

## District 12 Service Delivery Data Report

The purpose of the Service Delivery Data Report is to understand how well we as an overall state are serving our children and families and to learn how children and families in your specific site, District 12, are experiencing the child welfare system.

Our work in Continuous Quality Improvement (CQI) centers equity, not only in our service delivery but also in our use of data. We are committed to the following Data Equity Vision Statement in our improvement approach. Timeframe: for most of the data points, the timeframe of data collection is July, 2021-July, 2022, unless otherwise noted.

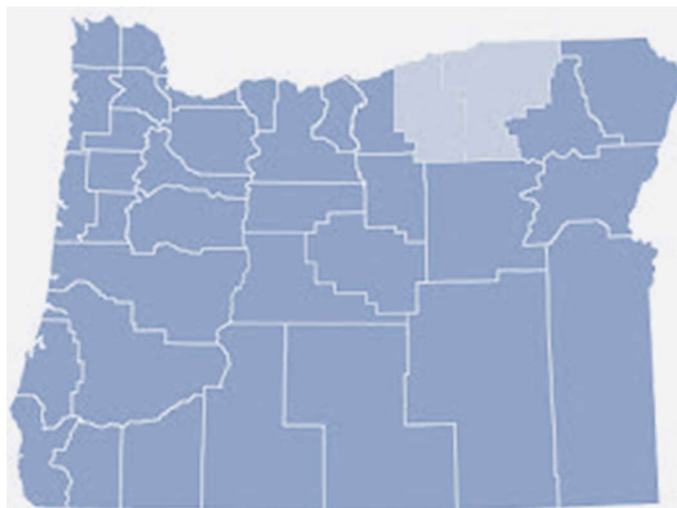
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*In collaboration with our community, ODHS Child Welfare is committed to cultural respect, community representation, accountability, integrity, privacy, responsibility and transparency in the collection and utilization of data in child welfare. ODHS 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.*

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### Site Information: District 12

Counties	Morrow, Umatilla
Branches	Boardman, Hermiston, Pendleton
Local Tribal Nation(s)	Confederated Tribes of Umatilla; Cayuse, Umatilla, Walla Walla
Leadership	District Manager: Lidwinner Machado, Program Manager: Jason Wright
Management Team	3 CPS Supervisors, 4 Permanency Supervisors, 1 Certification Supervisor
Frontline (Delivery) Staff (Positions allocated, may have vacancies)	19 CPS Caseworkers, 21 Permanency Caseworkers, 9 Certifiers, 7 SSAs, 5 Case Aids, 1 ART Worker, 1 Facilitator



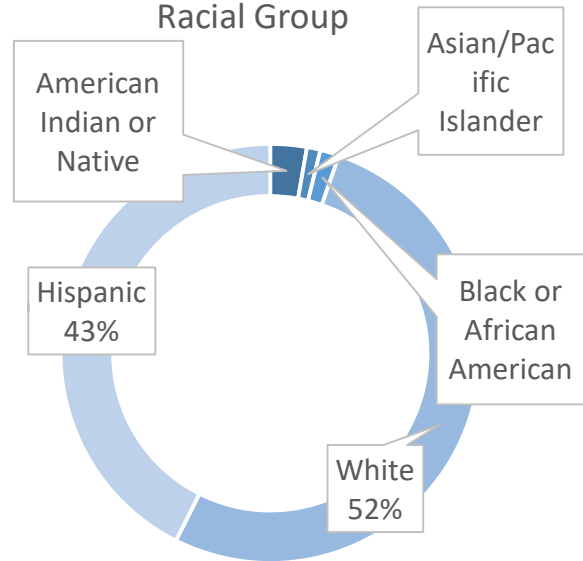
## Who's in our Community? Who do we serve? Who is serving them?

The community population of the counties that make up District 12 are displayed in the graph to the right. The majority of the population identifies as White or Hispanic.

Disproportionality is a serious concern nationwide, meaning that children of Black or African American and American Indian or Native Alaskan families are brought to the attention of the agency and placed in substitute care at a rate that is higher than to their representation in the population of a community.

In District 12, data shows that while there are not many areas showing rates of disproportionality, there is still one: Black or African American children make up 3% of the founded victims of abuse investigations while only 1% of the community population identifies as Black or African American.

Community Child Population by Racial Group

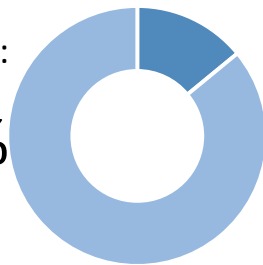


Source: Easy Access to Juvenile Populations

Disproportionality is not the only way to focus on equity. There are a number of community health metrics that help tell the story of disparate outcomes. While ODHS is clear that poverty itself is not abuse, 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 neglect – all placing families at risk for Child Welfare involvement.

Poverty Rate:

14%



Child:Adult Ratio

9:22

# of Hours to Afford a  
2 BD Apartment at  
Minimum Wage:

54.2



% of families accessing  
SNAP benefits

19%

Source: Casey Family Foundation

## CQI Context

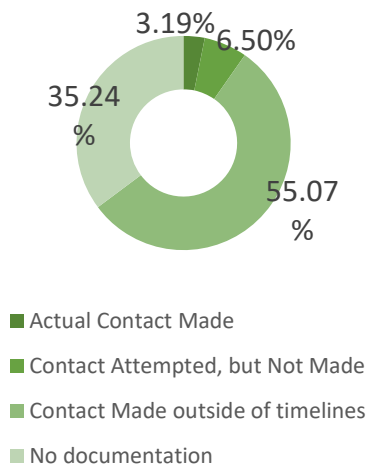
**Lag measures** are data points that have already happened. They are long term, and it is often difficult to see short term progress. They are impacted by **lead measures**. Lead measures are data points that correlate and impact lag measures but are easier to track in the short term. Data is gathered from multiple sources that look at quality of case practice (Child and Family Service Review, Child Protective Services Fidelity Reviews) and data counts based on information entered into our Management Information System (reported by ORKIDS, ROM, ORAAI). All reports represent a time period of July 2021- July 2022, unless otherwise noted.

## Serving Families In home

While not captured as a Lag Measurement, efforts to avoid removals and work with families in their home is a primary goal of ODHS. Caseworkers engage with families most often in their homes, working to understand safety concerns and family dynamics to provide supports and prevent future abuse.

### Lead Measure: Timeliness of Investigation

Big Picture: Review of Initial Contact

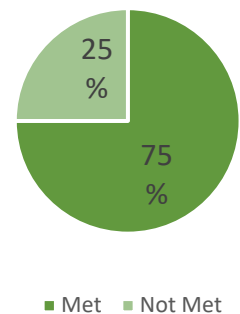


Source: ORRAI BI CW-SA-2025

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 big picture review shows that contact is most often attempted, but not made – making up 55% of the initial contacts.**

Deep Dive: Review of Initial Contact

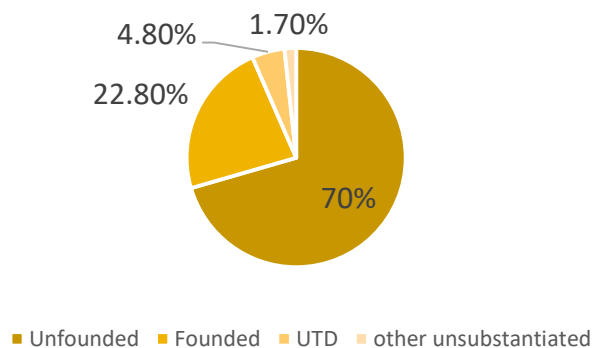


Source: CFSR Item 1

**Case reviews show that of the District 12 made timely initial contact with families in 75% of the cases reviewed, which includes contact made, attempts to make contact and circumstances outside of ODHS' control.**

### Service Point: Disposition of Assessments

Disposition Outcomes



Source: ROM CPS.01

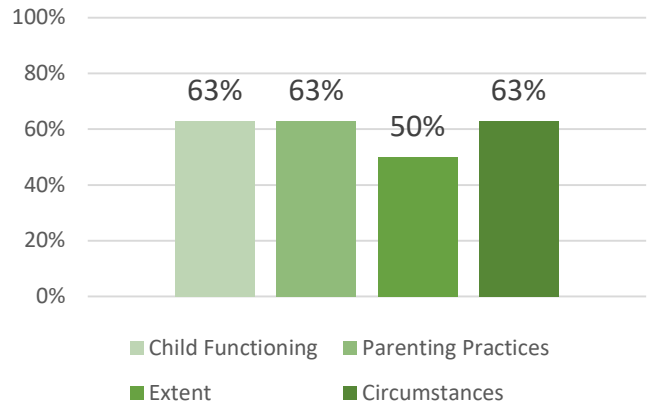
From July of 2021 to July of 2022, District 12 documented 1,202 dispositions for allegations of abuse. Of all of the allegations that were assigned for CPS investigation, 70% of them are unfounded, meaning no abuse occurred. 22.8% of assessments result in a founded disposition, meaning that there was evidence of abuse. "Other unsubstantiated" means cases where the worker was unable to locate them, closed with no assessment or duplicate reports.

### Lead Measure: Quality of the Assessment

When working with families to understand more about the safety concerns, CPS workers are gathering sufficient 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 circumstances and extent of abuse.

**District 12's case reviews show information is gathered sufficiently enough to make a safety decision in the following four areas: Child Functioning 63%, Parenting Practices 63%, Extent of Abuse 50%, Circumstances of Abuse 63%**

### Gathering Sufficient Information



Source: CPS Fidelity Review

### Service Point: Removals and Discharges

104 Children Entered Substitute Care

117 Children Exited Substitute Care

Source: ROM CM.18

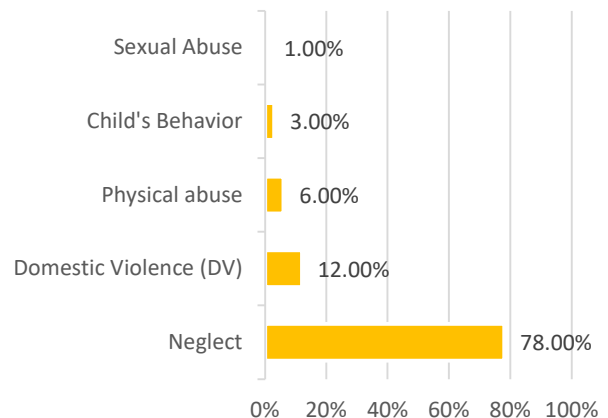
**District 12 responded to over 900 assessments** during July 2021 to July 2022 and worked with families to understand concerns for child safety. Caseworkers worked to support families with services and safety plans, placing children in substitute care only when there was no other option to ensure safety. **From July 2021 to July 2022, District 12 placed 104 children in substitute care.**

### Service Point: Number of Removals

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.

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

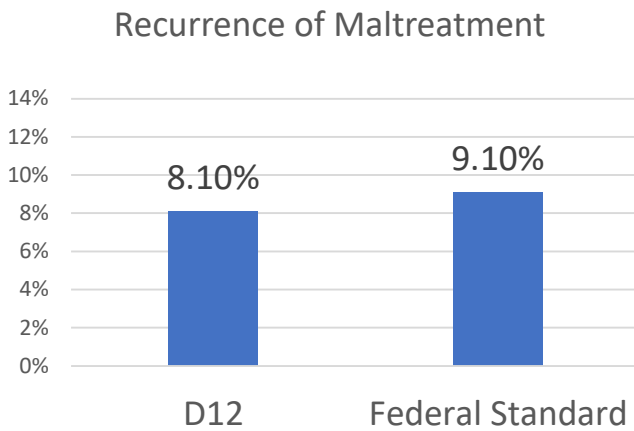
### Removal Reasons



Source: ROM OR.06

\*Data represents 6mo (January 2022 - July 2022) rather than full year outlined in the rest of this report

## Lag Measure: Recurrence of Maltreatment

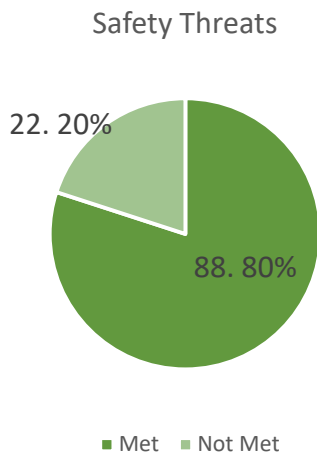


Source: ROM SA.02

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 12mo timeframe.

**The expectation is to not exceed the Federal Standard of 9.1%. District 12 has a Recurrence of Maltreatment rate of 8.1%, below the Federal Standard by 1%.**

## Lead Measure: Impending Danger Safety Threat Identification



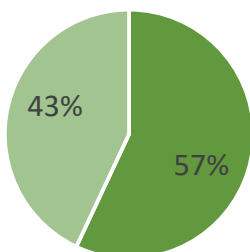
Source: CPS Fidelity Reviews, May 2022

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.

**Case reviews show District 12 is accurately identifying impending danger safety threats 88.8% of the cases reviewed.**

## Lead Measure: Moderate to High Needs (M2HN) Determination and Services

Deep Dive:  
Identifying M2HN  
Families

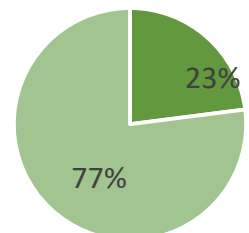


Source: CPS Fidelity Review, May 2022

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 don't require ODHS contracts and can support the family longer than ODHS Child Welfare can.

**Case reviews show District 12 is accurately identifying families with High to Moderate needs in 57% of the cases reviewed. Of the families identified as M2HN, 23% were referred to services.**

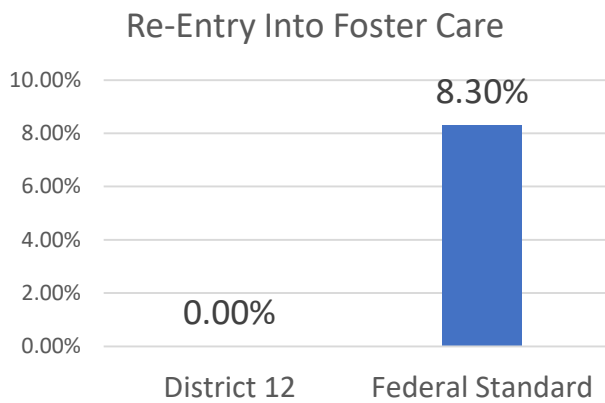
Deep Dive:  
Services Offered to  
M2HN Families



Source: CPS Fidelity Review, May 2022

Other leads that may impact this lag: timeliness of initiation of investigation, efforts to prevent removal, risk and safety assessment, child and family involvement in case planning, monthly face-to-face with child and parent, preserving cultural connections, and assessment of needs for child and parents, including well-being categories for the child

## Lag Measure: Re-Entry to Substitute Care



Source: ROM PA.04

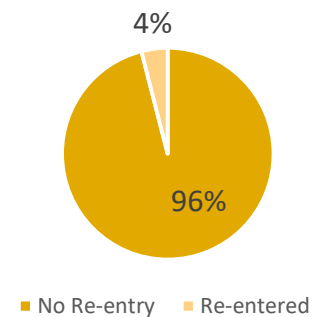
Re-entry to Substitute Care measures the rate at which children who have already been placed in in substitute care and were returned home within a 12mo timeframe are placed in substitute care again within a subsequent 12mo timeframe of that initial return.

**The expectation is to not exceed the Federal Standard of 8.3%. District 12 has a Re-Entry into Substitute Care rate of 0%, below the Federal Standard by 8.3 %.**

## Service Point: Permanency Maintained 12 Months

**Of the children who exited substitute care to permanency – reunification, adoption, guardianship – 96% remained out of foster care for the next year while 4% re-entered.**

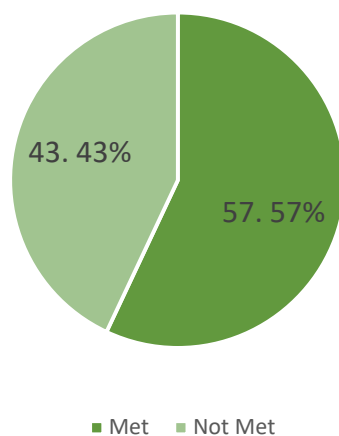
### Maintaining Permanency



Source: ROM PA.09

## Lead Measure: In Home Risk and Safety Assessment

### Risk & Safety Management



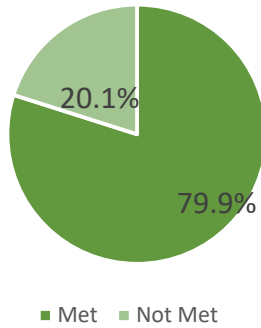
Source: CFSR Item 3

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 community and ODHS, not relying on children or parents to maintain safety. The plan is updated whenever the family situation changes. In order to close cases caseworkers are evaluating the risk and safety in the home environment, ensuring the behaviors in the home are predictable and stable.

**Case reviews show District 12 is understanding safety risks and ensuring child safety in 57% of the cases reviewed.**

### Lead Measure: Face-to-Face:Child

Big Picture: Face to Face contact: Child



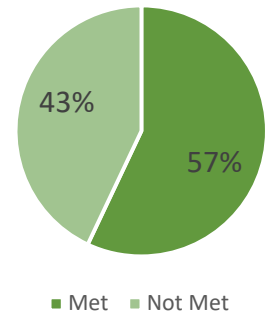
Source: ROM IC.10

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

**A look at the big picture shows that monthly Face to Face with Child is happening 79.9% of the time.**

**Case reviews shows that monthly Face to Face with child is happening 57% of the time with quality practice occurring.**

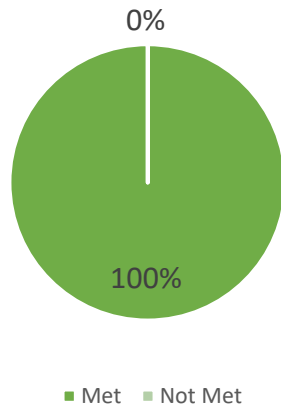
Deep Dive: Face to Face contact: Child



Source: CFSR Item 14

### Lead Measure: Efforts to Prevent Removal

Efforts to Prevent Removal



Source: CFSR Item 2

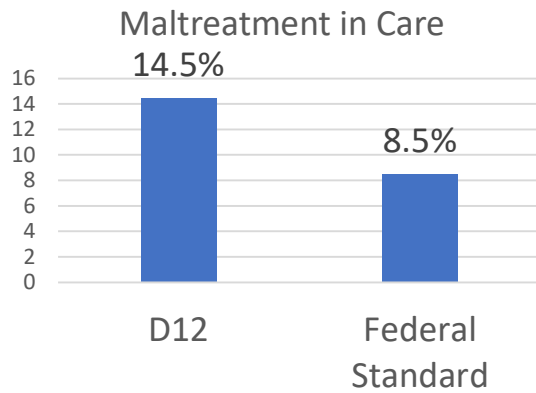
Caseworkers are working diligently to keep children at home with supports instead of removing them whenever possible, including after they return home and may face re-entry. They are focused on getting parents or children into services designed to support the family as quickly as possible.

**Case reviews show District 12 is meeting the standard in making efforts to prevent removal 100% of the time on the two cases that were applicable for this item.**

Other leads that may impact this lag: safety threat identification, child and family involvement in case planning, monthly face-to-face with parent, preserving cultural connections, and assessment of needs for child and parents, including well-being categories for the child



## Lag Measure: Maltreatment in Substitute Care



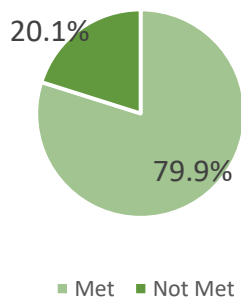
Source: ROM SA.01

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 which 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%. District 12 has a Maltreatment in Substitute Care rate of 14.5%, over the Federal Standard by 6%.**

## Lead Measure: Monthly Face-to-Face Contact with Children in Substitute Care

Big Picture: Face to Face contact: Child



■ Met ■ Not Met

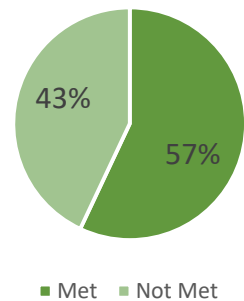
Source: ROM IC.10

Caseworkers see children on their caseloads at least monthly, meeting in their substitute care placement at least every other month. During these contacts, caseworkers are viewing the child's sleeping area and environment, as well as speaking with the child alone to provide time for the child to share anything they may not have wanted to share with caregivers present.

**A look at the big picture shows that monthly Face to Face with Child is happening 79.9% of the time.**

**Case reviews shows that monthly Face to Face with child is happening in 57% of the cases reviewed & quality practice occurring.**

Deep Dive: Face to Face contact: Child



■ Met ■ Not Met

Source: CFSR Review Item 14

## Lead Measure: Needs Assessment & Services Provided to Resource Families

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.

**Case reviews show District 12 is assessing needs and provided services for Resource Parents in 100% of the cases reviewed.**

Needs Assessment & Services to Resource Families



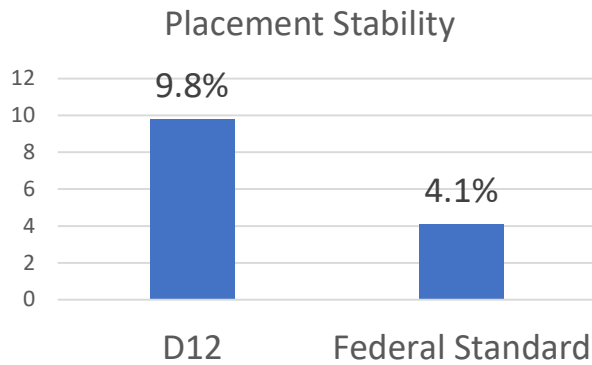
■ Met ■ Not Met

Source: CFSR Item 3

Other leads that may impact this lag: stability of substitute care placement, initial placement with kith/kin, placement with siblings, monthly face-to-face with child, preserving cultural connections, and mental health, medical/dental, and educational needs of the child



## Lag Measure: Placement Stability



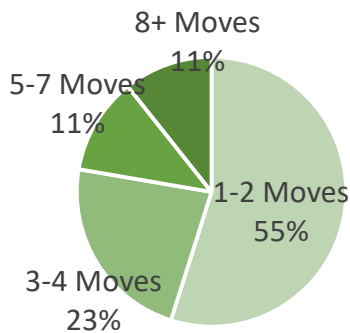
Source: ROM PA.05

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%. District 12 has a Placement Stability rate of 9.8%, over the Federal Standard by 5.5%.**

## Lead Measure: Stability of Substitute Care Placement

Big Picture: Placement Moves of Children in Substitute care in D12

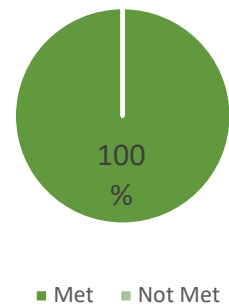


Source: ROM CM.19

Caseworkers work to ensure that a child's substitute care 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

**While case review data shows District 12 has been able to ensure stability of substitute care placements 100% of the cases reviewed for which this measure applied, there is also data to demonstrate that close to half of the children in the district are experiencing multiple placement changes during their time in substitute care.**

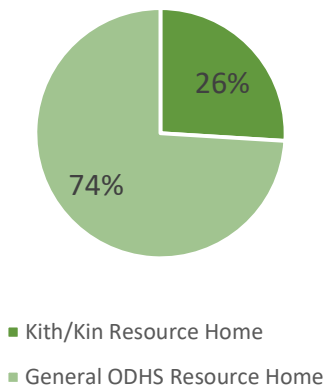
Deep Dive: Stability of Substitute Care Placement



Source: CFSR Item 4

## Lead Measure: Kith and Kin & Sibling Placements

Big Picture: Initial Placement



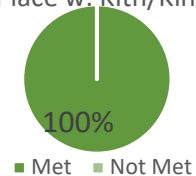
Source: ROM CM.08

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 26% of children are placed in kith/kin homes upon initial removal.**

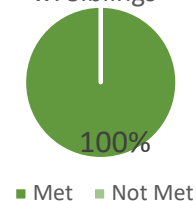
**Case reviews show District 12 is making efforts to place children in kith/kin homes in 100% of the cases reviewed for which this measures applied. The case reviews also showed District 12 is making efforts to place siblings together in 100% of the cases reviewed for which this measure applied.**

Deep Dive: Efforts to Place w. Kith/Kin



Source: CFSR Item 10

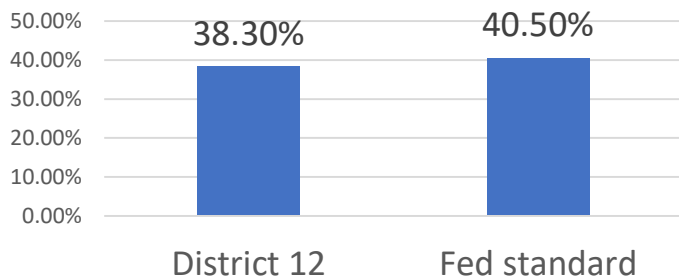
Deep Dive: Efforts to Place w. Siblings



Other leads that may impact this lag: needs assessment and services to resource parents, monthly face-to-face with child, preserving cultural connections, and mental health, medical/dental, and educational needs of the child, relationship with child in care and parent, and family time

## Lag Measure: Permanency in 12 Months

### Permanency in 12 Months (Reunification)



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.

The expectation is to remain above the Federal Standard of 40.5%. **District 12's Permanency in 12 Month rate is 38.3%, below the Federal Standard by 2.2%**

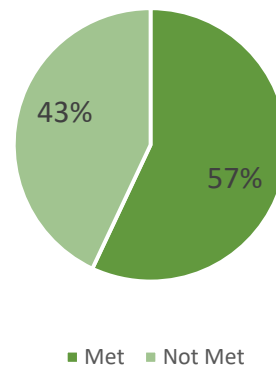
Source: ROM PA.01

## Lead Measure: Family Engagement in Case Planning

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.

**Case Reviews show District 12 is engaging parents and children in case planning in 57% of the cases reviewed.**

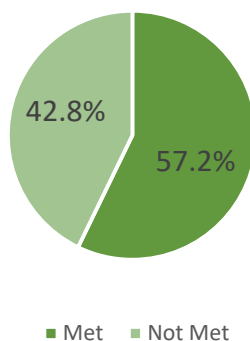
### Family Engagement in Case Plan



Source: CFSR Item 13

## Lead Measure: Face to Face Contact with Parents

### Face to Face: Parents



Source: CFSR Item 15

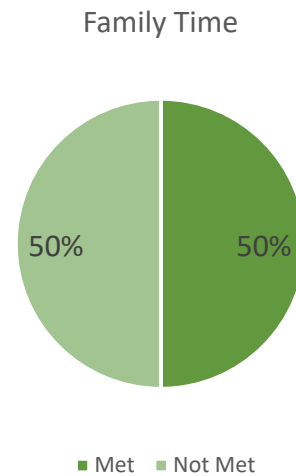
Caseworkers are meeting with parents at least monthly, often having other points of contact in-between. Caseworkers are planning intentional connection points with parents, meeting them in spaces they feel safe and are ready to engage. Caseworkers are building trust and relationship with parents to have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

**Case reviews show District 12 is making monthly Face to Face contacts with Parents in 57% of the cases reviewed with quality practice occurring.**

### Lead Measure: Family Time

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

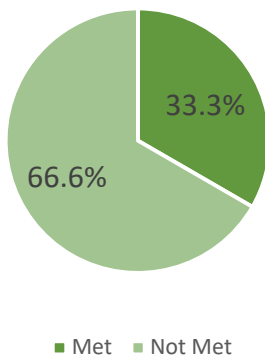
**Case reviews show District 12 is providing frequent and quality Family Time in 50% of the cases reviewed for which the measure applied.**



Source: CFSR Item 8

### Lead Measure: Parent-Child Relationship

Parent/Child Relationship



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.

**Case Reviews show District 12 is supporting the Parent/Child Relationship in 33.3% of the cases reviewed for which the measure applied.**

Source: CFSR Item 11

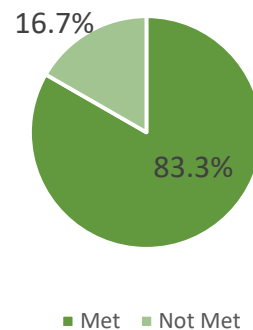
### Lead Measure: Preserving Cultural Connections

Caseworkers are working hard to keep children connected to their Tribe, church, school, friends, and neighborhood. This support and connection not only reminds children of who they are and gives them a sense of familiarity, but offers natural supports. Preserving these connections adds a protective factor as children remain surrounded and supported by their natural community.

Caseworkers are asking parents and relatives about American Indian and Alaskan 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.

**Case Reviews show District 12 is working to Preserve Cultural Connections of children in 83.3% of the cases reviewed.**

Preserving Cultural Connections

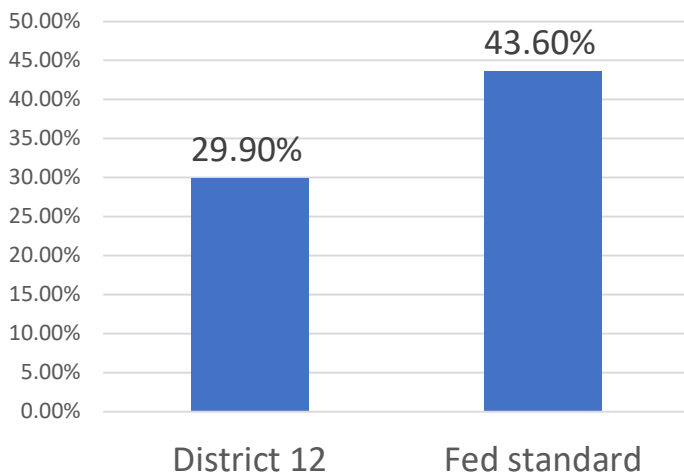


Source: CFSR Item 9

Other leads that may impact this lag: Risk & safety assessment, safety threat identification, stability of substitute care, kith/kin placement, sibling placement, needs assessment and services for resource parents and child, monthly face-to-face with child, relationship with parent/child, and mental health, medical/dental, and educational needs of the child, efforts to achieve permanency, and appropriate and timely permanency plans

## Lag Measure: Permanency in 13-23 Months

### Permanency in 13-23 Months



Source: ROM PA.02

This measurement captures the percent of children who leave substitute care to permanency in a 13-23mo 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 parent's behavioral changes and whether or not 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%. District 12's Permanency in 13-23 Month rate is 29.9%, below the Federal Standard by 13.7%**

## Service Point: Median Length of Stay at Permanency



# 17.4 Months

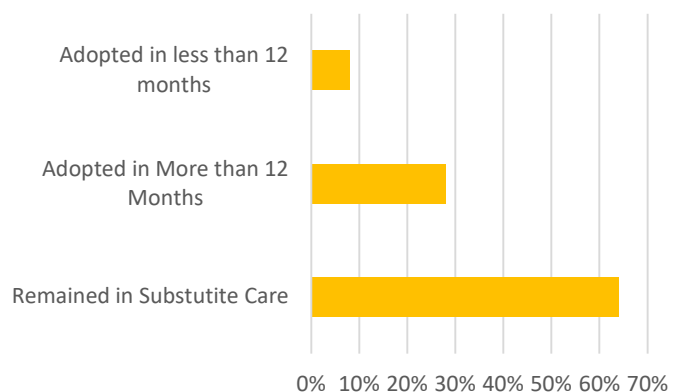
Children who were returned home, adopted, or placed in a finalized guardianship during July 2021 to July 2022 had spent an average of 17.4 months in substitute care.

Source: ROM CM.15.1

## Service Point: How long does it take to achieve adoption after TPR?

After being legally freed via Termination of Parental Rights (TPR) during July 2021 to July 2022, 8% of children had their adoption finalized in less than 12mo, 28% were placed in their adoptive home but not finalized within 12mo, and 64% remained in substitute care.

### How long it takes to get adopted after TPR



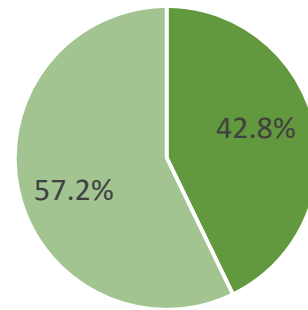
Source: ROM PA.12

### Lead Measure: Needs Assessment & Services for Parents

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.

**Case reviews show District 12 is accurately assessing needs and providing services for parents in 42.8% of the cases reviewed.**

#### Needs Assessment & Services for Parents

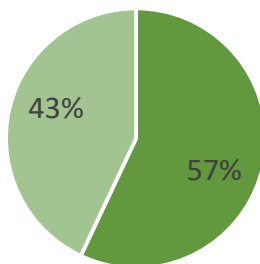


■ Met ■ Not Met

Source: CFSR Item 12B

### Lead Measure: Needs Assessment & Services for Child

#### Needs Assessment & Services for Child



■ Met ■ Not Met

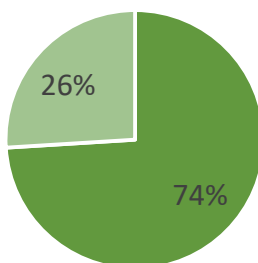
Source: CFSR Item 12A

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

**Case reviews show District 12 is accurately assessing needs and providing services for children in 57% of the cases reviewed.**

### Lead Measure: Appropriate and Timely Permanency Plans

#### Big Picture: Case Plan Approved with 60 Days of Placement



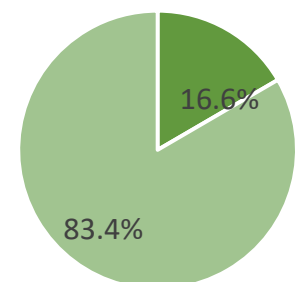
■ Met ■ Not Met

Source: ORAAI BI FC-1026-D

Caseworkers are outlining the case plan, 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 District 12 ensured case plans were entered and approved within 60days of placement 75% of the time. The deep dive review of the permanency planning indicates the plan was entered timely and appropriate given the status of the case in 16.6% of the cases reviewed for which the measure applied.**

#### Deep Dive: Appropriate & Timely Perm Plans



■ Met ■ Not Met

Source: CFSR Item 5

### Lead Measure: Time to Jurisdiction

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.

**Juvenile Court data indicates the median time it takes to establish Jurisdiction in District 12 is 79 days**

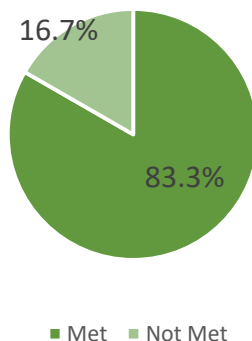
**79 Days**



Source: JCIP Dashboard

### Lead Measure: Preserving Cultural Connections

#### Preserving Cultural Connections



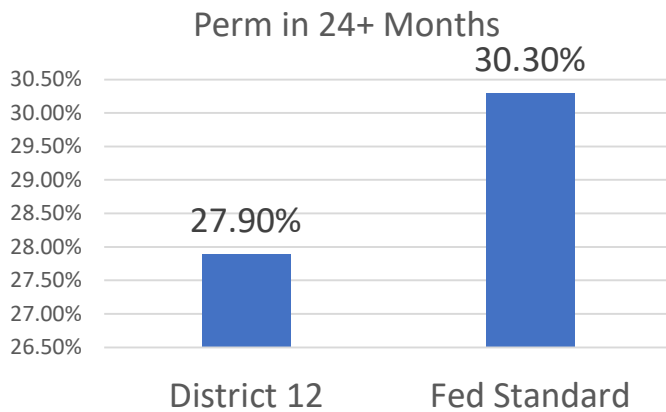
Source: CFSR Item 9

When engaging families in creating a collaborative case plan, caseworkers are seeking to understand the cultural background and needs of parents and children. Whenever possible, caseworkers are referring families to culturally appropriate services and identifying ways to preserve cultural connections. Trauma informed practice includes health and engagement in one's culture of origin, and that many families find support and healing when the feel connected

**Case Reviews show District 12 is working to Preserve Cultural Connections of children in 83.3% of the cases reviewed.**

Other leads that may impact this lag: stability of substitute care, kith/kin placement, sibling placement, needs assessment and services for resource parents, monthly face-to-face with child, relationship with parent/child, and mental health, medical/dental, and educational needs of the child, efforts to achieve permanency, preserving cultural connections, family time, and family involvement in case planning

## Lag Measure: Permanency in 24+ Months



Source: ROM PA.03

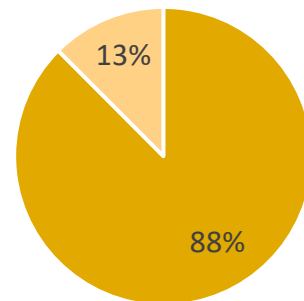
This measurement captures the percent of children who leave substitute care to permanency in 24mo timeframe or longer. This is most often a timeframe of a case in which the plan is no longer reunification, but instead has shifted to the concurrent plan, often known as guardianship, adoption, another permanent planned living arrangement

**The expectation is to remain above the Federal Standard of 30.3%. District 12's Permanency in 12 Month rate is 27.9, below the Federal Standard by 2.1%**

## Service Point: Youth exiting sub care at 18 years

Youth Exiting Substitute Care at 18yo

During July 21-July 22, 8 youth in District 12 exited the Child Welfare System at 18 years old. Seven of those youth were emancipated, and one entered a guardianship.

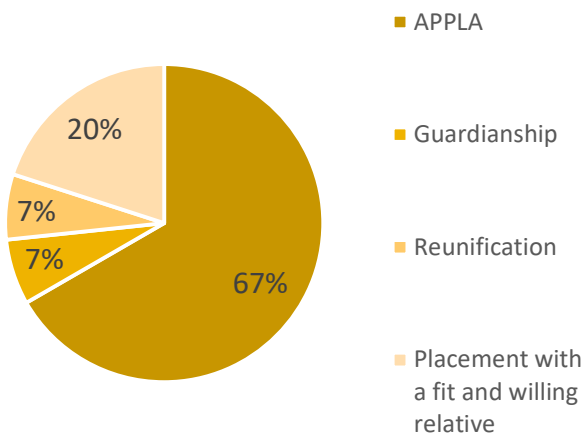


■ Emancipated ■ Guardianship

Source: ROM OR.07

## Service Point: Young Adults in ODHS Custody

Living Arrangements of Young Adults in ODHS Custody 18-21yo



■ APPLA  
■ Guardianship  
■ Reunification  
■ Placement with a fit and willing relative

Source: ORKIDS BI FC-1005-D

Some young adults remain with ODHS beyond 18 years old. District 12 is currently serving 15 of these youth. 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.

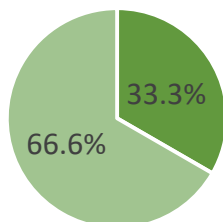
Also, in District 12, 100% of youth 18-21 have had a life skills screening, which helps guide the plan for the individual young adult.



### Lead Measure: Child Well-Being Measurements

When children are placed in substitute care, caseworkers partner with Resource Parents to ensure all educational, medical, dental, and mental health needs are met. Most often, Resource Parents are scheduling and transporting children to medical and dental appointments, and children are often able to stay in their school following placement with a court order. Resource Parents and caseworkers attend IEP meetings to support children in their school placement when exceptional needs are identified. 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.

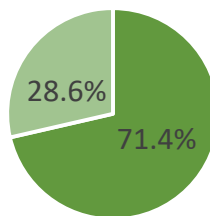
Educational Needs



■ Met ■ Not Met

Source: CFSR Item 16

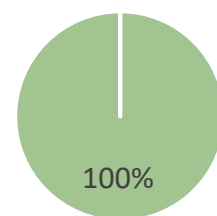
Medical/Dental Needs



■ Met ■ Not Met

Source: CFSR Item 17

Mental Health



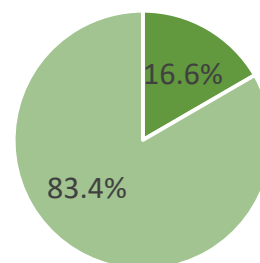
■ Met ■ Not Met

Source: CFSR Item 18

### Lead Measure: Efforts to Achieve Permanency

Efforts to Achieve Permanency

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



■ Met ■ Not Met

Source: CFSR Item 6

Other leads that may impact this lag: stability of substitute care placement, initial placement with kith/kin, placement with siblings, monthly face-to-face with child, preserving cultural connections, needs assessment for resource parents and children, appropriate and timely permanency plans, family involvement in case planning, timeliness to jurisdiction, and family time

## Lag Measurement Table

Federal Measurement	OR	District 12	Federal Standard	By how much?	
Recurrence of Maltreatment	11.20%	8.10%	8.10%	Under the federal standard by	0.00%
Re-Entry into Substitute Care	8.4%	0%	8.3%	Under the federal standard by	-8.30%
Maltreatment in Care	14.00%	14.50%	8.50%	Over the federal standard by	6.00%
Placement Stability	5.40%	9.80%	4.10%	Over the federal standard by	5.70%
Permanency in 12 Months	39.80%	38.30%	40.50%	Under the federal standard by	2.20%
Permanency in 13-23 Months	44.30%	29.90%	43.60%	Under the federal standard by	13.70%
Permanency in 24+ Months	41.00%	27.90%	30.30%	Under the federal standard by	2.40%

## Lead/Lag Measurement Matrix

Lead measures	Service Delivery Performance	Re- MaITx	Re-entry	Mal Tx FC	Place stability	Perm 12 mo	Perm 13-23 mo	Perm 24+ mo
Timeliness of initiation of investigations	<div><div></div></div> 75%							
Efforts to Prevent Removal	<div><div></div></div> 100%							
Risk & Safety Assessment	<div><div></div></div> 57%							
Safety Threat Identification Accuracy	<div><div></div></div> 88%							
M2HN Identification Accuracy	<div><div></div></div> 57%							
M2HN Services Provided	<div><div></div></div> 23%							
Stability of Substitute Care Placement	<div><div></div></div> 100%							
Initial placement with kin or kith (Qualitative)	<div><div></div></div> 100%							
Initial placement with kin or kith (Quantitative)	<div><div></div></div> 26%							
Initial placement with siblings	<div><div></div></div> 100%							
Needs Assessment & Services for Resource Parents	<div><div></div></div> 100%							
Effort to Achieve Permanency	<div><div></div></div> 17%							
Appropriate & Timely Permanency Plans	<div><div></div></div> 17%							
Child & Family Involvement in Case Planning	<div><div></div></div> 57%							
Timeliness of Jurisdiction	<div><div></div></div> 39%							
Monthly FTF with child (Qualitative)	<div><div></div></div> 57%							
Monthly FTF with child (Quantitative)	<div><div></div></div> 80%							
Monthly FTF with Parent	<div><div></div></div> 43%							
Family Time with Parents and Siblings	<div><div></div></div> 50%							
Relationship of Child in Care with Parents	<div><div></div></div> 33%							
Preserving Cultural Connections	<div><div></div></div> 83%							
Needs Assessment & Services for Children	<div><div></div></div> 57%							
Needs Assessment & Services for Parent	<div><div></div></div> 43%							
Mental Health Needs of the Child	<div><div></div></div> 0%							
Medical & Dental Needs of the Child	<div><div></div></div> 71%							
Educational Needs of the Child	<div><div></div></div> 33%							

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	<b>Means "Adoption and Safe Families Act" and refers to federal guidelines and timelines that child welfare agencies are required to meet</b>
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 permanent families 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: <a href="http://childwelfare.gov">childwelfare.gov</a> )
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 <i>entered care</i> 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
Federal Measures Dashboard	<a href="https://www.oregon.gov/dhs/data/pages/cw-fpms.aspx">https://www.oregon.gov/dhs/data/pages/cw-fpms.aspx</a>

