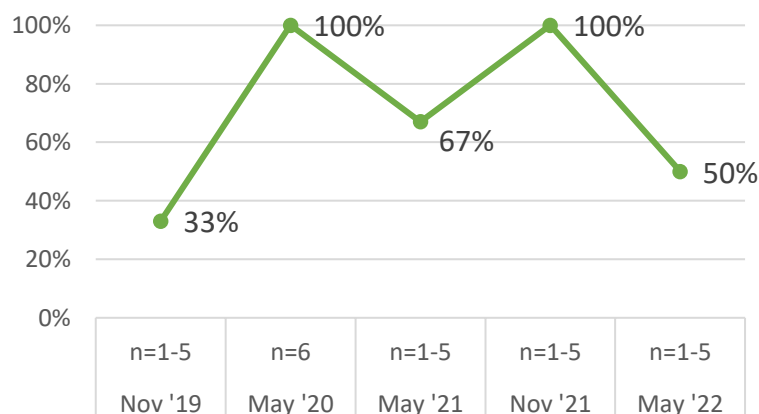
	n=1-5	n=6	n=1-5	n=1-5	n=1-5
	Nov '19	May '20	May '21	Nov '21	May '22

Data points: 33% (Nov '19), 100% (May '20), 67% (May '21), 100% (Nov '21), 50% (May '22)

Source: CPS Fidelity Reviews

Source: CPS Fidelity Reviews

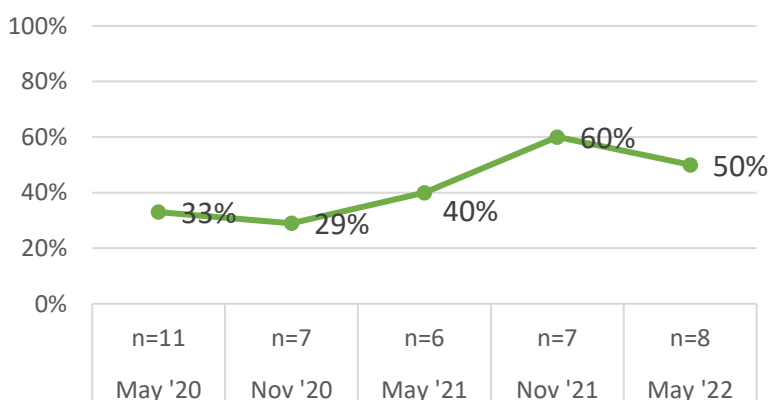| Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers are working with service providers and natural supports within families to manage out of control behavior which impacts child safety. The ongoing safety plan describes how the children are unsafe and how the safety threat specifically impacts child vulnerability. The plan is regularly updates as the family circumstances change.

The Deep Dive data to the right shows performance trends regarding the accuracy and sufficiency of ongoing safety plans in the cases reviewed from Midtown Branch over the last 5 years

Deep Dive: Accurate & Sufficient Ongoing Safety Plans

	March '19	Nov '19	Jan '21	Mar'22	Sept '22
	n=14	n=14	n=7	n=10	n=8

Data points: 64%, 64%, 14%, 30%, 25%
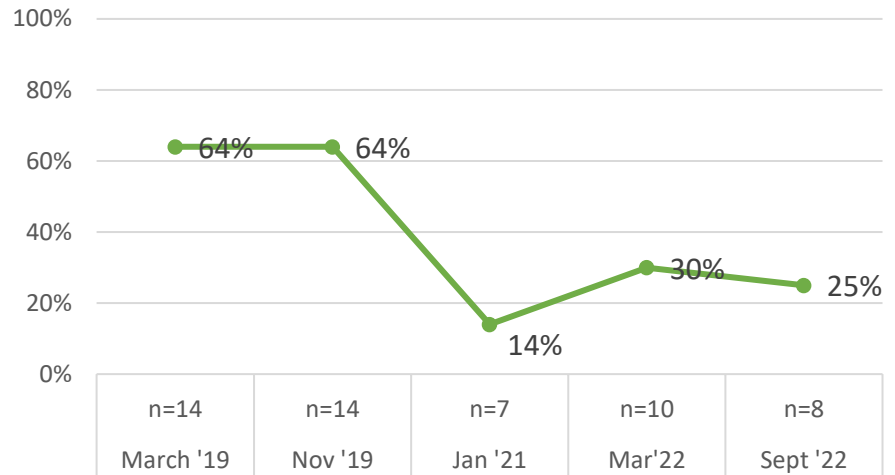
Source: Permanency Quality Assurance Reviews

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Deep Dive: Preserving Cultural Connections

	2019	2020	2021	2022	2023
	n= 11	n= 9	n= 11	n= 11	n= 13

Data points: 64%, 33%, 73%, 73%, 62%
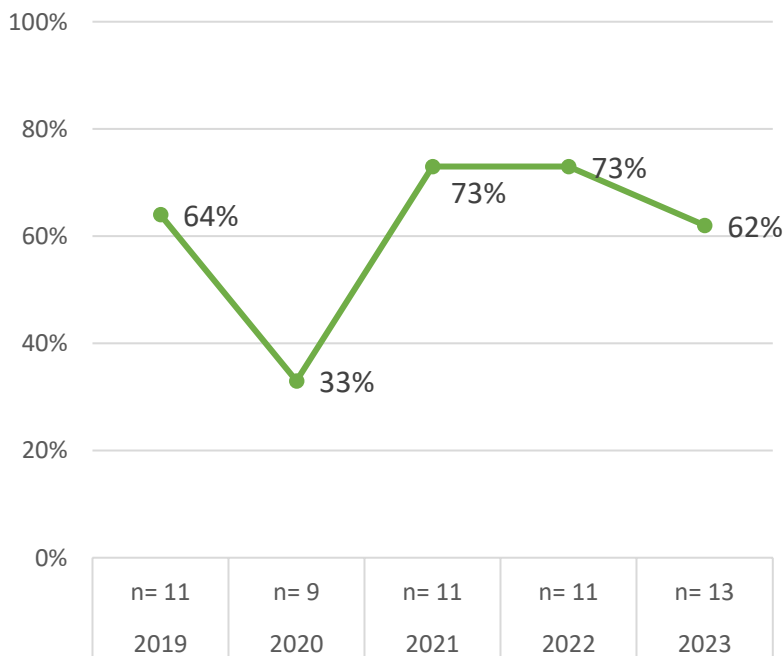
Source: CFSR Item 9

Caseworkers are working to keep children connected to their Tribe, church, school, friends, and neighborhood prior to their placement in care. This support and connection reminds children of who they are, gives them a sense of familiarity, and offers networking and connection to others in their culture of origin. Preserving these connections adds a protective factor as children remain supported by their natural community.

Caseworkers are asking parents and relatives about American Indian and Alaska Native heritage, initiating searches and inquiry for ICWA eligibility. Children who are ICWA eligible are placed in Tribal resource homes whenever possible, as part of Placement Preference.

The Deep Dive data to the left show performance trends regarding the efforts made by Midtown Branch to preserve cultural connections for children in the cases reviewed for which the measure was applied over the last 5 years.

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers work to ensure that a child's placement is stable and is consistent with achieving the child's permanency goal(s). Ideally, a child would only experience one placement setting. If a child requires a placement change, that change should be based on the needs of the child and/or to promote permanency achievement.

The pie chart below shows the number of placements of the children who were placed in substitute care during the period under review have experienced. The case review data, below and to the right, shows performance trends regarding Midtown Branch's ability to ensure stability of substitute care placements in the cases reviewed for which the measure applied over the last 5 years.

Big Picture: Placement Moves for Children Placed in Substitute Care Jan'22 - Jan'23

3-4 Placements, 7%
2 Placements, 34%
1 Placement, 59%
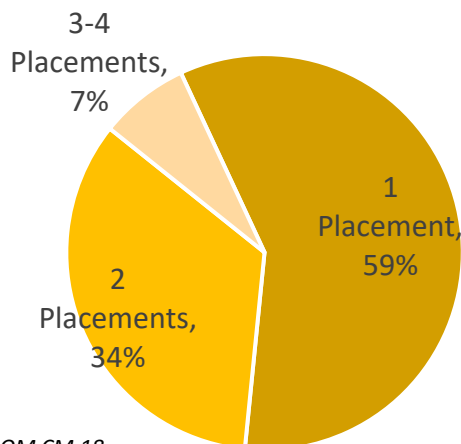
Source: ROM CM.18

Deep Dive: Placement Stability
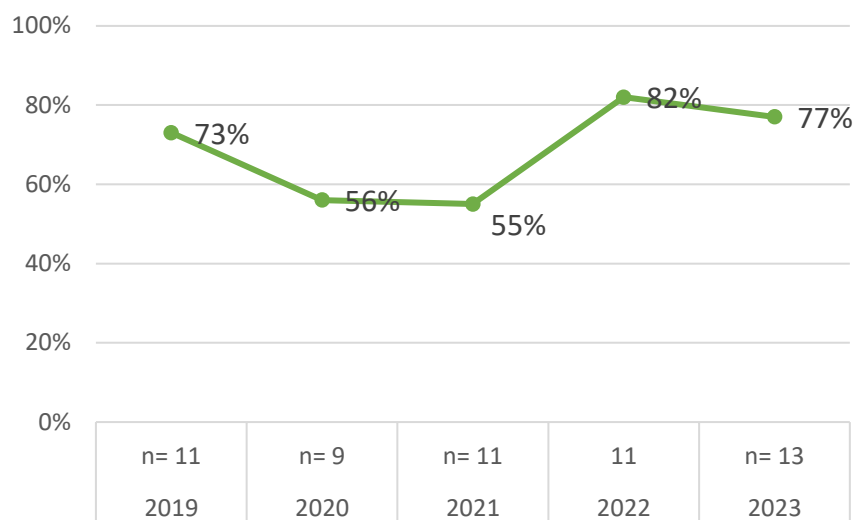
	n= 11	n= 9	n= 11	11	n= 13
	2019	2020	2021	2022	2023

73% · 56% · 55% · 82% · 77%

Source: CFSR Item 4

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

During their home visits and at other contacts, caseworkers are asking Resource Parents what they need to support the children in their home and working to provide those supports. This can be things like trainings, respite care, or professionals designed to support them in meeting children's increased needs. Caseworkers are also asking about and looking for ways in the community to support the children's needs so that the Resource Parents are not the only ones responding to a child's trauma responses or increased needs.

The case review data shows performance trends regarding efforts made by Midtown Branch to assess and provide services to support Resource Families in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Needs Assessment & Services to Resource Parents
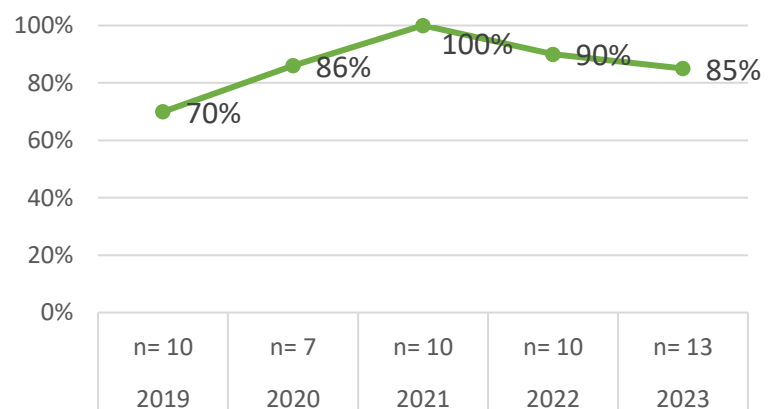
	n= 10	n= 7	n= 10	n= 10	n= 13
	2019	2020	2021	2022	2023

70% · 86% · 100% · 90% · 85%

Source: CFSR Item 12c

13

| Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Kith and Kin placements offer familiarity, cultural connection, and a sense of belonging during a traumatic time for a child. When children are placed with kith/kin, their cultural needs will most likely be met as well.

A big picture look shows that 28% of children are placed in kith/kin resource homes upon initial removal, and that 31% of children currently in substitute care are placed in kith/kin resource homes.

Big Picture: Initial Placement with Relatives

Placed with Kith/Kin, 28%

Placed in General App Homes, 72%
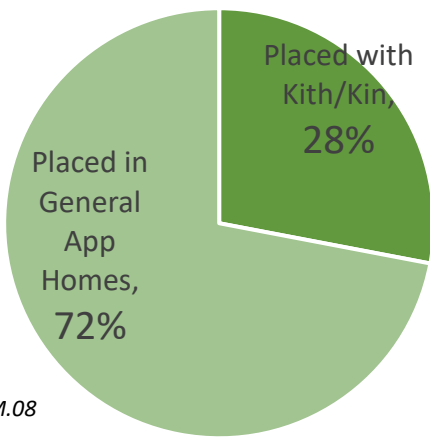
Source: ROM CM.08

Big Picture: Current Placement of Children in Kith/Kin Resource Homes

Kit/Kin Resource Placement, 31%

General ODHS Resource Placement, 69%
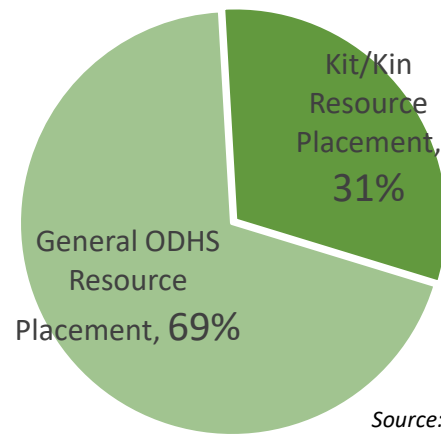
Source: ORKIDS BI FC-1005-D

The case review data, below and to the left, shows performance trends regarding efforts made by Midtown Branch to place children in kith/kin homes in the cases reviewed for which the measure applied over the last 5 years. The case review data, below and to the right, shows trends regarding efforts made by Midtown Branch to place siblings together in the cases reviewed for which this measure applied over the last 5 years.

Deep Dive: Relative Placement

	n= 11	n= 8	n= 9	n= 10	n= 13
	2019	2020	2021	2022	2023

82%, 50%, 89%, 80%, 92%
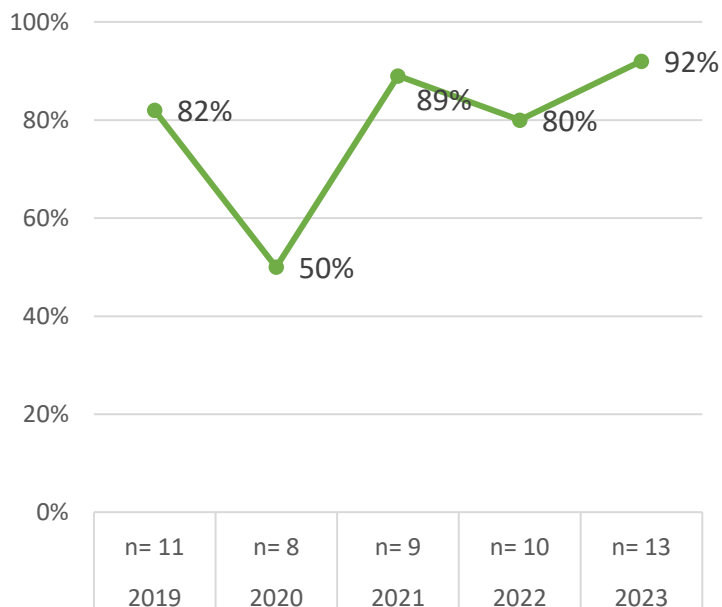
Source: CFSR Item 10

Deep Dive: Placement with Siblings
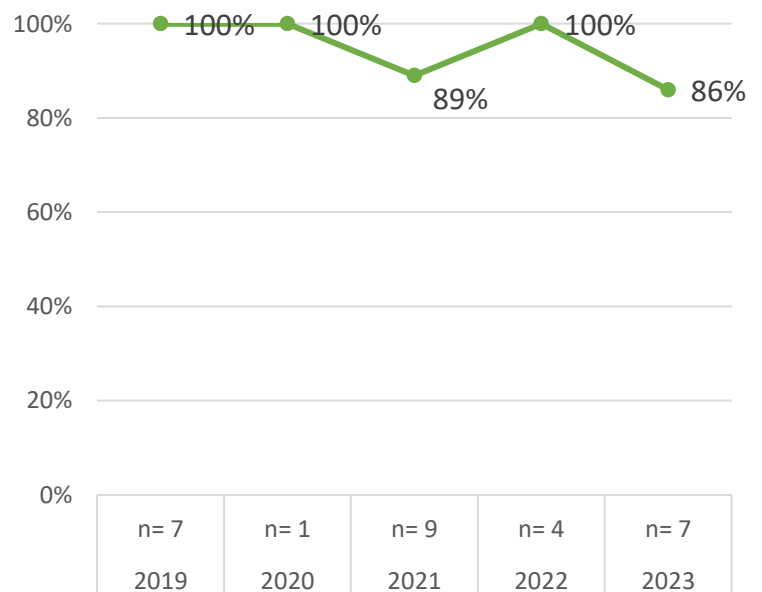
	n= 7	n= 1	n= 9	n= 4	n= 7
	2019	2020	2021	2022	2023

100%, 100%, 89%, 100%, 86%

Source: CFSR Item 7

Big Picture: Time between a child's palcement in subsitute care and the first visit with their parent

- 60 days +, 10%
- 2 days or less, 17%
- 30- 60 days, 8%
- 21-30 days, 7%
- 7-21 days, 16%
- 3-5 days, 18%
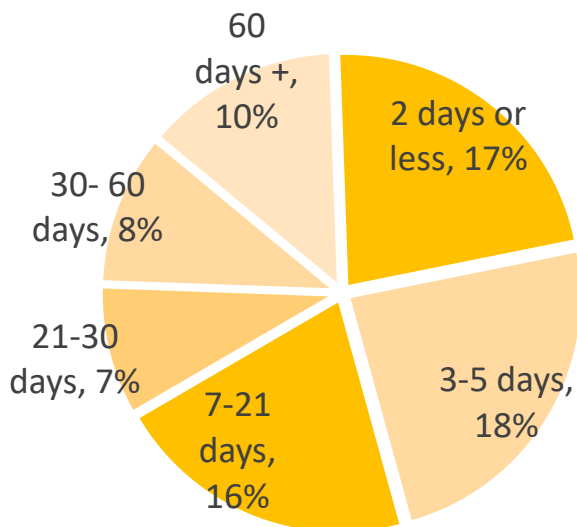
Source: ORRAI BI FC-1027-D

When children are placed in substitute care, caseworkers and Family Time Coordinators work to ensure that children and parents can see each other as soon as possible, with a goal of having that first contact happen within 2 days after placement in substitute care.

The data entered in ORKIDS shows Midtown Branch is ensuring an immediate first visit, called Family Time, with a parent for 17% of children placed in substitute care during January 2022 – January 2023; 18% of children had Family Time with a parent within 3-5 days of placement in substitute care; 16% of children had Family Time with a parent within 7-21 days of placement in substitute care; 7% of children had Family Time with a parent within 21-30 days of placement in substitute care; 8% of children had Family Time with a parent within 30-60 days of placement in substitute care; 10% of children had Family Time with a parent in over 60 days after being placed in substitute care.

Lead Measure: Family Time

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

While children are in substitute care, families are still able to spend time together and connect in meaningful ways. Family Time often occurs in an ODHS office but is also happening in the community. This time is about connection and typical family functioning – meals, homework, problem-solving. Caseworkers are providing supports to increase the quality of the time parents spend with their children

The case review data tracks performance trends regarding efforts made by Midtown Branch to ensure and support frequent and quality Family Time in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Visits w/ Parents and Siblings
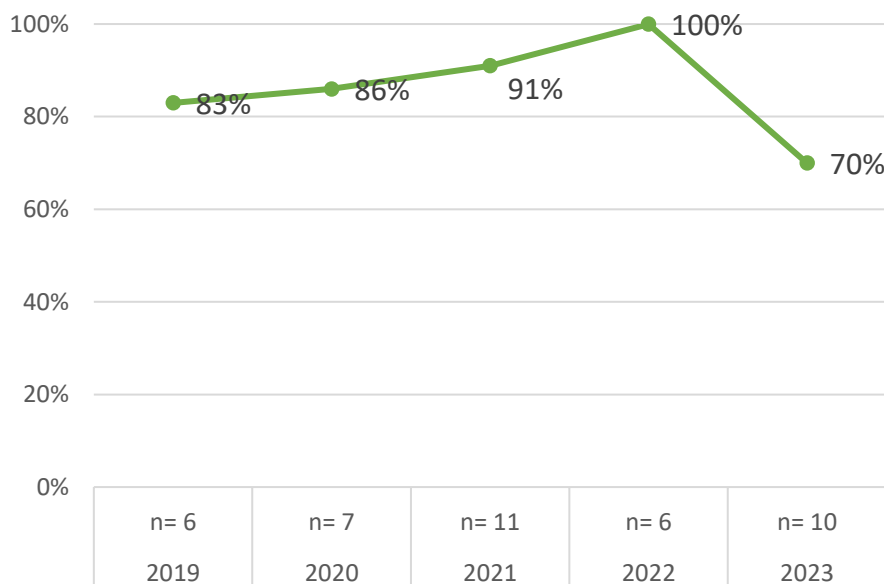
	n= 6	n= 7	n= 11	n= 6	n= 10
	2019	2020	2021	2022	2023

83% — 86% — 91% — 100% — 70%

Source: CFSR Item 8

15

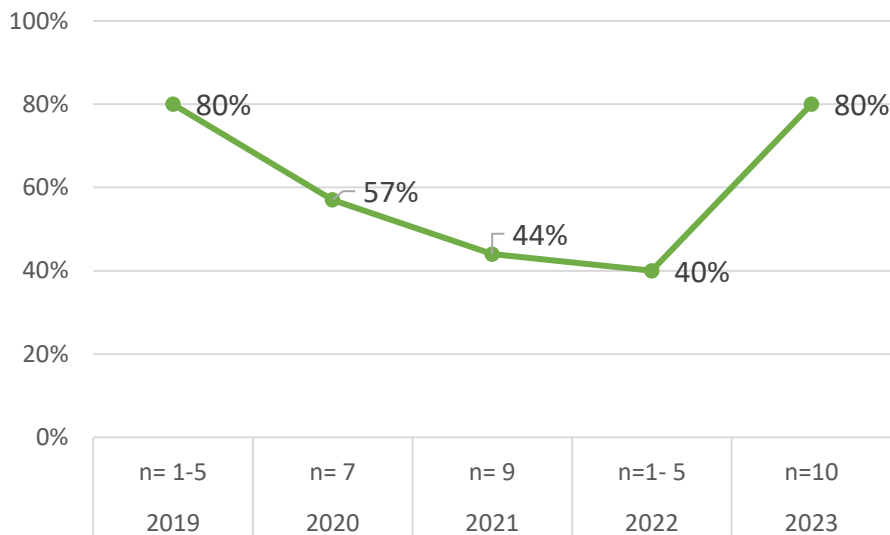| Recurrence of Maltreatment | Reentry to sub care | Maltreatment in sub care | Placement Stability | Perm in 12 months | Perm in 12 23 months | Perm in 24+ months |

Deep Dive: Relationship of Parent/Child in Care

80%
57%
44%
40%
80%

| | n= 1-5 | n= 7 | n= 9 | n=1- 5 | n=10 |
| | 2019 | 2020 | 2021 | 2022 | 2023 |

Source: CFSR Item 11

Parents are also invited to doctor appointments, school functions, and sporting events. Caseworkers keep parents informed and involved in these activities to further support the parent-child relationship. As parents prepare for their children's return home, keeping them updated about a child's needs and involved with their providers ensure the likelihood of success.

The case review data tracks performance trends regarding efforts made by Midtown Branch to support the Parent/Child Relationship in the cases reviewed for which the measure applied over the last 5 years.

Lead Measure: Appropriate and Timely Permanency Plan

| Recurrence of Maltreatment | Reentry to sub care | Maltreatment in sub care | Placement Stability | Perm in 12 months | Perm in 12 23 months | Perm in 24+ months |

Caseworkers, in collaboration with parents, are outlining the case plan in the Family Report, putting it in writing so that parents and providers understand the goals and path to achieve them. These plans are written within 60 days of a child's entry into substitute care.

A big picture look shows that Midtown Branch ensured case plans were entered and approved within 60 days of placement 38% of the time January 2022 – January 2023. The case review data tracks performance trends regarding efforts made by Midtown Branch to ensure the plan was entered timely and that the plan was appropriate given the status of the case in the cases reviewed for which the measure applied over the last 5 years.

Big Picture: Family Report Approval w/in 60days

Met, 38%
Not Met, 62%
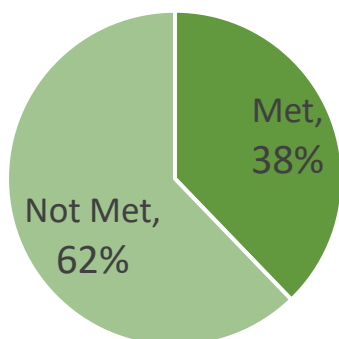
Source: ORAAI BI FC-1026-D

Deep Dive: Appropriate & Timely Permanency Plans
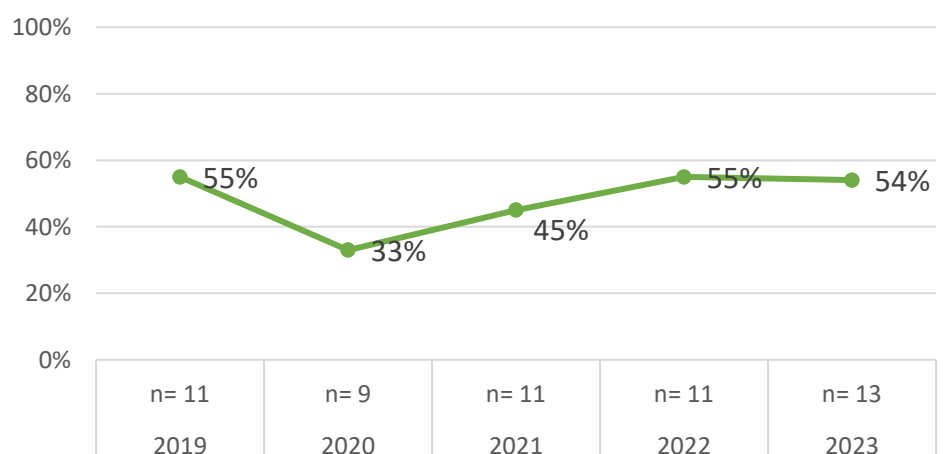
55%
33%
45%
55%
54%

| | n= 11 | n= 9 | n= 11 | n= 11 | n= 13 |
| | 2019 | 2020 | 2021 | 2022 | 2023 |

Source: CFSR Item 5

16

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

At this point in the case plan, caseworkers are focusing on identifying the most appropriate placement and engaging in consistent communication and collaboration with the child's service providers.

Federal guidelines (ASFA, Adoption and Safe Families Act) dictate timeframes in which different permanency types should be achieved. ASFA timelines are a critical component of this CFSR measure. Caseworkers are considering multiple processes and protocols that each take considerable lengths of time and planning (e.g. out-of-state placements) while working to meet specific child welfare timelines.
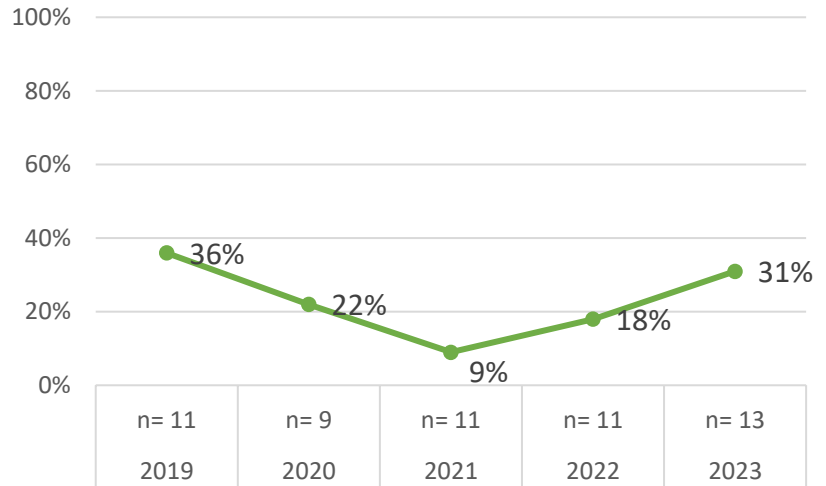
The case review data to the right tracks performance trends regarding efforts made by Midtown Branch to achieve the identified permanency plan within ASFA guidelines in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Achieving Permanency

	n= 11	n= 9	n= 11	n= 11	n= 13
	2019	2020	2021	2022	2023

36% 22% 9% 18% 31%

Source: CFSR Item 6

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers are working collaboratively with families to create their case plans to understand the family dynamics, causes of safety concerns, and how to address them. Parents are telling caseworkers what they need to keep their children safe; they are able to identify providers they want to work with, increasing engagement in services. By working collaboratively, caseworkers can involve natural supports to maintain changes after ODHS is no longer involved and honor the family as the expert on how to keep their children safe.

The case review data tracks performance trends regarding efforts made by Midtown Branch to engage parents and children in case planning in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Involvement of Parent & Child in Case Planning
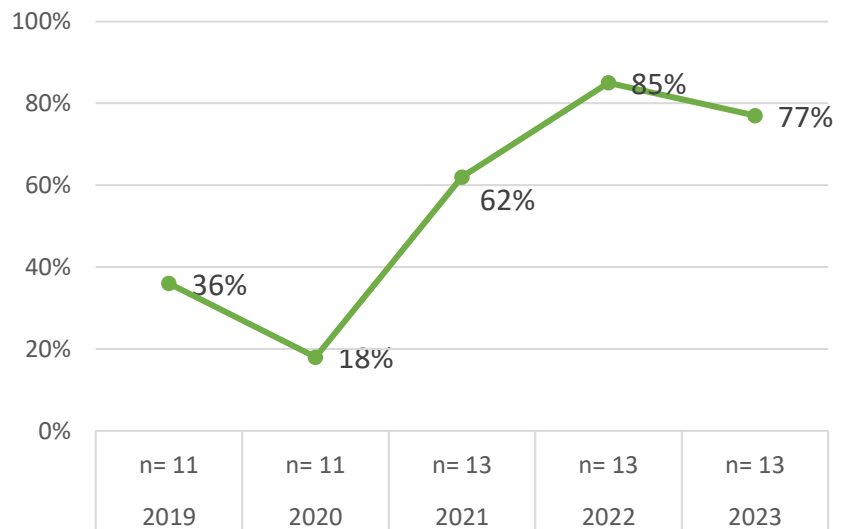
	n= 11	n= 11	n= 13	n= 13	n= 13
	2019	2020	2021	2022	2023

36% 18% 62% 85% 77%

Source: CFSR Item 13

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers are meeting with parents at least monthly, often having other points of contact in-between. Caseworkers are planning intentional connection points with parents, meeting them in spaces they feel safe and are ready to engage. Caseworkers are building trust and relationship with parents to have deeper conversations so that underlying factors are addressed in the plan and parental capacities are better understood.

A look at the big picture shows that monthly face to face with parents is happening an average of 33% of the time, with an additional 25% of parent contact not met due to approved exception. Case reviews look at both the frequency and the quality of the contact between caseworker and parent; the data below and to the right shows performance trends regarding frequent and quality contact with parents served by Midtown Branch for the past 5 years.

Big Picture: Monthly Face-to-Face Contact with Parents

Met   Exception
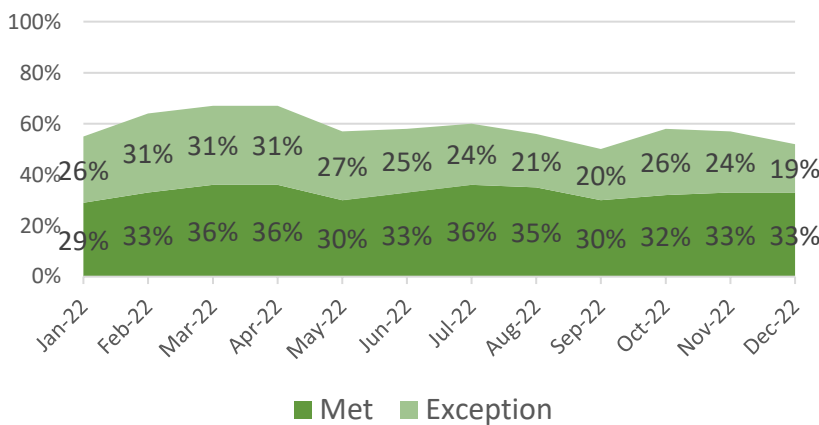
Source: ORKIDS F2F Dashboard, archived

Deep Dive: Monthly Face to Face with Parent
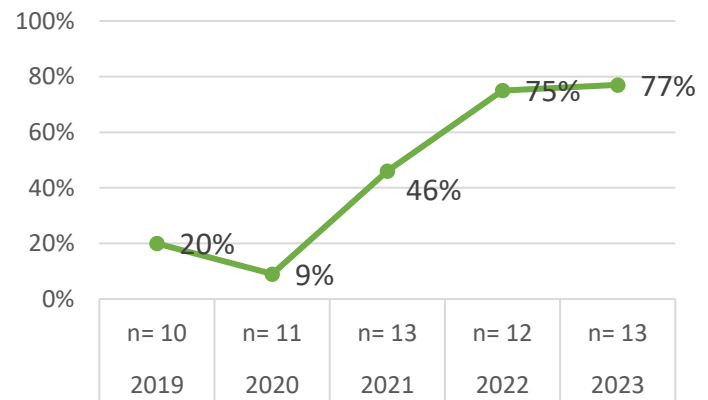
n= 10	n= 11	n= 13	n= 12	n= 13
2019	2020	2021	2022	2023

Source: CFSR Item 15

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

By working collaboratively with parents, caseworkers are gathering information about the parents' capacities and working to understand underlying causes and factors. This capacity assessment helps caseworkers find the right services to support parents and enhance capacities needed to ensure child safety.

The case review data shows performance trends regarding efforts made by Midtown Branch to assess parents' needs and provide services in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Needs Assessment & Services to Parents

n= 11	n= 11	n= 13	n= 12	n= 13
2019	2020	2021	2022	2023

Source: CFSR Item 12b

18

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Caseworkers see children on their caseloads at least monthly, meeting in their home at least every other month. During these contacts, caseworkers are reviewing the child's sleeping area and environment, and speaking with the child alone to provide time for the child to share anything they may not want to share with caregivers present.

A look at the big picture shows that monthly face to face with child is happening an average of 92% of the time. Case reviews look at both the frequency and the quality of the contact between caseworker and child; the data below and to the right shows performance trends regarding frequent and quality contact with children served by Midtown Branch for the past 5 years.

Big Picture: Monthly Face-to-Face Contact with Child

Source: ROM IC.10

Deep Dive: Monthly Face to Face with Child

n= 13	n= 11	n= 13	n= 13	n= 15
2019	2020	2021	2022	2023

Source: CFSR Item 14

Lead Measure: Needs Assessment & Services for Child

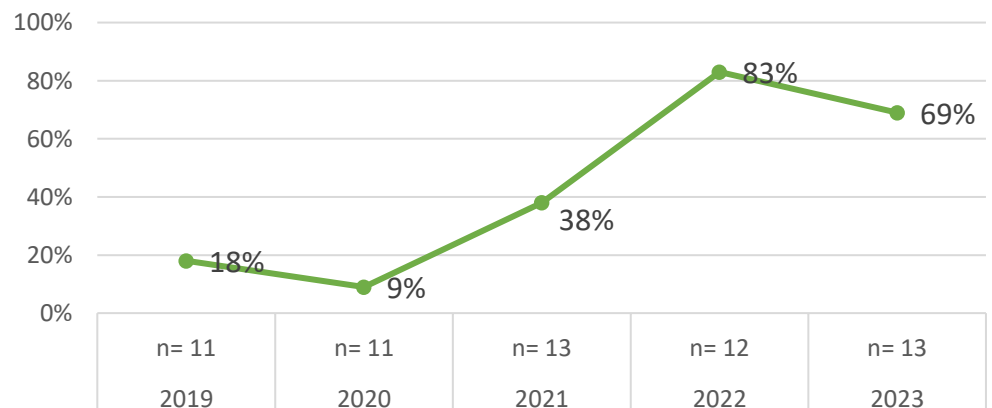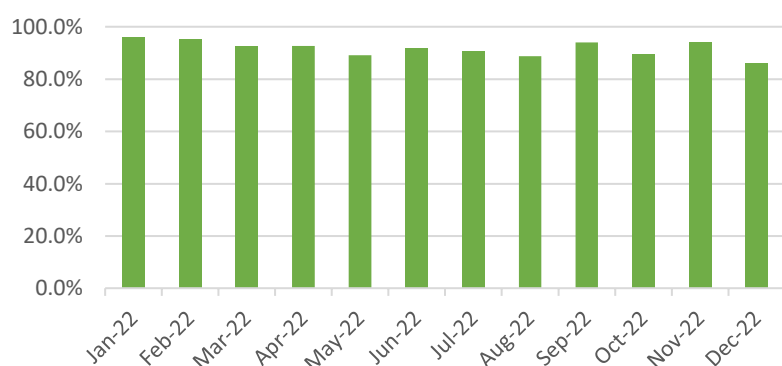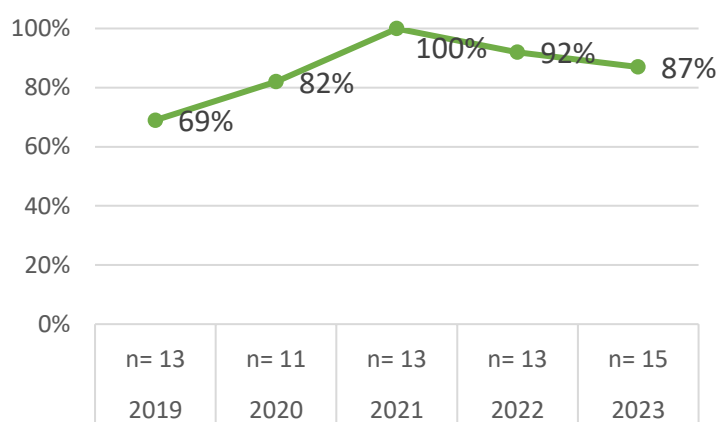| Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Deep Dive: Needs Assessment & Services to Children

n= 13	n= 11	n= 13	n= 13	n= 15
2019	2020	2021	2022	2023
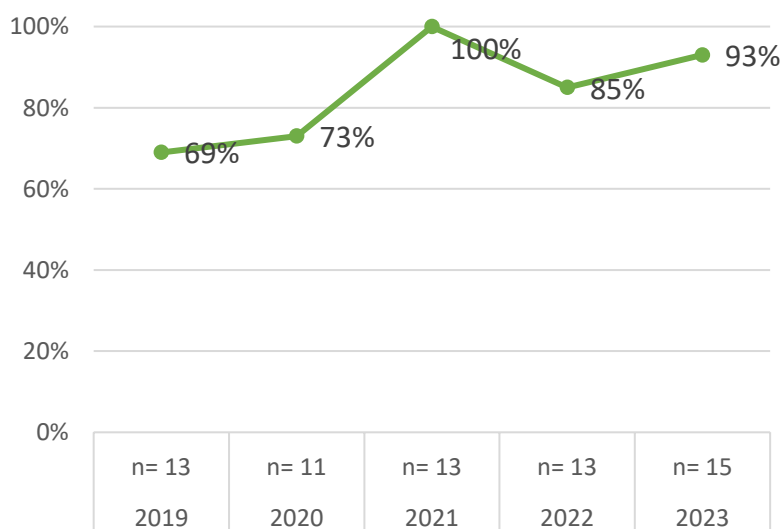
Source: CFSR Item 12a

Caseworkers are partnering with children's providers to understand the needs of the child around social relationships, activities and recreation, and day to day material needs. Caseworkers ensure that children over 14yo are referred for the Independent Living Program and supports to ensure they are successful as young adults. Caseworkers are informally evaluating children during their home visits and referring children for formal assessments, designed to both understand the needs of the child and to help outline a plan for caregivers to follow

The case review data shows performance trends regarding efforts made by Midtown Branch to assess children's needs and provide services in the cases reviewed for which the measure applied over the last 5 years.

19

Reunification

13.5 Months

Guardianship

40.5 Months

Adoption

32.9 Months

Median length of stay is the mid-point in the total length of stay for all children who exited substitute care during January 2022 – January 2023; median is the middle score, so half of the children discharged from substitute care in more months and half in less.

The median length of stay for children who were reunified was **13.5** months. The median length of stay for children who were in a finalized guardianship was **40.5** months. The median length of stay for children adopted was **32.9**months.

Lead Measure: Time to Jurisdiction

Recurrence of Maltreatment	Reentry to sub care	Maltreatment in sub care	Placement Stability	Perm in 12 months	Perm in 12 23 months	Perm in 24+ months

Parents have the right and opportunity to engage the court as the proceedings relate to their families. Establishing timely jurisdiction ensures case plans can proceed; timelines designed to protect children from languishing in care are impacted by the length of time to establish jurisdiction. We rely on our legal partners and the Juvenile Court to help meet these timelines.

Courts aim to establish jurisdiction within 60 days of a child's placement in care. The data to the right tracks how frequently that occurs in Multnomah County, broken into quarters by the Oregon Circuit Court.

% of cases in which Jurisdiction was established within 60 days

	8%	43%	20%	21%
	n= 74	n=86	n=64	n=101
	2022 Qtr 1	2022 Qtr 2	2022 Qtr 3	2022 Qtr 4
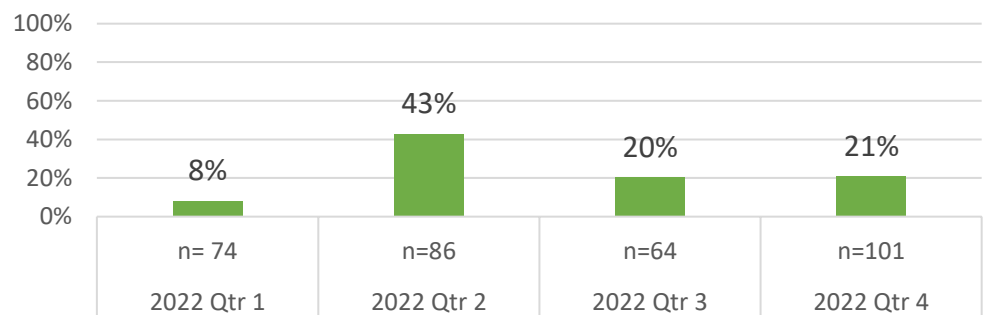
Median Days to Jurisdiction

	123	77	119	129
	n= 74	n=86	n=64	n=101
	2022 Qtr 1	2022 Qtr 2	2022 Qtr 3	2022 Qtr 4

Source: JCIP Dashboard

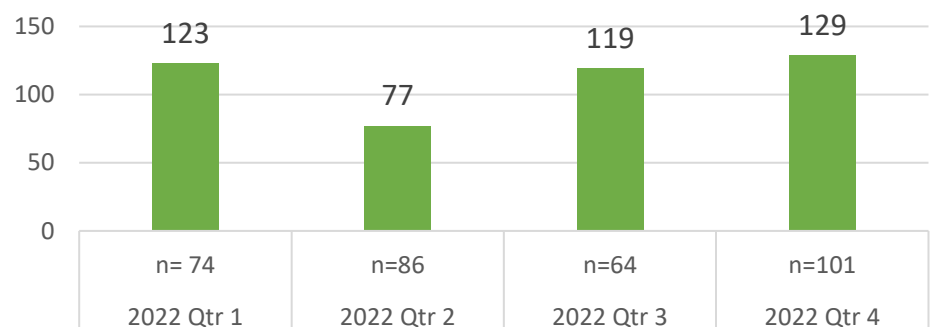| Recurrence of Maltreatment | Reentry to sub care | Maltreatment in sub care | Placement Stability | Perm in 12 months | Perm in 12 23 months | Perm in 24+ months |

Deep Dive: Educational Needs Met

100% — 100%
92%
100% — 100%
56%

| n= 10 | n= 9 | n= 12 | n= 11 | n= 9 |
| 2019 | 2020 | 2021 | 2022 | 2023 |
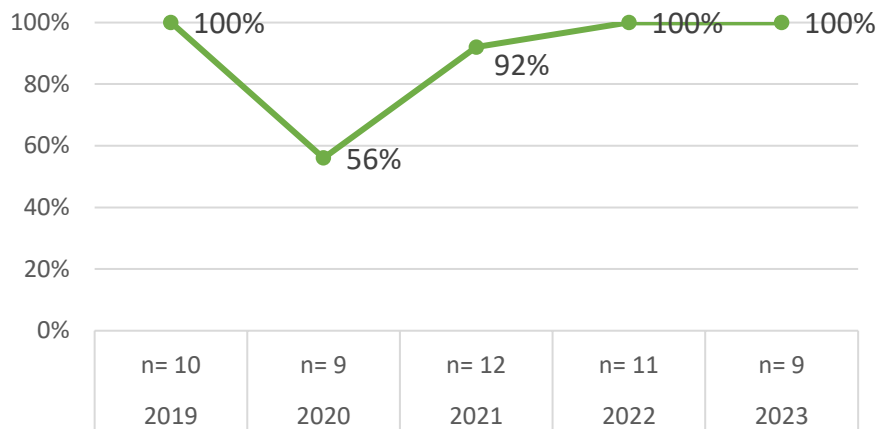
Source: CFSR Item 16

When children are placed in substitute care, caseworkers work alongside Resource Parents and partners in the child's school systems to ensure all educational needs are met, both initially and ongoing. This includes attending and supporting the child's IEP meetings and goals.

The case review data to the left shows performance trends regarding efforts made by Midtown Branch to meet children's educational needs in the cases reviewed for which the measure applied over the last 5 years.

Caseworkers and Resource Parents ensure the child's medical and dental needs are being met both upon the child's initial placement in substitute care and ongoing. Children are being seeing for well-child visits, having dental cleanings, and are up to date with immunizations. Resource Parents fill out medication logs for any prescribed non-psychotropic medications.

The case review data to the right shows performance trends regarding efforts made by Midtown Branch to meet children's medical and dental needs in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Medical, Dental Needs Met

75%
50% 54%
83%
73%

| n= 12 | n= 10 | n= 13 | n= 12 | n= 15 |
| 2019 | 2020 | 2021 | 2022 | 2023 |
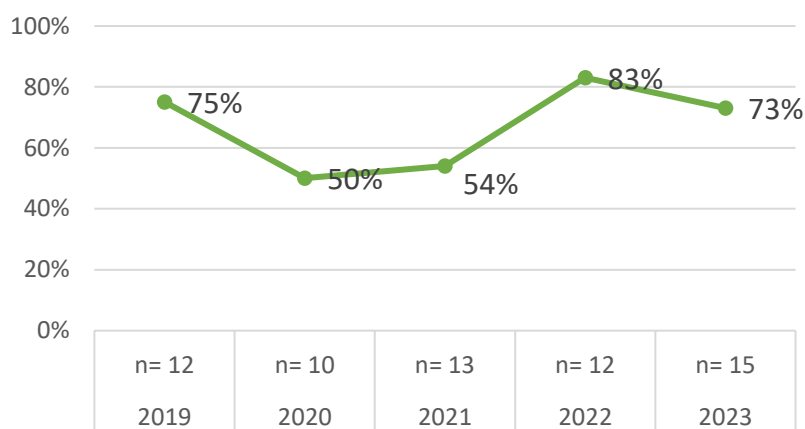
Source: CFSR Item 17

Deep Dive: Mental Health Needs Met

70%
56%
44%
90%
75%

| n=1-5 | n= 9 | n= 9 | n= 11 | n= 8 |
| 2019 | 2020 | 2021 | 2022 | 2023 |

Source: CFSR Item 18

Caseworkers and Resource Parents also partner to ensure children's mental health needs are met, as being placed in substitute care in and of itself is traumatic. Caseworkers and Resource Parents are ensuring children are getting regular and ongoing assessments and then being connected to the necessary services. If a child is prescribed psychotropic medications, the Resource Parent tracks these on a medication log.
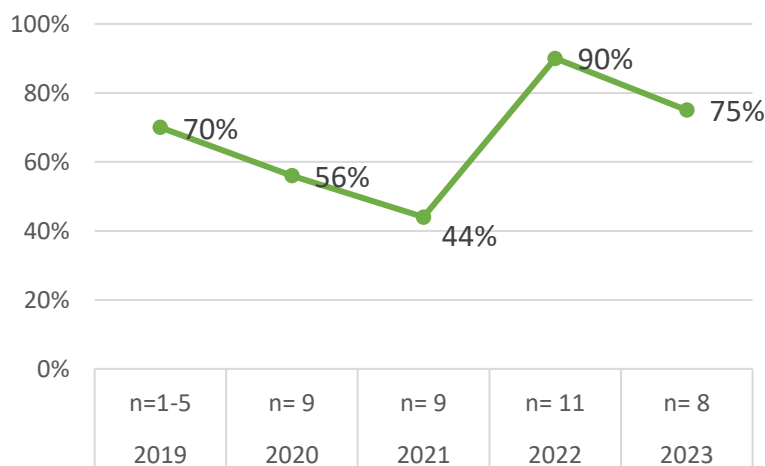
The case review data to the left shows performance trends regarding efforts made by Midtown Branch to meet children's mental health needs in the cases reviewed for which the measure applied over the last 5 years.

Young Adults in Substitute Care, by Case Plan
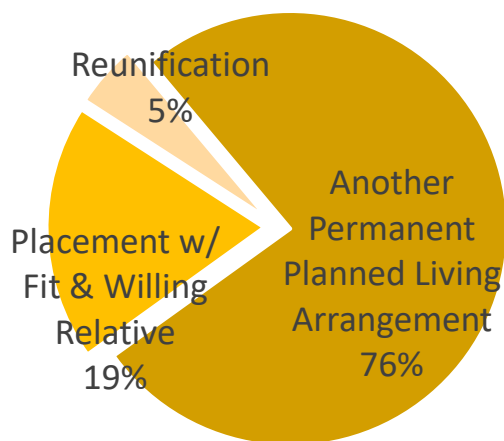
Some young adults remain with ODHS beyond 18 years old. Caseworkers work with the young adults to help them find the most appropriate plan for them, as well as provide supportive services to help them adjust to adult life.

The graph to the left outlines the various case plans identified for the young adults in substitute care at Midtown Branch.

The graph to the right outlines the length of time the young adults in substitute care at Midtown Branch have been in substitute care.

Young Adults in Substitute Care, Length of Stay
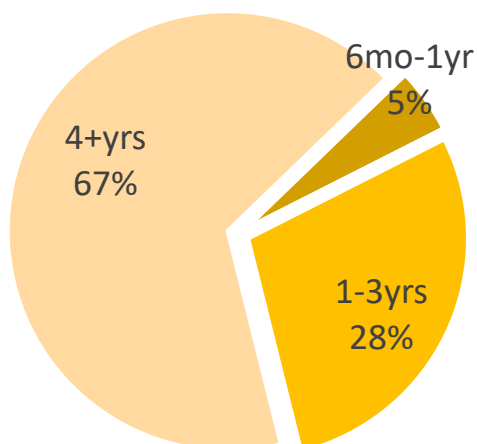
Reunification 5%

Placement w/ Fit & Willing Relative 19%

Another Permanent Planned Living Arrangement 76%

Source: ORKIDS BI FC-1005-D

6mo-1yr 5%

4+yrs 67%

1-3yrs 28%

Source: ORKIDS BI FC-1005-D

When young adults remain in ODHS custody after 18yo, there are different considerations to substitute care placements. Given that these young adults have different needs than children, identifying and supporting the placements is an important component to these cases.

The graph to the right shows the various types of placements for the young adults currently in substitute care at Midtown.

Young Adults in Care, Placement Type

Gen. ODHS Resource Home 33%

Left Placement 19%

Independent Living 14%

Incarcerated 9%

Group Home 5%

Residential Tx 10%

Relative Placement 10%

22
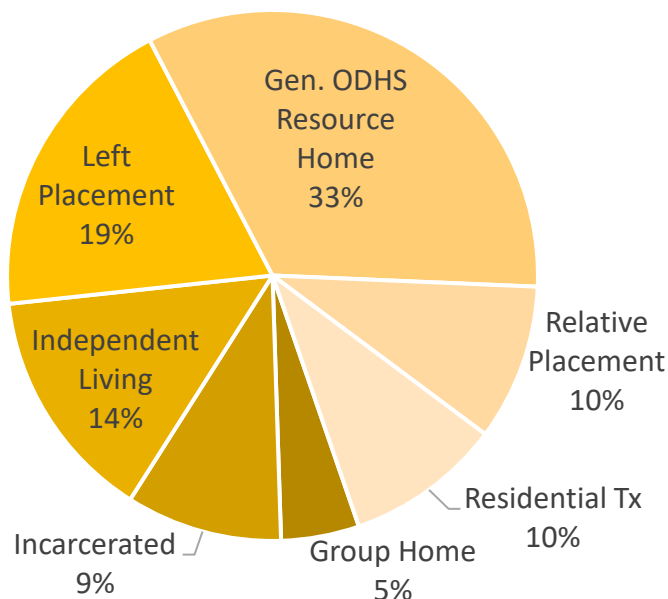
Source: ORKIDS BI FC-1005-D

Lead/Lag Measurement Matrix

Lead measures		Site Performance	Re- MalTx	Re-entry	Mal Tx FC	Place stability	Perm 12 mo	Perm 13-23 mo	Perm 24+ mo
							Lag Measures		
Timeliness of Initiation of Investigations	Qualitative	13%	X						
	Quantitative	80%	X						
Services to Prevent Removal		100%	X	X					
Sufficiency of Information Gathered for Assessment		36%	X				X		
Risk & Safety Assessment		73%	X	X	X		X		
Impending Danger Safety Threat Identification		89%	X	X			X		
M2HN Identification Accuracy		50%	X						
M2HN Services Provided		50%	X						
Accuracy and Sufficiency of Ongoing Safety Plan		25%	X	X	X				
Preserving Cultural Connections		62%	X	X	X	X	X	X	X
Stability of Substitute Care Placement		77%			X	X	X	X	X
Needs Assessment & Services for Resource Parents		85%			X	X	X	X	X
Initial placement with kin or kith	Qualitative	92%			X	X	X	X	X
	Quantitative	28%			X	X	X	X	X
Placement with siblings		86%			X	X	X	X	X
Family Time with Parents and Siblings		70%				X	X	X	X
Relationship of Child in Care with Parents		80%				X	X	X	
Appropriate & Timely Permanency Plans	Qualitative	54%					X	X	X
	Quantitative	38%					X	X	X
Efforts to Achieve Permanency		31%					X	X	X
Child & Family Involvement in Case Planning		77%	X	X			X	X	X
Monthly FTF with Parent	Qualitative	77%	X	X			X	X	
	Quantitative	33%	X	X			X	X	
Needs Assessment & Services for Parent		69%	X				X	X	
Monthly FTF with child	Qualitative	87%	X		X	X	X	X	X
	Quantitative	92%	X		X	X	X	X	X
Needs Assessment & Services for Children		93%	X		X	X	X	X	X
Timeliness of Jurisdiction		23%						X	X
Educational Needs of the Child		100%	X		X	X	X	X	X
Medical & Dental Needs of the Child		73%	X		X	X	X	X	X
Mental Health Needs of the Child		75%	X		X	X	X	X	X

Glossary

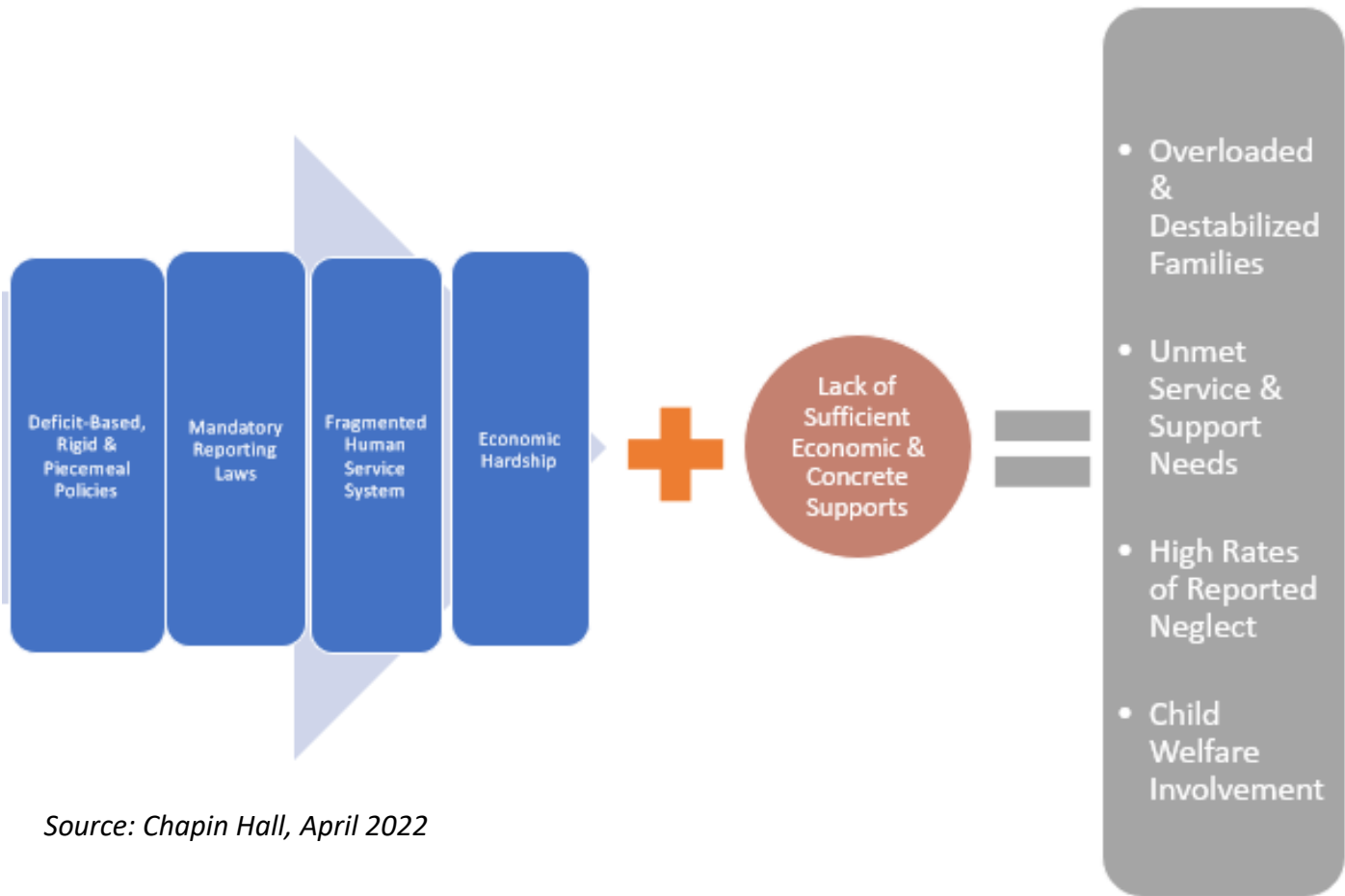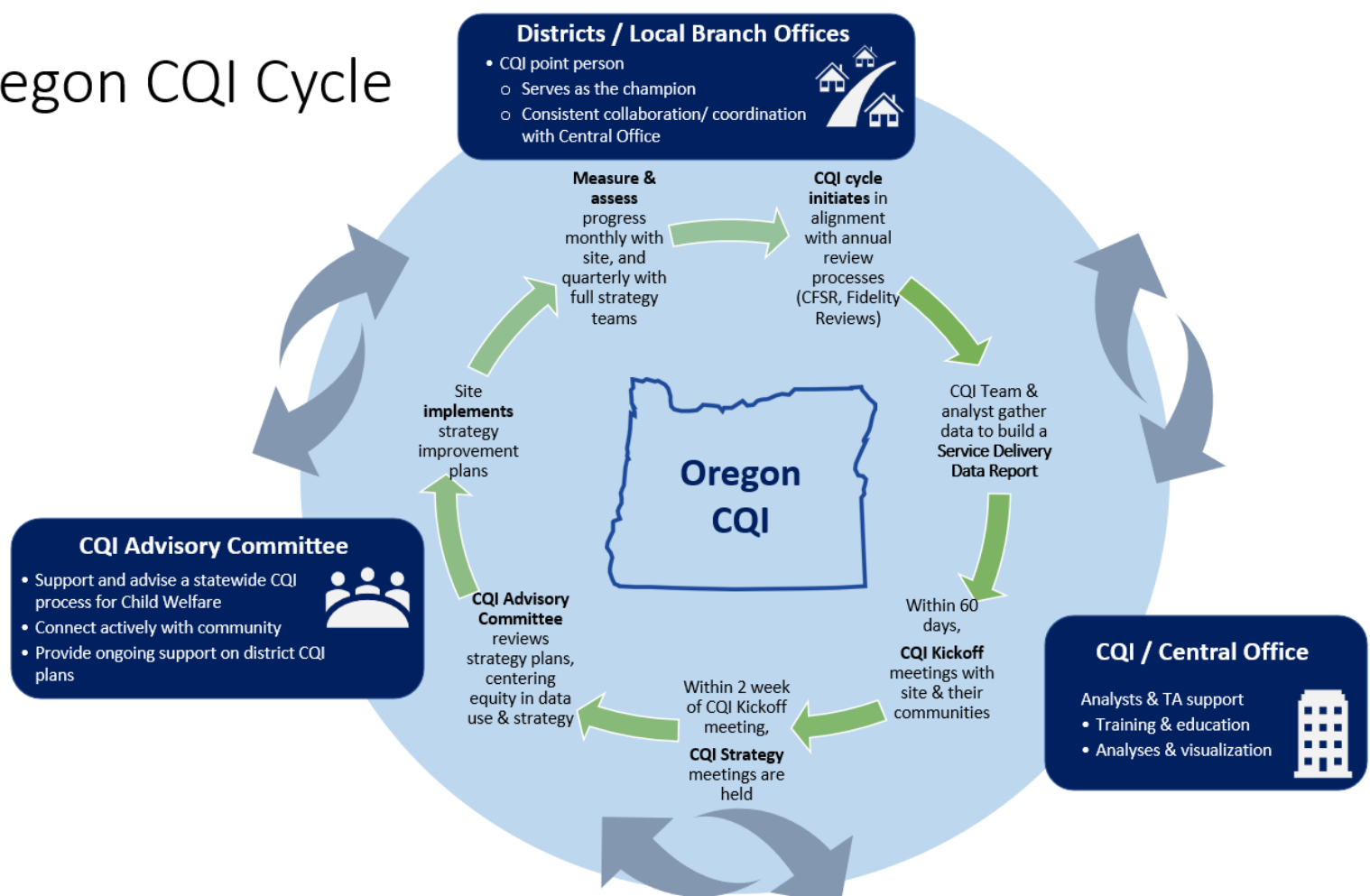|	
Active Efforts	Means affirmative, active, proactive, thorough, and timely efforts intended primarily to maintain or reunite an Indian child with his or her family. Active efforts must involve assisting the parent or parents or Indian custodian through the steps of a case plan and with accessing or developing the resources necessary to satisfy the case plan. There is not standardized measurement tool; as each family's needs are unique and active efforts are expected to meet those needs.
APPLA	Means "Another Planned Permanent Living Arrangement", which is a permanency option for foster youth, only when other options such as reunification, relative placement, adoption, or legal guardianship have been ruled out
ASFA	Means "Adoption and Safe Families Act" and refers to federal guidelines and timelines that child welfare agencies are required to meet
Assignment	Means that a call to the hotline is determined to be suspicious for child abuse and will require further investigation. The Oregon Child Abuse Hotline (ORCAH) screeners will assign the case to the geographically appropriate site or branch for assessment by a Child Protective Services caseworker
CFSR	Means "Child and Family Services Review" and refers to reviews that are conducted annually to help states improve safety, permanency and well-being outcomes for children and families who receive services through the child welfare system
Concurrent Plan	is an approach that seeks to eliminate delays in attaining permanency for children and youth in foster care. Effective implementation requires comprehensive and early assessment. It involves identifying and working toward a child's primary permanency goal (such as reunification with the birth family) while simultaneously identifying and working on a secondary goal (such as guardianship with a relative). (source: childwelfare.gov)
CPS	Means "Child Protective Services" and refers to a specialized social service program that Child Welfare provides on behalf of children or, when applicable, young adults who may be unsafe after a report of abuse is received
CPS Disposition	Means a determination that completes a CPS assessment. Dispositions are discussed in OAR 413- 015-1000 and include founded, unfounded/unsubstantiated, and unable to determine
CQI	Continuous Quality Improvement
Cultural Heritage	Means the language, customary beliefs, social norms, and material traits including, but not limited to, the dress, food, music, and dance of a racial, religious, or social group that are transmitted from one generation to another
Disproportionality	Children of Black or African American and American Indian or Native Alaskan families are brought to the attention of Child Welfare agencies and placed in substitute care at a rate that is higher than to their representation in the population of a community
DM	Means "District Manager" and refers to the staff member who manages Child Welfare & Self Sufficiency Programs for the district
Family First/FFPSA	Mean "Family First Prevention Services Act" and refers to a federal act which aims to preventatively preserve families
Family Time	Means time during which children/youth who are place in foster care spend with their parents, siblings, and other important members of their families
Fidelity Reviews	Means the review process that CW completes to audit the quality of casework in order to assure case practice is true to the Oregon Safety Model (OSM)

Founded	Means the determination, or disposition, following an investigation by Child. Protective Services, which means there is "believable evidence" that child abuse or neglect
ICWA	Means "Indian Child Welfare Act" and refers to the United States federal law that governs jurisdiction over the removal of Native American children from their families in custody, foster care and adoption cases
IEP	Means "Individualized Education Plan" and lays out the special education instructions, supports, and services a student needs to thrive in school
In Home	Cases in which child welfare caseworkers offer support and services to address safety concerns while the children remain in the family home.
JCIP	Means "Juvenile Court Improvement Program" and refers to a federally funded project to improve court practice in child abuse and neglect cases.
Lag Measure	Means a historical measure of performance; for our purposes, the lag measures are the performance measures that are federally tracked.
LEA	Means Law Enforcement Agency
Lead measure	Means the highest leverage actions or activities that can accomplish goals and contribute to the performance of the lag measures.
M2HN	Means "Moderate to High Needs" and refers to families where family behaviors, conditions, or circumstances are occurring now and over the next year without intervention, are likely to have a negative impact on a child's physical, sexual, psychological, cognitive, or behavioral development or functioning.
Maltreatment in Substitute Care	Measures the rate at which there are founded investigations of abuse once a child is in a substitute care placement.
ORCAH	Means Oregon Child Abuse Hotline and refers to the division of Child Welfare responsible for receiving and assigning for investigation community reports of child abuse
ORICWA	Means "Oregon Indian Child Welfare Act" and refers to Oregon's Law which upholds the Child Welfare Vision for Transformation principles and values where children thrive by growing up in a family, community relationships are valuable, self determination is fostered, and prevention efforts are critical to maintaining the family unit
Permanency in 12 Months	This measurement captures the percent of children who leave substitute care to a lasting family setting in a 12mo period. This is most often reunification; a safe return home within 12 months of their entry to substitute care.
Permanency in 13-23 Months	This measurement captures the percent of children who leave substitute care to permanency in a 13-23mo timeframe.
Permanency in 24+ Months	This measurement captures the percent of children who leave substitute care to permanency in 24mo timeframe or longer.
Placement stability	Is a Federal Measure which shows the rate of placement moves 1,000 per day of foster for all children who *entered care* in a 12-month target period. Unit of analysis is the placement move and days in removal episode during the 12-month target period
PM	Means "Program Manager" and refers to a Child Welfare staff who manages a particular child welfare program and/or a child welfare program in a certain district

Qualitative	measuring, or measured by the quality of something rather than its quantity.
Quantitative	measuring, or measured by the quantity of something rather than its quality
Recurrence of Maltreatment	Recurrence of Maltreatment measures the rate at which children who were victims of a founded investigations were then named as victims of a subsequent founded abuse report within a 12mo timeframe.
Re-Entry to Substitute Care	Re-entry to Substitute Care measures the rate at which children who have already been placed in in substitute care and were returned home within a 12mo timeframe are placed in substitute care again within a subsequent 12mo timeframe of that initial return.
Resource Parent	Means a person who operates a home that has been approved by the Department to provide care for an unrelated child or young adult placed in the home by the Department
Root Cause Analysis	Means a factor that caused a nonconformance and should be permanently eliminated through process improvement. The root cause is the core issue—the highest-level cause—that sets in motion the entire cause-and-effect reaction that ultimately leads to the problem(s).
SNAP	Means Supplemental Nutrition Assistance Program and refers to the federally funded program that offers nutrition assistance to eligible individuals and families
SSP (Self-Sufficiency Program)	Means Oregon's Self-Sufficiency program, which is meant to provide a safety net, family stability and a connection to careers that guide Oregonians out of poverty. It consists of: Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Employment Related Day Care (ERDC), Temporary Assistance for Domestic Violence Survivors (TA-DVS), Refugee Program, and Runaway and Homeless Youth.
TANF (Temporary Assistance for Needy Families)	Means Oregon's program that provides cash benefits to low-income families with children. These benefits help meet a family's basic needs like food, clothing, rent and utilities while they work toward self-sufficiency
TPR	Means "Termination of Parental Rights" and refers to any action which results in the termination of the parent-child relationship
Unable to Determine	Means there is some indication abuse occurred, but there is insufficient information to conclude there is a reasonable cause to believe abuse occurred
Unfounded	Means there is no evidence abuse occurred, also known as unsubstantiated
Vision for Transformation	Means Oregon's plan for change that is based on a belief that children do best growing up in a family and on values related to honoring and supporting cultural wisdom, building community resilience and voice, and ensuring the self-determination of our communities. of color

Helpful links	
Federal Measures Dashboard	https://www.oregon.gov/dhs/data/pages/cw-fpms.aspx
Vision for Transformation	https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/de2445.pdf

Oregon CQI Cycle

Districts / Local Branch Offices
- CQI point person
  - Serves as the champion
  - Consistent collaboration/ coordination with Central Office

Oregon CQI

Measure & assess progress monthly with site, and quarterly with full strategy teams

CQI cycle initiates in alignment with annual review processes (CFSR, Fidelity Reviews)

CQI Team & analyst gather data to build a **Service Delivery Data Report**

Site **implements** strategy improvement plans

Within 60 days, **CQI Kickoff** meetings with site & their communities

CQI Advisory Committee reviews strategy plans, centering equity in data use & strategy

Within 2 week of CQI Kickoff meeting, **CQI Strategy** meetings are held

CQI Advisory Committee
- Support and advise a statewide CQI process for Child Welfare
- Connect actively with community
- Provide ongoing support on district CQI plans

CQI / Central Office

Analysts & TA support
- Training & education
- Analyses & visualization

Deficit-Based, Rigid & Piecemeal Policies

Mandatory Reporting Laws

Fragmented Human Service System

Economic Hardship

+

Lack of Sufficient Economic & Concrete Supports

=

- Overloaded & Destabilized Families
- Unmet Service & Support Needs
- High Rates of Reported Neglect
- Child Welfare Involvement

Source: Chapin Hall, April 2022

Perm in 12mo

Family Time (aka Visitation)

Frequency

Location

Quality

Lag Measure

Permanency in 12mo

Lead Measure

F/F w. Parent

Family Time

Kith/Kin Placement

Practice

Frequency

Location

Quality