

2023 YEAR IN REVIEW & LOOKING AHEAD TO 2024



TABLE OF CONTENTS

| | |
|---|-----------|
| TO OUR DEMONSTRATION SITE PARTNERS | 3 |
| OVERVIEW OF FAMILY PRESERVATION | 4 |
| LONG-TERM TIMELINE | 4 |
| FOUNDATIONAL ELEMENTS | 5 |
| WHAT ARE FAMILIES SAYING? | 6 |
| WHAT ARE LOCAL OFFICES SAYING? | 7 |
| Polk County | 7 |
| Multnomah County - Alberta Branch | 7 |
| Douglas County | 8 |
| Klamath County | 8 |
| Jackson & Josephine Counties | 9 |
| Coos & Curry Counties | 9 |
| Washington County | 10 |
| DATA | 11 |
| LOOKING AHEAD TO 2024 | 12 |
| HOW WILL WE SUPPORT YOU? | 13 |
| WHAT SHOULD DEMONSTRATION SITES PRIORITIZE? | 14 |
| WHO DOES WHAT ON THE FP TEAM? | 17 |
| PRACTICE PARTNERS | 17 |
| PROGRAM PARTNERS | 18 |
| POLICY ANALYSTS | 18 |
| MANAGERS | 19 |

TO OUR DEMONSTRATION SITE PARTNERS

"To take dynamic action against a system, we must have dynamic understanding of how it functions.

To create something new, we must likewise understand how the people of a place relate to the land and to each other and what developments have driven their current condition.

Any reimagining of a community that does not take these factors into account is speculative fiction."

- Mariame Kaba

It is difficult and sometimes painful working toward a way of being that is not what our systems have been built for. As we reimagine our practice together, we want to ground every change in how *your* community has come to be. We want to understand how you and your peers have come to work and engage in the way you do and understand how your families have come to experience services in the way they do.

We are so grateful for your patience, humility, and dedication to this ever-changing work. There have been many wins in 2023 and just as many opportunities for repair and growth.

We've watched you create new spaces that have never existed before to build stronger, more sustainable cross-program relationships for families. We brainstormed with you, listened to your BIG ideas for innovation, and celebrated with you as we saw more and more families stay together in their homes. At the same time, we learned about barriers that continue to make collaboration difficult and reflected on how our own team can engage with you all more transparently. We still see Black and Native families overrepresented in many areas, and we still see challenges with addressing institutionalized biases.

Collaboration makes it possible to move with urgency toward an anti-racist, family-centered, trauma-responsive web of support for families. Collaboration across programs, across central and local teams, across community partners and our agency, and perhaps most importantly, **collaboration with families.**

We so look forward to continuing on this journey with you all!

- Statewide Family Preservation Team

OVERVIEW OF FAMILY PRESERVATION

In 2020, our agency's Child Welfare program formally introduced the Vision for Transformation that says, "we believe children do best growing up in their 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".

Recently, Self Sufficiency programs also introduced the Vision in Action that says, "we believe that everyone in Oregon deserves opportunities to thrive and reach their full potential. Maximizing people's potential helps our communities thrive and benefits our entire state".

Family Preservation is a co-created approach to shifting agency practice and actualizing the Vision for Transformation (CW) and Vision in Action (SSP). In early 2021, members of the 9 Tribes of Oregon, parents who have had their children removed by our agency, youth separated from their families, CW and SSP leadership, and staff collectively developed the initial design and theory for implementing Family Preservation.

Family Preservation is an approach to make sure that we, together as an agency, make our Vision for Transformation and Vision in Action come true.

In other words, Family Preservation is HOW we will transform our system to prioritize keeping families together and in their communities.

LONG-TERM TIMELINE

Demonstration Sites include local offices and counties that have applied and been selected to receive coaching, technical assistance, and funding support to equitably implement the Family Preservation approach.

Cohort 1 began in April of 2022, and includes 3 demonstration sites: Douglas County, Klamath County, and the Alberta Branch in Multnomah County.

Cohort 2 began readiness work in 2023 and will begin data collection in April 2024: Polk County, The Gresham Branch in Multnomah County, Coos/Curry Counties, Jackson/Josephine Counties, Washington County.

| | |
|---------------------------------|--|
| Phase 1 (2024 - 2025) | Cohorts 1 and 2, specified above, focus on preventing separation and recidivism for families that are collectively served by CW and SSP. |
| Phase 2 (2025 -2026) | Based on readiness, Cohorts 1 and 2 expand their scope to include families within the Foster System and Reunification Program. Cohort 3 (unselected) is onboarded. |
| Phase 3 (2026 -2027) | Based on readiness, cohorts 1, 2, and 3 expand their scope to include families involved in Substitute Care. Remaining branches are onboarded. |

FOUNDATIONAL ELEMENTS

Our theory of change says that: **If** local offices transform the following **Four Foundational Elements** through an equity-centered and data-informed lens, **then** Family Preservation can become an effective and sustainable approach to preventing family separation after child welfare contact.

| Intra-Agency Relationships | Community Engagement | Practice | Supports & Services |
|----------------------------|----------------------|----------|---------------------|
|----------------------------|----------------------|----------|---------------------|

To transform the four foundation elements, demonstration sites will receive direct implementation and capacity building support to:

- Align staff and leadership mindset and values to prioritize anti-racism and keeping families together in their communities to prevent foster system entry.
- Shift practice to enable earlier, more proactive collaboration between CW and SSP staff and leadership to equip families with concrete supports and connections.
- Strengthen, repair, and develop mutual accountability between agency programs, and between local offices and their communities (including community-based organizations).
- Understand, develop, and strengthen local innovations to account for disproportionality, enable sustainability, and build community capacity.
- Use quantitative and qualitative data to understand disproportionality and inequities in practice, and develop partnerships to address it.

WHAT ARE FAMILIES SAYING?



An Engagement Specialist, Family Coach, and family from Hillsboro shared a sweet story with us.

From the Engagement Specialist: “[This] is a family that has both involvement with CW and SSP, they are currently working with the in-home unit that serves cases that have a permanency case but the children are still in the home.

They are doing so well, thank you to the collaboration of CW and SSP. They really wanted a tree for Christmas but had no way to get a free or low cost tree. Due to a donation from a local tree farm we were able to supply trees to 10 families in our community.

The family below has no transportation except public transportation, she got on the bus with her grocery wagon and came to the office to get a tree. She was so thankful for the tree and could not wait to hear the happy screams of her children when they found out that she got them a tree for the holidays.

This Mom is doing so great and is starting a training program in the medical field as a sterilization technician, they are very engaged with their family coach and CW worker.”

From the Family Coach: “This family had been reaching out to me since before Thanksgiving to ask if I knew of resources or a place where she could get donations or a tree at a discount and that was close by since they don’t have a vehicle.

Well, when Trinity [Engagement Specialist] told us that we had Donated Trees to give out I was ecstatic and immediately contacted my customer. She was over the moon and so happy she was worried she would not be able to get here on time to get one. She hopped on the bus with her grocery roll cart and I set aside a tree for her when she told me she was on her way.

She got here she was almost in tears when she saw we had a tree for her. She told me, Catalina my kids will scream for joy when they see our tree, we will have a Christmas tree. I helped her load the tree in her cart, gave her some diapers and on her way she went. Today she emailed me a picture of her tree for all of us to see 😊.”

From the family: “Thank you I will definitely keep doing great. Here is one with the snowflake on top, Dalton wanted a rainbow 🌈 tree topper :-). ... Oh and next month I am starting the sterilization tech training it’s gonna be a lot of work, but definitely worth it! Talk to you soon. Thank you for all your help. We appreciate it more than anything in the world. Thank you. 🙏 Everything is falling in place like it should be and everything is becoming more and more less stressful. Thanks to you.

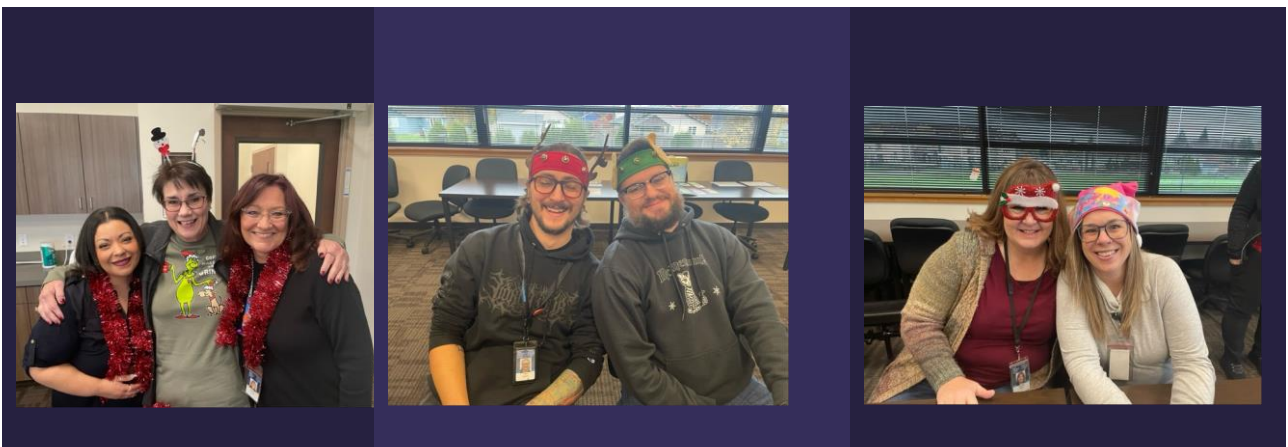
Thank you catalina, [for] our tree! :-)”

WHAT ARE LOCAL OFFICES SAYING?

Polk County

After their SSP team presented the SSP 101 to their Child Welfare staff, Polk's CW Program Manager Amber McClelland, shared:

"Thank you SSP for the valuable 101 training yesterday for Child Welfare staff. The stories shared were inspiring and at one point I leaned over and whispered, 'they make me want to be a family coach!' The work being done is phenomenal and I am so excited about our next steps in collaboration in Family Preservation."



Multnomah County – Alberta Branch

Alicia Reynolds, Child Welfare Program Manager at Multnomah County, shared how proud she and her team are about the number of cases closed in family preservation. **94%** of children served in-home remained in-home. The number of non-court-involved in-home cases went **UP**. In September, **30%** of families were able to stay together, and not separated for foster care. When they started to see a lull in the number families entering family preservation, their CW team worked with SSP to assist in serving families earlier on.

Douglas County

Teams for Families is Douglas county's local innovation, which brings community partners to the table to collectively brainstorm and provide community-based resources and services to families to keep them out of foster care. This year, Teams for Families continues to show promising data for supporting families prior to involvement with ODHS and supporting children currently in foster care to get back home.

Klamath County

Indigenous/Native American children are no longer overrepresented in Child Welfare in Klamath County! As described in the Discover Newsletter, "Members of Klamath Tribes, ODHS Director Fariborz Pakseresht, and ODHS Tribal Affairs Director Adam Becenti joined Klamath County in December 2023 to celebrate the first anniversary of the Indian Child Welfare Act Court in Klamath Falls, Oregon."

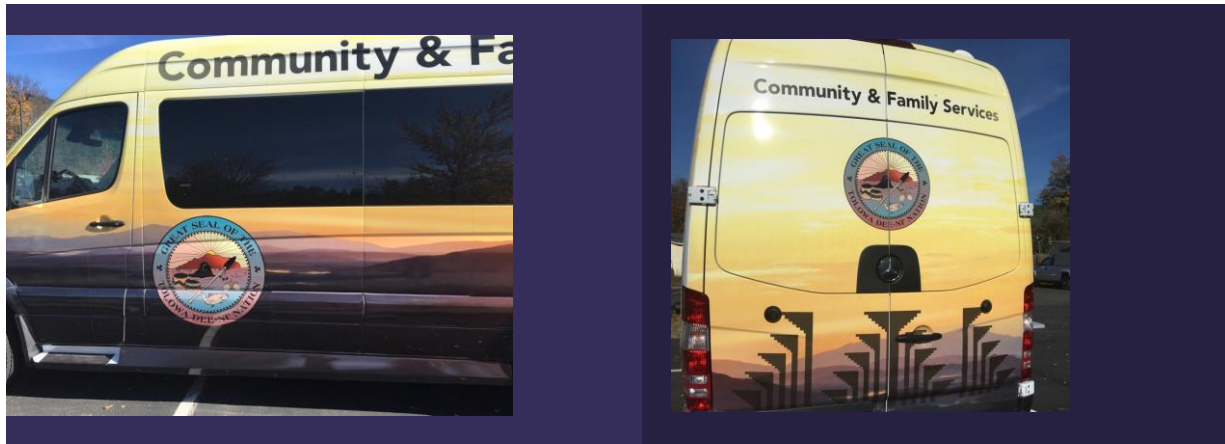
Reflecting on their Family Preservation approach, Engagement Specialist, Norma Luna shared:

"In our collaboration with child welfare, we also have the opportunity to go out with the Protective Service workers to do a warm hand-off for the Family Stability Referrals that we receive. This is a great opportunity for the family to see the separation between child welfare and Self-Sufficiency but still see the collaboration between the two entities. "



Jackson & Josephine Counties

In Jackson and Josephine Counties, they are building the model for a fully mobile ODHS team that works alongside community partners to make sure people and families have access to the services they need. They're trying this in their local community first, with the intention to create a model that can be used in communities across the state. Their focus populations include families in recovery, adults and youth experiencing houselessness, and women and gender-expansive people involved with the justice system.



Coos & Curry Counties

Cambria Turnbow, Family Coach and TANF Supervisor, shared this about how CW and SSP programs are collaborating in District 7:

"Family Coaches that are Family Pres points are beginning to co-locate with Child Welfare 2-3 days per week to build relationship. They are also participating in weekly huddles together and attending weekly CW unit meetings. We have seen an increase in communication between programs that has been beneficial for even non-family pres. cases and multi-gen family members who are caring for relatives in care. They are looking at ways to blend funding where we are able to stretch financial support..."

... From the family standpoint,

what we are noticing is that the FC has been an advocate in the parent's corner to break down what can be a very overwhelming situation into manageable steps, and then walking alongside the individual, or family to address each piece."

Washington County

Washington County's CW team has been working closely with the OEMS Child Welfare Service Equity manager to promote more equitable practices within the local permanency committee process. There will be exciting news and information sharing about the work and outcomes later in 2024!

Their SSP 101 trainings have been so successful that their SSP team has been asked to offer these training for *all* CW staff, as well as for school social workers. Internally, since conducting these trainings, the common case email box shared between CW and SSP program team has had increased communication.

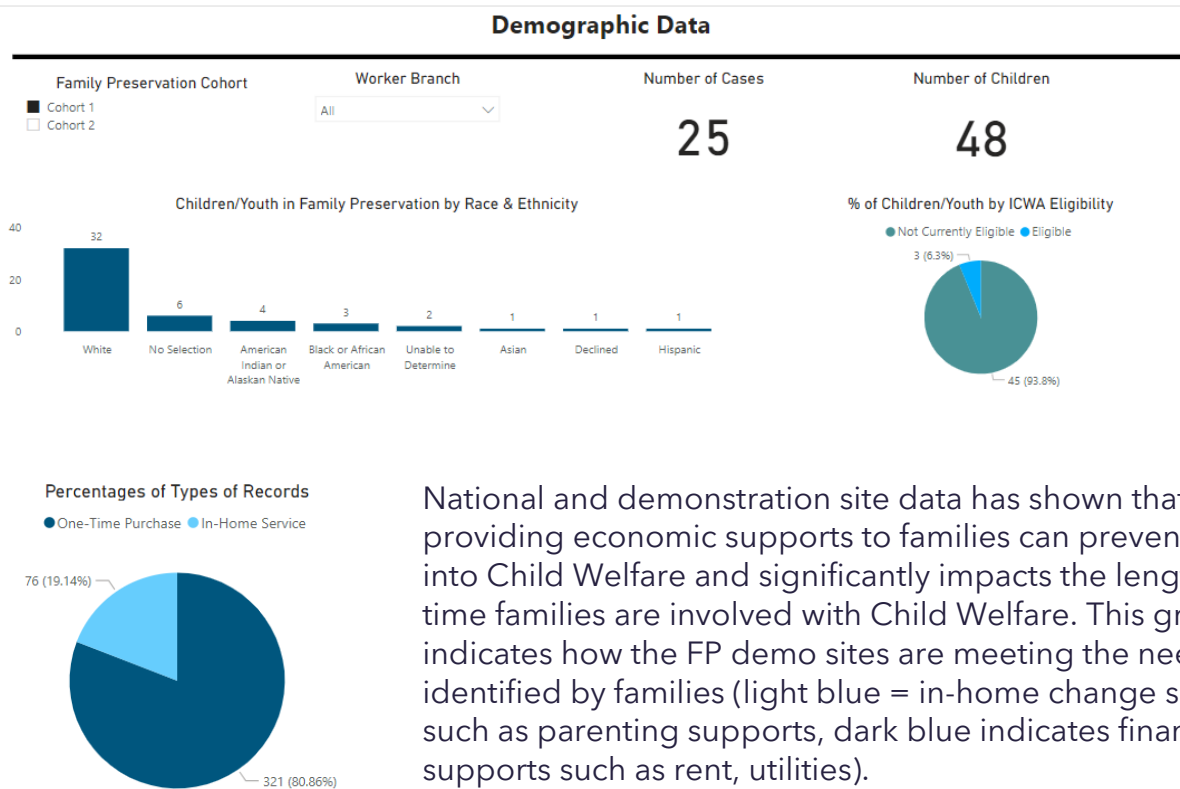
Looking ahead to 2024, Washington County is partnering with the Muslim Educational Trust to host a transformative community forum to create a collective vision for keeping families together, stable, and safe.

DATA

When Cohort 1 sites onboarded in April 2022, only 7% of families were served in-home.
By October 2023, 17% of families were being served in-home.

- Alberta Branch, Multnomah County: 6.6% in April 2022, to 17.3% in October 2023
- Klamath County: 1.3% in April 2022, to 15.9% in October 2023
- Douglas County: 10.1% in April 2022, to 18.4% in October 2023

Of the Family Preservation cases in Cohort 1, a majority of children are White.



Data collection will begin for Cohort 2 sites in March 2024.

Remember:

- ALL families who meet in-home criteria at the CPS assessment are *officially* Family Preservation cases.
- Families *don't* need to be court-involved to be a Family Preservation case.
- Families that have a safety threat identified, and are non-court involved WILL be a family preservation case.

LOOKING AHEAD TO 2024

HOW WILL WE SUPPORT YOU?

JANUARY 2024

CW & SSP Partnership

- Thought partner with Family Coaches, ESs, Supervisors & CPS workers about how to strengthen partnerships between SSP and CW.

Community Partnerships & Contracting

- Collaborate with CPCs, CDCs, RDs, and BEs to share and document guidance around equitable contract administration and community partnership.
- Collaborate with state-level community engagement teams to identify a plan for collaboration and shared support for districts.

Values-Based Engagement

- Connect with engagement specialists, family coaches, CPS workers, and CPCs to truly understand what supports, tools, and resources to add to our Values Based Engagement Training.

APD 101

- Convene CW, SSP, and APD training specialists to co-create an APD 101.

Cohort 1

- Connect with cohort 1 sites and identify needs for thought partnership, resources, or tools to create an ongoing support plan

FEBRUARY 2024

CW & SSP Partnership

- Share and build on co-developed Family Preservation procedures for CW & SSP

Community Partnerships & Contracting

- Support sites in understanding and interpreting local disproportionality data around in-home families.
- Thought partner around connecting with local community partners serving communities that are most disproportionately impacted.

Values-Based Engagement

- Connect with parents with past and present experience receiving services from ODHS to understand what values-based engagement looks like from their lens.

APD 101

- Continue work on co-creating the APD 101.

MARCH 2024

CW & SSP Partnership

- Continue coaching support to strengthen partnerships between CW & SSP

Community Partnerships & Contracting

- Support sites in working with selected community partners to apply for funding.

Values-Based Engagement

- Pilot values-based engagement training with ESs, CTSs, and consultants.

APD 101

- Continue work on co-creating the APD 101, to be completed by June.

WHAT SHOULD DEMONSTRATION SITES PRIORITIZE?

| Activity | Description | Demonstration Site Practice | FP Team/Tools | By When |
|---|---|--|---|---------------|
| January | | | | |
| Assess and strengthen meeting structures for shared collaboration. | Work with our Practice Partners (Erica and Aimee) to understand what is and isn't working with shared meeting structures to strengthen collaboration between CW & SSP | <p>Set regularly occurring huddle times for CW & SSP Family Pres dedicated staff and managers</p> <p>Management: Monthly or bi-monthly CW & SSP</p> <p>All-staff: Quarterly SSP & CW together</p> <p>Recurring training spaces where SSP & CW are together</p> | Tool: Meeting Structure Guidance | January 31 |
| Complete In-home Services Candidacy Determination Form Training | Child Welfare staff and managers become familiar with and begin using the ISCD form. | CW staff complete the ISCD web-based training in Workday. | Support questions, real-time use of the form | February 15th |
| Community Partnership | Continue to find/support spaces already in place with community members & people with lived experience to understand the gaps and needs or the creation of that space | Utilize already created spaces to understand gaps and needs for keeping families together, understand who is missing from that space, who are the trusted community leaders who have access to people with lived experience to support relationship building | Facilitate initial forums and support putting structures in place for sustainability, thought partner around community engagement, share lessons learned from other sites | Ongoing |

| February | | | | |
|--|---|--|--|-----------------|
| Procedure/Common Cases | Become familiar with new procedures and tools as well as updated guidance around common cases | Review procedures and tools with leaders and staff, ensure processes are in place according to these procedures. | Support learning/training around the new procedures and tools, track and support fidelity Tool: Procedures, guidance and tools on Teams | End of February |
| March | | | | |
| Cohort 2 Data Inclusion | The data for Cohort 2 is pulled into the demonstration which indicates that all Family Preservation processes and procedures are occurring and being tracked | Follow and document all processes and procedures specific to Family preservation for shared in-home families | Support and coaching for engaging with processes and procedures Offer tools and supports | Ongoing |
| Values-based Engagement | CTSs, Consultants, and ESs take values-based engagement and provide feedback | Attend the training and provide feedback: CTS, ES, Consultants | Facilitate the training Tool: VBE training deck, Quick Reference re: VBE | End of March |
| Ongoing | | | | |
| Prioritize Family Preservation at every all-staff | Set aside time (10 - 15 minutes) of each all-staff (both CW & SSP separate meetings) for topics related to keeping kids and families stable and together, values-based work, examples of working across programs, innovations | Lead the conversations about what is and isn't working with implementing the Family Preservation approach. | Offer or lead topics, support planning for topics | Ongoing |

| | | | | |
|-----------------------------|---|---|---|---------|
| Coaching/Supervising | Statewide FP Team will meet with CW Supervisors, SSP ESs to support their work coaching staff | Set reoccurring meeting times or reach out to FP Team re: coaching to preservation approach | Offer coaching and support for leading the approach Tool: Coaching support document | Ongoing |
| Group Supervision | Bring SSP & CW together to staff in-home cases to address barriers, seek solutions and learn from each other | CTSs, Consultants lead group supervision using the Group supervision for FP template (Invite SSP & CW) | Participate in the group supervision Tool: Group supervision tool | Ongoing |
| Data | Use the two available FP dashboards to track CW data and understand what SSP data is helpful to understand and track. With all staff, understand how to read and interpret disproportionality data. | Set aside time to regularly revisit the Family Preservation dashboard. Connect with Akhila on the FP team to | Support in understanding/using the dashboard and bringing related data that can only be done through a hand pull at present Tool: Two FP dashboards | Ongoing |
| Funding/Contracts | Move toward combined contracting with SSP & CW. What contracts are already in place that could support both programs? Develop contracts to address identified gaps for families | Work with established providers to see what they need to best serve folks together in-home, engage community around developing resources to meet family needs | Share lessons learned from other sites, connections to Central Office contracts and funding, support in understanding funding streams, some contract administration support | Ongoing |

WHO DOES WHAT ON THE FP TEAM?

PRACTICE PARTNERS

Erica and Aimee bring over a decade of knowledge and experience working deeply within Self-Sufficiency and Child Welfare programs, respectively.

They are excited to be thought partnering with managers, family coaches, engagement specialists, consultants, and caseworkers, to offer coaching strategies, practical skills and solutions, strategies to repair cross-program relationships, and tools for values-based engagement and collaboration. They both work together with both CW and SSP staff to identify opportunities for strengthening and building partnership, processes and procedures and celebrating success. You will see them a lot as they facilitate our Peer Learning spaces.



Erica Jauregui (she/her)
Self Sufficiency Lens



Aimee Osborne (she/her)
Child Welfare Lens

PROGRAM PARTNERS

Lydia and her counterpart support sites in documenting sustainable processes for strengthening and sharing best-practices for keeping families together in their homes and communities. She will connect with district staff to co-create communication strategies that allow for a bi-directional feedback loop between local and central office teams.

She will be sharing lessons-learned and collaborating with our Family Preservation practice partners (Erica and Aimee) to support data-informed practice improvements.



Lydia Sterba (she/her)
Child Welfare Lens



CURRENTLY HIRING
Self Sufficiency Lens

PROGRAM ANALYSTS

We will soon be onboarding 6 policy analysts who will provide direct support around contracting, analyzing data and stories, communicating the findings to various partners, communities, and staff, and using the information gathered to support our Program Partners in the development of a statewide fidelity model. They will also support sites with creation and implementation of cross program and cross-agency policy, tools, data, and contracts supporting preservation.



CURRENTLY HIRING

MANAGERS

Jennifer supports the long-term strategic planning and development of the overall Family Preservation approach across Self Sufficiency and Child Welfare, provides consultation for best practices and collaboration, and offers thought-partnership around repair and relationship building. She creates connections and collaborates across all ODHS programs and external statewide systems partners as well as engaging with external funders, grants, executive leadership, and national and federal partners.

Jennifer manages both the Family Preservation Team and the Child Welfare Reunification Program Manager who supports the Permanency Consultant team.

Akhila provides consultation to district and program managers around equitable community organizing and repair with external partners. She will be working with staff to build capacity for engaging with diverse communities and identifying tools to foster stronger reparative relationships. Akhila will be working closely with our program analysts (currently hiring) to develop a clear guide for equitably contracting with partners to address disproportionality. She also supports state-level community partnerships across programs and is focused on developing structures that honor lived experts in decision making processes.



Jennifer Holman (she/her)
Family Preservation Manager



Akhila Nekkanti (she/her)
Family Pres. Assistant Manager
