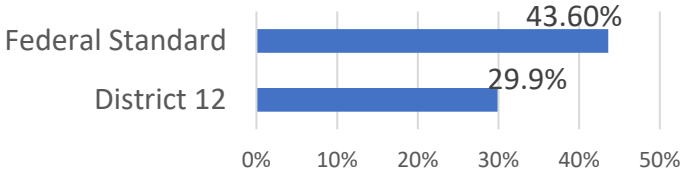
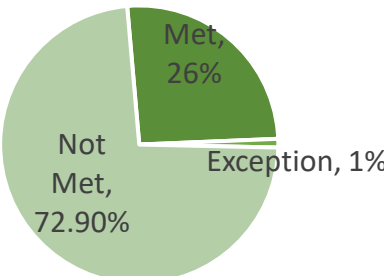
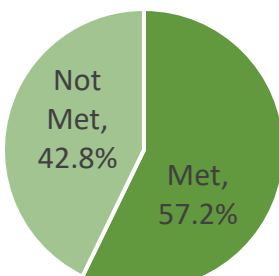


CQI Action Plan		Date: 6/15/23															
Present in Attendance: <ul style="list-style-type: none"><li>○ Sign-in sheet/Teams attached</li></ul>		Site: D12 CQI Analyst Assigned: Anni Macdonald  Next Mtg Date: 9/25/23 @9am (2 <sup>nd</sup> Annual CQI Kickoff Meeting in Pendleton)															
Identified Lag Measure:																	
Permanency in 12mo – 23mo  The expectation is to remain above the Federal Standard of 43.6%. District 12’s Permanency in 12-23 Month rate is 29.9%, below the Federal Standard by 13.7%		<p>Permanency in 12-23 Months</p>  <table><tr><th>Category</th><th>Percentage</th></tr><tr><td>Federal Standard</td><td>43.60%</td></tr><tr><td>District 12</td><td>29.9%</td></tr></table>		Category	Percentage	Federal Standard	43.60%	District 12	29.9%								
Category	Percentage																
Federal Standard	43.60%																
District 12	29.9%																
Identified Lead Measure: Face-to-Face Contact with Parents																	
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 26% of the time, with an additional 1% 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. Case reviews show District 12 is making monthly Face to Face contacts with Parents in 57% of the cases reviewed with quality practice occurring.															
<p>Big Picture: Monthly Face to Face with Parent, Nov 2021 - July 2022</p>  <table><tr><th>Category</th><th>Percentage</th></tr><tr><td>Met</td><td>26%</td></tr><tr><td>Exception</td><td>1%</td></tr><tr><td>Not Met</td><td>72.90%</td></tr></table>		Category	Percentage	Met	26%	Exception	1%	Not Met	72.90%	<p>Deep Dive: Monthly Face to Face Contact with Parents, July 2021- July 2022</p>  <table><tr><th>Category</th><th>Percentage</th></tr><tr><td>Met</td><td>57.2%</td></tr><tr><td>Not Met</td><td>42.8%</td></tr></table>		Category	Percentage	Met	57.2%	Not Met	42.8%
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<b>Problem Statement &amp; Theory of Change (a hypothesis that connects the steps to the goal)</b>
<b>Problem Statement:</b> Quality Face to Face Contact with Parents whose children are placed in substitute care is not occurring frequently enough <b>Proposed Theory of Change:</b> By increasing frequency and quality of Face-to-Face contact between caseworkers and parents whose children are placed in substitute care, parents will be more engaged in case planning and connected to appropriate services and supports, which will help achieve reunification sooner

**PLAN** What tasks will we take to attempt change? How will it impact the measurement? Who is responsible for the task? What resources are needed? How and when will this be communicated to staff?

**Date:** 3/13/23

**Version:** 1

Action Step #1	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
Monthly F2F w. Parent contact status shared via email with caseworkers and supervisors	Jamie Meakins	First Friday & Third Friday of each month	Anni will be CC'd and track when/how often the emails are sent.	n/a

**Notes:** Report being pulled is from ORKIDS BI Face to Face Contact Dashboard, current month

**Progress Check 11/7/22:**

No specific feedback from caseworkers yet, new workers are appreciative of the reminders; it has prompted some to enter notes they thought they had already done, spurs conversation; identifying parents who may not be participants on cases, or where exceptions may exist; potential drawback - we are inundated with emails and this may be overlooked, some sups print them out to give a hard copy to their workers

**Quarterly Review 12/14/22 Decision:**

**Continue**

**Notes:** Tracking the Face-to-Face metrics using the ORKIDS Dashboard indicates a 10% increase in parent contact documented as of October 2022, sustained through November 2022.

**Progress Check 1/23/23:**

In addition to Jamie's reminders, Jason is adding some F2F data to other staff emails; MAPS/CTS are also reaching out to caseworkers with lower contact numbers – reported to be helpful

Exception conversation continues

**Quarterly Review 3/13/23 Decision:**

**Continue**

**Notes:**

Having the reminders every other week is helpful, even if caseworkers know how to pull their own data; it has been prompting caseworkers to double check

Request for F2F data for reunification cases only in addition to all open cases. Request to pull guardianship data

There was a dip in the F2F in Feb (from 45% to 36%); discussion around cause indicates that there was an unexpected distribution of an entire caseload mid-month. Discussion around what supports are needed for when this happens (conversations among unit on how to cover contacts, priorities outlined by sups)
<b>Progress Check 4/24/23:</b> Continues to help Finding incorrect assignments on this print out
<b>Progress Check 5/22/23:</b> Still working for the team Staff feel it's helpful
<b>Quarterly Review 6/15/23</b> <b>Decision: Continue</b>
<b>Notes:</b> These continue to be helpful and participants in the room see it working as both a motivator and reminder system

Action Step #4.1	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 3/13/23, 2 <sup>nd</sup> Quarterly Mtg				
In addition to during the Preparation & Agreement meetings (in line with D12 Family Engagement Plan), all 90-day Staffings will include Caseworker/Parent engagement discussion, including barriers to face to face contact	Documented by a case aide or sup (depending on notes taken) during Prep Mtg, Agreement Mtg, and 90 Day Staffing	Begin immediately	CQI Analyst will do a count to determine how often the discussion is being documented for each meeting type (sample count)	n/a

**Notes:**

Each Supervisor will address the discussion around barriers to engagement individually, rather than adding questions/prompts to the 90 Day Staffing Guide.

Caseworker insight and support noted regarding making this discussion in-depth and addressing barriers instead of a surface level question/conversation. This may need to be addressed given then trends found in notes after next review

**Progress Check 4/24/23:**

This is more doable and appropriate

**Progress Check 5/22/23:**

Going okay – there have been several new cases that have opened, and anticipating what this will look like when all of those are staffed at 90 days.

**Quarterly Review 6/15/23****Decision: Continue****Notes:**

The 90-day staffings that were focused on in this action step were the first 2, rather than older ones. The prep and agreement meeting notes do not document the in-depth conversations that are being had around parent engagement. Discussions included the need for clear and consistent documentation to both preserve the information in our case, but also to then better be able to find patterns or trends when the information isn't discussed.

Action Step #8	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Equity Considerations
Date created: 12/14/2022				
Provide Parents with cell phones paid for by branch funds; Parents can also be given minutes/data if they already have a phone	Jamie Meakins, OS2	Started 11/30	<p>Parent Participant ID will be tracked, case number, phone will be tracked</p> <p>CQI Analyst will track specific parents who received a phone to see if their engagement/F2F increases</p> <p>May 2023, we'll look at how much engagement was impacted</p>	<p>Phones are only being offered to legal parents on cases in which a child is in substitute care, parent identifies they need a phone.</p> <p>As the efficacy of this intervention is studied, more cases may be added</p>

**Notes:**

Jamie sets up the phone, including voicemail, and notes the parents' phone number in the tracking sheet. Minutes are added by Jamie to the phone each month as well.

**Progress Check 1/23/23:**

Going well

**Quarterly Review 3/13/23 Decision:****Continue****Notes:**

This continues to go well. Some parents have lost/broken phones and a new phone has yet to be processed as it is still being staffed with supervisor.

Noted increase – once a parent has been provided a cell phone, there are subsequent financial requests (rent, utilities, etc)

**Progress Check 4/24/23:**

Still going strong, still have requests coming through

Anecdotal that we're able to get ahold of parents more frequently  
Even when they won't engage with us after we give them the phone, this supports our efforts (attorneys are seeing the same issue)

**Progress Check 5/22/23:**

Still working

Not stopping the requests despite the initial plan of stopping at end of May to evaluate

For cases that are closing – I would still like info for life line phones information to be provided to families who have the phones through us so that so those services can be continued – B4Us, transitional services as our cases are dismissed

**Quarterly Review 6/15/23**

**Decision: Adjust**

**Notes:**

The data did not show us the increase in engagement we hoped would accompany the action step of providing parents with phones, and instead noted growth areas for engagement skills and practice as well as equity concerns around this step. Only 3-4 caseworkers utilized this resource, all from the Pendleton Branch. This means that not all families have access to this resource.

See Action Step 8.1 for adjustments.

Action Step # 8.1	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Equity Considerations
Date created: 6/15/23 at 3 <sup>rd</sup> Quarterly Review				
Branch funded cell phones and minutes/data will be available for all parents working with Child Welfare.  The Prep Mtg will include an inquiry regarding if the parents need a phone, and if so, the status of the need and referral will be reviewed at the Agreement Mtg	Caseworkers will request the phones, Jaime Meakins will continue to purchase, activate, and track the phones	Phones available to all immediately  Prep & Agreement agendas to be updated for start 7/15	CQI Analyst will continue to analyze tracking sheet to ensure the resource is being used across the district equitably	
<b>Notes:</b> The expansion of the resource will be communicated to all caseworkers at upcoming "All PS" & "All Perm"  Jaime to create phone request form (next week)				

Action Step #9	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Equity Considerations
Date created: 3/13/23, 2 <sup>nd</sup> Quarterly Mtg				
Discuss Parent Engagement at "All Perm Meeting" each month (10-15min)	Natasha will add to agenda each month	Start March All Perm Meeting	CQI Analyst will request agendas	n/a
<b>Notes:</b> This should be a time that caseworkers can share wins or struggles with parent engagement; the intent to is to provide group thinking/brainstorming/sharing, and continue to spotlight parent engagement with staff				
<b>Progress Check 4/24/23:</b> Discussed during March All Perm, success story shared April All Perm got canceled for regional perm mtg				
<b>Progress Check 5/22/23:</b> Scheduled for May's meeting this Thursday				
<b>Quarterly Review 6/15/23</b> <b>Decision: Adjust</b>				
<b>Notes:</b> This continues to be a good idea, but there was consensus in the room that it needed to be expanded.  <b>See Action Step 9.1 for adjustments</b>				

Action Step # 9.1	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Equity Considerations
Date created: 6/15/23 at 3 <sup>rd</sup> Quarterly				
Move Parent Engagement earlier in the agenda at every All Perm meeting; Sups will highlight successes in their units along with information shared from Natasha around engagement skills and practice	Natasha, Permanency Consultant  Perm Supervisors	July's All Perm	CQI Analyst will continue to request agenda	None that we anticipate
<b>Notes:</b> Anni and Natasha will meet to review engagement practice trends gathered over the last quarter				

Action Step #10	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Equity Considerations
Date created: 6/15/23 at 3 <sup>rd</sup> Quarterly Review				
Anni, Deana & Jaime will meet with Case Aides to review documentation expectations for Prep and Agreement meeting notes  Notes will be reviewed prior to mtg end to ensure content captures necessary topics covered	Anni, Jaime, Deana  Case Aides	Initial Mtg occur in the next week	CQI Analyst will review Prep & Agreement notes to report on trends and progress towards more completed notes	
<b>Notes:</b> Explore Case Aide pre-work to expedite mtgs – information still reviewed in mt				

Action Step #2	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
Provide samples of supervision case note templates	Ashley Wortman	10/7/22	Ashley will CC Anni on samples provided	n/a
<b>Notes:</b> <b>10/5/22 COMPLETED</b>				

Action Step #3	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
Create supervision case note template and agree	Perm Sups, Jason Wright	<b>**Assigned after</b>	<b>**Assigned after Strategy Mtg, to be confirmed*</b>	n/a

on naming convention; communicate expectation of template use in monthly supervision		<b>Strategy Mtg, to be confirmed* 10/21/22</b>	Anni will check in at late- October Mgmt Mtg to confirm template is ready	
<b>Notes:</b> Awaiting samples to refine, ensure there is frequency and a quality (as defined by CFSR measure) component to Parent Engagement discussion				
<b>Progress Check 11/7/2022</b> Reviewed template and naming convention; discussion and decision to add line/prompt regarding discussion of bias around engagement barriers (if the contact isn't occurring, could it be due to caseworker bias?); add line to prompt sups to ask about any equity issues or concerns <b>ACTION ITEM CONSIDERED COMPLETED</b>				

Action Step #4	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
During monthly supervision, discussion will include Caseworker/Parent engagement including face to face – both frequency and quality (as defined by CFSR)	Permanency Supervisors	Started 11/14 for Hermiston & Boardman, 11/23 for Pendleton	CQI Analyst will do a count to determine how often the template is being used	n/a
<b>Notes:</b>				
<b>Progress Check 11/7/22:</b> Template complete, naming convention agreed; start use 11/14				
<b>Quarterly Review 12/14/22 Decision:</b> Continue, added Action Step 7 for support				
<b>Notes:</b> Use of template 11/14 for Boardman & Hermiston, 11/23 for Pendleton. Of all cases with children placed in care and primary case plan is Reunification (79 cases), 3 case notes were entered with the template information. <i>Noted barriers of not having time to document the conversations, but reported they are happening more than documented. It was suggested to have a Case Aide present for the staffing to help document the conversation. Action Step 7 added to address this need.</i>				
<b>Progress Check 1/23/23:</b> Conversations are happening, documentation is hard Often the staffings are impromptu, so pulling in a case aide to document is difficult Workload issue; documenting the convo every time; feels like a 90day staffing each month Is this the action item that's going to move the dial on our goal? Current Engagement Plan includes ensuring quality F2F at the start				



On 2/13, Jason will discuss with Perm Sups; enhancing Engagement Plan & 90day staffings to support the quality of the contact; we could evaluate the quality in the family report, etc

**Quarterly Review 3/13/23 Decision:**

**Adjust, see Action Step 4.1**

Action Step #5	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
Make inquiry to consortium attorneys about their willingness to support engagement/meeting together with parents * Specific inquiry about when meeting together (CW, parent, attny) would be most effective	Heidi Van Kirk (consortium attorney)	Heidi plans to send email 10/5, follow up by phone (can report to Anni and Perm Sups, Jason & Lidwinner)	Anni will track this, follow up by end of next week (10/14)	n/a

**Notes:** Anni will provide Heidi with an email to reply to once this has been done

**Progress Check 11/7/22:**

Heidi made inquiries to consortium attorneys and provided the following insight on 10/31/22:

*The attorneys are all willing to meet with DHS and parents. They are split on whether to initiate those meetings after shelter or wait until after jurisdiction--may depend on the individual case which time will be most appropriate. Then throughout the process after perms or reviews is also good.*

*Attorneys generally willing to meet wherever is most convenient, although the DHS office can be intimidating to parents.*

**ACTION ITEM CONSIDERED COMPLETED**

Action Step #6	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 10/4/22, Strategy Mtg				
Learn why "free phones" must be used first before District funds are used for phones	Jason Wright	10/14/22	If approved – How many phones were distributed?	Phones would have to be made available to all

And inquire if that can be changed			Were we able to increase face to face contact because of the use of those phones?	parents on all cases *consider that some parents may be able to apply for free phones easier than others, etc
<b>Notes:</b> In the past, the phones are purchased phone and data unlimited for a month, a new phone card is needed every month. Estimated \$60 initially, ~\$40/monthly after that				
<b>Progress Check 11/7/22:</b> Green light to start using branch/district funds, but more conversations on structure and process are happening; expect next update at CQI Quarterly Review (12/14)				
<b>Quarterly Review 12/14/22 Decision:</b> <b>End, COMPLETED. Added Action Step #8</b>				
<b>Notes:</b> Leadership determined parameters for phones (2 phones total, minutes/data each month), purchased and set up by OS2. Communication has been sent to staff and phones are already being requested				

Action Step #7	Who will complete action?	Timeline/Due Date:	How will we measure if this is happening? How will we measure if it's having the desired impact?	Who else could be impacted by this plan? (programs, community, families)
Date created: 12/14/22				
Case Aides will enter case note regarding parent engagement conversation, are present in the staffing/conversation to document	Case Aide	TBD – To be discussed at Prog. Check 1/23		
<b>Notes:</b> Modeled similar to Transfer Staffing Perm Team will meet to work through this idea on 1/9				
<b>Progress Check 1/23/23:</b> No longer going to use this step				

## Measurements

**What are we going to measure?**

Monthly, CQI Analyst will gather Caseworker/Parent F2F from ORKIDS BI Face to Face Contact Dashboard to track progress.

Monthly, CQI Analyst will do a hand count (search case notes labeled as supervision/consultation) to track how often the template is being used and Face to Face contact with Parent is discussed. Information tracked will include:

Frequency, location, topics discussed

**How will we know the plan is working?**

We expect the amount of face to face contact between caseworkers and parents to increase.

We expect the supervision case notes will indicate an increase in the quality of the contact (appropriate location, topics discussed)

**How will we determine all families are being impacted equitably?**

If providing phones to parents is approved, tracking who is provided with phones will need to occur to ensure they are distributed/offered equitably

When measuring if the supervision template is being used monthly, tracking will include data of which cases received the supervision with the template to ensure that all families have caseworkers who are being asked about face to face contact, bias

Data collected quarterly will explore whether or not the increased face to face parental contacts are being experienced by all families or certain populations

**Advisory Committee Review and Recommendations****Review/Recommendation (include date of review/recommendation):**

10/26/22

Recommendation on Action Step 2

Having the supervisors document information about the quality of the Parent F2F contact (what was discussed, location, if it was scheduled) could be redundant as the caseworker has most likely already documented that information in their own case note regarding the F2F contact. Could you reformat the template to be a case note entered by the caseworkers?

**Site Response (date replied):**

F2F contacts (occurring and being documented) are low enough that it's not duplicative at this point; will look at this recommendation again once the contact case notes increase

Response provided 11/30 @ Advisory Committee via CQI Analyst, Anni Macdonald

**Review/Recommendation (include date of review/recommendation):**

10/26/22

### Recommendation on Action Step 3

Not all parents have a great relationship with their attorneys either; it is often that the same parents who cannot be reached by the caseworker also cannot be reached by their attorney. However, that doesn't mean that there isn't another person who doesn't have a strong and positive relationship with the parent who can support and facilitate that contact. Recommend considering if the attorney is also having a hard time engaging the parent to find an alternative support person to bridge the engagement gap with the parent and caseworker.

### **Site Response (date replied):**

Could use FEMs to identify supports who could bridge the engagement gap; building this consideration into contact and discussion points that already exist

Response provided 11/30 @ Advisory Committee via CQI Analyst, Anni Macdonald