



**State of Oregon**  
**Department of Human Services**  
**Office of Child Welfare Programs**

**Annual Progress & Service Report 2018**  
**Covering activities from**  
**July 1, 2016 through June 30, 2017**

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<http://www.oregon.gov/dhs/children/Pages/publications/index.aspx>

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# 1. General Information

## *Introduction*

**Mission:** Oregon's child welfare services are embedded in the greater mission of the Department of Human Services: to improve family capacity to provide safe and permanent living environments.

**Goal:** Child welfare has one overarching goal: the safety of children throughout the life of a case.

**Strategies:** Child welfare seeks to achieve this goal through the specific strategies identified in the Program Improvement Plan subsequent to the Round 3 Child and Family Services Review embedded in the following five goals of the five year plan:

**Safety:** Children in Oregon who come to the attention of child welfare will be protected from abuse and neglect and will be safely maintained in their home whenever possible and appropriate.

**Permanency:** Children in Oregon have permanency and stability in their living situations: family and sibling connections are preserved during the course of a child welfare intervention in the family and children achieve timely permanency.

**Well Being:** Children in foster care are well cared for, remain connected to their family and siblings, and receive services appropriate to their identified needs, and older youth in care are involved in youth driven, comprehensive transition planning.

**Service Equity:** Oregon will provide equal access, excellent service and equitable treatment for all children in Oregon.

**Quality Assurance/Continuous Quality Improvement:** Oregon will continue development of integrated practice of comprehensive quality assurance and continuous quality improvement.

Child welfare is an interdependent system within the Department of Human Services, working with Self-Sufficiency, the Office of Vocational Rehabilitation Services and with the Office of Developmental Disability Services. Additionally, child welfare and its local offices work with the Oregon Judicial Department, the Oregon Department of Education, the Oregon Health Authority, the Oregon Housing Authority, Oregon's federally recognized tribes, juvenile justice programs, advocacy organizations, law enforcement, contracted providers, foster parents, and faith, business and community partners.

Over the past 15 months child welfare has undergone significant change with changes in leadership, and organizational structure. The Department has been impacted by extensive media attention on high profile cases, reporting on both internal and external reviews, high staff turnover, an increase in caseload, and the ongoing urgency to ensure child safety with limited resources. Program initiatives have been started and paused, such as differential response, and as a result received less support than initially anticipated in such a significant program shift. Child welfare is currently working to align the work of a Department-wide Unified Child and

Youth Safety Implementation Plan under the leadership of Department of Human Services Director's office, with the child welfare specific work outlined in the Program Improvement Plan in order to maximize the project management resources available Department-wide and streamline the program improvements impacting children and families. The challenges of these significant shifts, while having an impact on day to day services in the branch offices, have not deterred casework staff from the focused work to ensure children are safe, their needs are being met, and permanency is achieved. The flux the Department has experienced is reflected, in part, in the data which follows in this annual report. With the focused efforts developed through the Program Improvement Planning process, and the project management support from the staff associated with the DHS Director's office, child welfare anticipates progress on our measures during the coming year.

### ***Collaboration***

The following individuals provided administrative data and other information in this report and/or review a draft of this report or specific sections of this report, and provided input into the specific sections. The DHS Tribal Affairs Director authored the ICWA section of this report.

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Jeremy Lecoure, Research Analyst, OBI, DHS

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Additionally, Oregon has actively engaged staff throughout the Department, tribes, parents, youth, and community stakeholders in the development of the Program Improvement Plan (PIP) submitted May 5, 2017. For detailed lists of those involved in the workgroups preparing the PIP, please reference the attachments to the May 5, 2017 PIP submission.

In the preparation of this Annual Progress and Services Report (APSR), the draft of this report was submitted to each of the child welfare field management groups (District Managers and Program Managers), and each of the following child welfare advisory committees :

- Child Welfare Advisory Committee
- Indian Child Welfare Advisory Committee
- Parent Advisory Committee
- Youth Advisory and Advocacy Committee
- Racial Equity Advisory Committee -Tillicum

Oregon is including District and Child Welfare Program Managers in the ongoing review of progress in the coming year as a strategic action in the PIP. These managers, which meet together quarterly, will review the PIP progress measures, the status of the Quarterly Business Review data measures, and status of program improvements in the Districts and branch offices. These quarterly meetings will provide the opportunity to share successes, lessons learned, and to make program adjustments as necessary.

Oregon is also including each of the Advisory Committees in a review of the quarterly progress reports to in order to have ongoing, relevant, and timely input into the implementation of the PIP strategies and key activities and to assist in monitoring the progress of the child welfare system.

The Child Welfare Advisory Committee is serving as the Steering Committee for the PIP. This oversight provides another unique opportunity for stakeholders from the various state agencies and stakeholder groups who are members of the Advisory Committee to align inter-governmental state agency efforts to improve outcomes for children and families in Oregon.

## 2. Update on Assessment of Performance

### Safety Outcome 1: Children are first and foremost protected from abuse and neglect Item 1: Timeliness of initial investigations of reports of child maltreatment

The table below, from the Results Oriented Management (ROM) data system, shows the number of allegations of abuse or neglect that were assigned for assessment within either 24-Hour or 5-Day response times for federal fiscal years (FFY) 2014, 2015, and 2016.

CPS.03 Time to Initial Contact	24 hour Response			5-Day Response			Total Investigations		
	Timely 24-Hour Response	Total 24-Hour Response Times	Percent Achieved	Timely 5-Day Response	Total 5-Day Response Times	Percent Achieved	Total Completed Timely	Total Responses	Percent Achieved
2014	11837	18798	63.0%	3986	6278	63.5%	15823	25076	63.1%
2015	13543	21229	63.8%	4522	6726	67.2%	18065	27955	64.6%
2016	15049	22962	65.5%	6349	9583	66.3%	21398	32545	65.7%
<b>Grand Total</b>	<b>40429</b>	<b>62989</b>	<b>64.2%</b>	<b>14857</b>	<b>22587</b>	<b>65.8%</b>	<b>55286</b>	<b>85576</b>	<b>64.6%</b>

It remains difficult for Oregon to improve on the timeliness of initial response. In 2016 Oregon saw an increase of nearly 4600 referrals assigned for assessment and still managed to generate a 2.6% improvement over the past three FFY's.

In an analysis of this measure, it was determined that there were insignificant differences in responses by type of allegation or type of response (Traditional Response vs. Alternative Response), nor was there significant difference in the category of response (24-Hour vs. 5-Day). It is important to note that since the March, 2016 submission of the Statewide Assessment (SWA), an error was identified in the reporting methodology resulting in a substantial improvement (51.7%) to the 5-Day Response category in 2015 and a significant improvement to the Percent Achieved in the Total Investigations (13.9%).

Upon further analysis it became apparent that there are two primary areas that are impacting Oregon's performance. The first, and most relevant, is the prevalence of data entry errors. In a sampling of cases it appeared that data entry errors were present in more than 15% of the cases where Oregon did not meet the identified timelines, meaning Oregon is like performing better than the administrative data would represent. The second was that greater than 10% of the initial responses where the timelines were not met had contact on the date the contact was due but outside the hours associated with the response time. Some of these contacts were literally documented to have occurred within minutes of the 24 or 120 (5-Days) hours from receipt of the allegation, which means with slight adjustment Oregon could achieve significant improvements in this measure. Oregon is addressing these issues in the PIP.

In the CFSR Round 3 ratings there were 40 cases reviewed where the review of Timeliness to Investigation applied. Of the 40 cases 23 (58%) were rated as a "Strength" and 17 as "Area Needing Improvement (AIN)". Trends of the 17 cases rated as ANI include slow response to allegations of past parental abuse when the child(ren) were already in a Foster Care placement. Also noted was insufficient efforts to make contact after initial contact was unsuccessful. Understanding what is driving this measure should allow Oregon to make significant progress in this area. Progress will be reported in the next APSR.

**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate**

Item 2: Services to the family to protect child/ren in the home and prevent removal or re-entry into foster care.

This outcome measures the efforts of the agency, through service provision, to prevent removal of child(ren) or re-entry after a reunification. This measure is considered met when the agency has made concerted efforts to provide appropriate and relevant services to the family to address the safety issues in the family so that the child(ren) could remain in the home or would not re-enter foster care or it was determined that the removal of the child was necessary to ensure the safety of the child.

**Children Served In Home**

Oregon’s Office of Business Intelligence (OBI) had developed a temporary report (which has recently been incorporated into ROM reports under the IC series of reports) of children served in home. This is a point in time report indicating a child served in the family home when

- a Child Protective Services case type includes the following requirements:
  - The child must have an open case plan in OR-Kids, or
  - The case must have an active Protective Action, or
  - The case has an active Safety Plan that was opened within 14 days of the Protective Action start, or was already open before the PA and is still open even if the PA is closed.
  - The child does not have a placement service open in OR-Kids.
  
- a Family Support Services case type (not an allegation of abuse/neglect) includes the following requirements:
  - The case is open (assessment completed), and
  - The child does not have a placement service open in OR-Kids.

The table below displays the summary of information on the number of children at the beginning and end of each FFY, as well as the total number of children served In-Home during the FFY.

<b>ROM IC.01 Count of Children Served In-Home</b>			
<b>Report Period</b>	<b>On In-Home Caseload 1st day of period</b>	<b>Ending caseload</b>	<b>In-Home count during period</b>
Oct 2013 - Sep 2014	2047	1571	6527
Oct 2014 - Sep 2015	1572	1524	6013
Oct 2015 - Sep 2016	1523	1511	7266

The 29.6% increase of children served during the past FFY (while Oregon has seen a slight decrease in caseload count) is believed to be directly associated with the significant effort put forward this past year to complete overdue assessments. This is significant because for the first time in many years, Oregon has a number that may more accurately represent the volume of work completed in the first 60 to 90 days of a case to manage safety of children in a way that prevents placement and long term involvement with families.

In addition, Oregon now has performance outcome measures for services provided to families under contracts with community agencies for both the Strengthening, Reunifying, and Preserving Families (SPRF) and In-Home Safety and Reunification Services (ISRS) service types for an entire year. ISRS is the primary service category to support the prevention of removal and the reunification efforts of children with a parent. The table below represents criteria used to support the outcomes captured at the conclusion of services.

Service Category	Service Type	Client Outcome Achieved	Client Outcome Partially Achieved	Client Outcome Not Achieved
ISRS	Stabilization	Child(ren) remained In-Home with a parent.	Child(ren) reunified with other parent.	Child(ren) removed from home and placed in foster care.
ISRS	Reunification	Child(ren) was/were reunified with a parent.	Child(ren) reunified with other parent.	Child(ren) did not reunify with a parent and remained in foster care.

SPRF services are primarily purposed to improve the protective capacities of parents; some also serve to prevent removal or support reunification efforts. The table below demonstrates performance outcome measures for both SPRF and ISRS services by District. These outcomes are captured as a disposition in the OR-Kids system at the close of service.

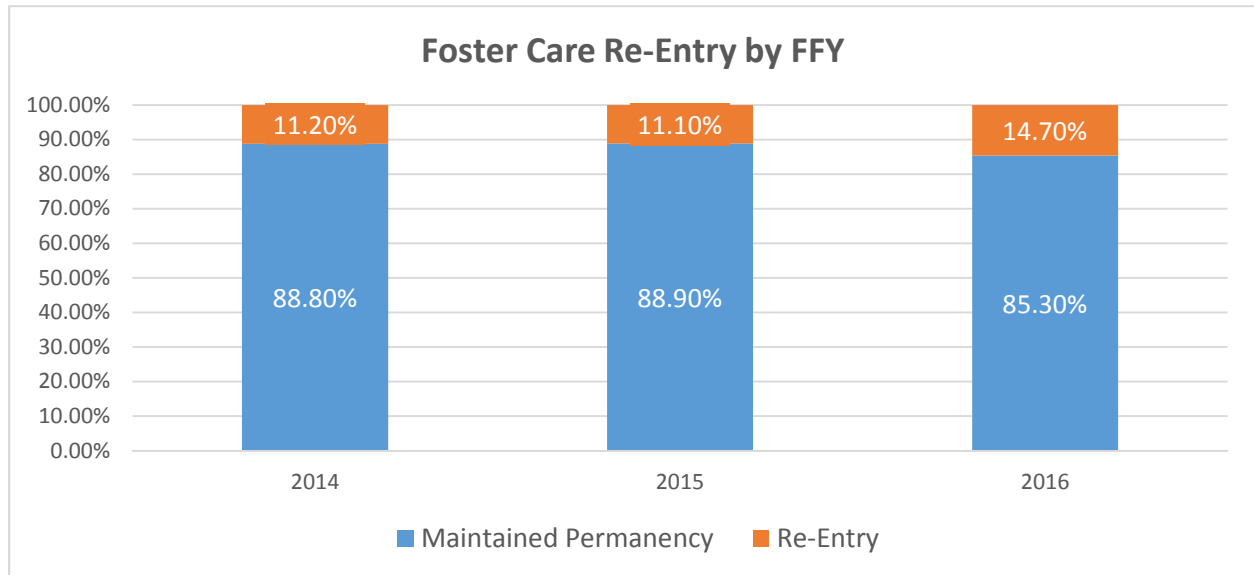
District	2016 SPRF Breakdown			2016 ISRS Breakdown		
	% Achieved	% Partially Achieved	% Not Achieved	% Achieved	% Partially Achieved	% Not Achieved
District 01	76%	11%	13%	75%	13%	12%
District 02	81%	11%	7%	84%	9%	6%
District 03	83%	9%	8%	79%	11%	10%
District 04	48%	25%	26%	52%	23%	25%
District 05	49%	22%	29%	56%	18%	26%
District 06	74%	4%	22%	72%	4%	24%
District 07	54%	15%	32%	59%	12%	29%
District 08	73%	4%	24%	75%	3%	22%
District 09	60%	30%	10%	60%	23%	18%
District 10	73%	6%	21%	72%	4%	24%
District 11	49%	19%	31%	50%	20%	30%
District 12	38%	14%	48%	45%	11%	43%
District 13	47%	25%	29%	47%	24%	29%
District 14	73%	0%	27%	74%	6%	21%
District 15	67%	15%	18%	72%	14%	15%
District 16	82%	5%	13%	80%	7%	13%
Grand Total	64%	14%	21%	67%	13%	20%

The outcomes of these services, which represent approximately 80% of service outcomes as achieved or partially achieved, along with the substantial increase in the number of children served in home during this reporting period demonstrates Oregon's efforts in preventing the placement of children and long term involvement with the family through the provision of these services.

Round 3 of the CFPSR Case Reviews had 21 applicable cases and 17 (81%) were rated as a strength, which reinforces this as one of the stronger areas within Oregon's Child Welfare system.

Foster care re-entry

The national data indicator for foster care re-entry has a national standard of 8.6% or less children experiencing re-entry within 12 months of discharge from foster care. Oregon's ROM report PA.04 (Fed) Re-entry into Custody measures the number of children entering foster care in the 12 month target period (2-3 years prior to report) and discharged from foster care within 12 months to reunification, living with a relative(s), or guardianship, and did not re-enter foster care for a period of at least 12 months. Although this report does not yet perfectly align with the federal data measure, its use enables a better understanding of what populations are most likely to experience foster care re-entry. The graph below demonstrates the performance over the past 3 FFY's.

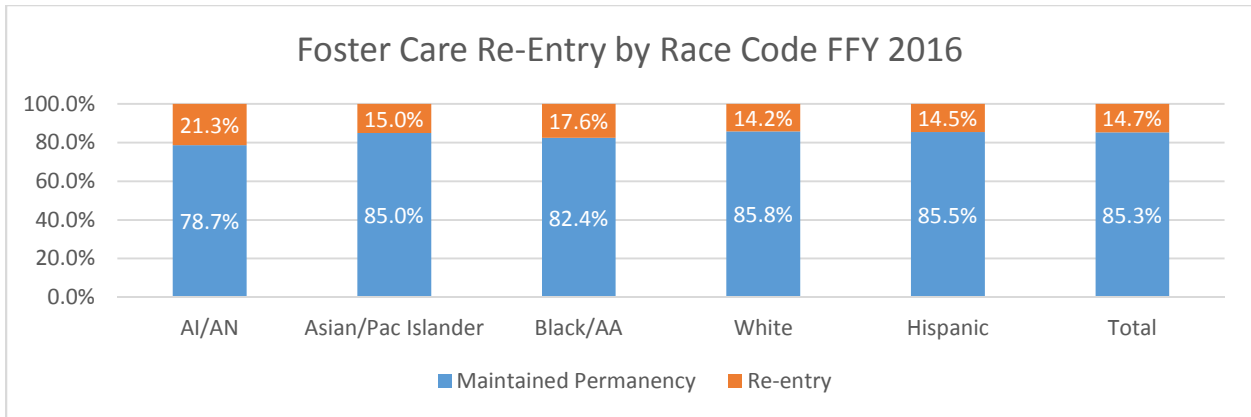


The ROM data shows this as an area that Oregon has seen 3.6% slide in performance for this measure. In analysis of this measure, Oregon examined the breakdown of this data by age, gender, race code, and District performance. Although the gender analysis did not demonstrate a substantial difference, the look at age, race codes, and District provides a very insightful understanding of what is driving performance on this measure.

When Oregon looked at the age, analysis the population at greatest risk of re-entry are ages 0 to 2 (17.4%) and 6 to 8 (14.9%). However, none of the age groups are surpassing this national standard of 8.3%. The graph below represents the breakdown by age group.

Age Group Code at Removal	0 - 2		3 to 5		6 to 8		9 to 11		12 to 14		15+		Total	
Total	472	100.00%	281	100.00%	222	100.00%	199	100.00%	156	100.00%	123	100.00%	1453	100.00%
Maintained Permanency	390	82.60%	245	87.20%	189	85.10%	174	87.40%	135	86.50%	107	87.00%	1240	85.30%
Re-entry	82	17.40%	36	12.80%	33	14.90%	25	12.60%	21	13.50%	16	13.00%	213	14.70%

When Oregon looked at the race code the Native American/Alaskan Native children (21.3%) and Black/African American children (17.6%) are at greatest risk of re-entry. Again, none of the racial groups are performing at or better than the national standard. The graph below demonstrates the breakdown of children at re-entry by race.



The most insightful review regarding the performance of this measure comes from the District level look at the data where 6 of 16 Districts perform better than the national standard. The greatest opportunity for improvement in this measure is to develop focused strategies in the local strategic plans (PIP activity) for the 5 poorest performing Districts who represent 71% of all of the re-entries yet only 48% of the eligible population. A more in-depth analysis of what is driving the performance of these Districts could assist in improving the performance on this measure.

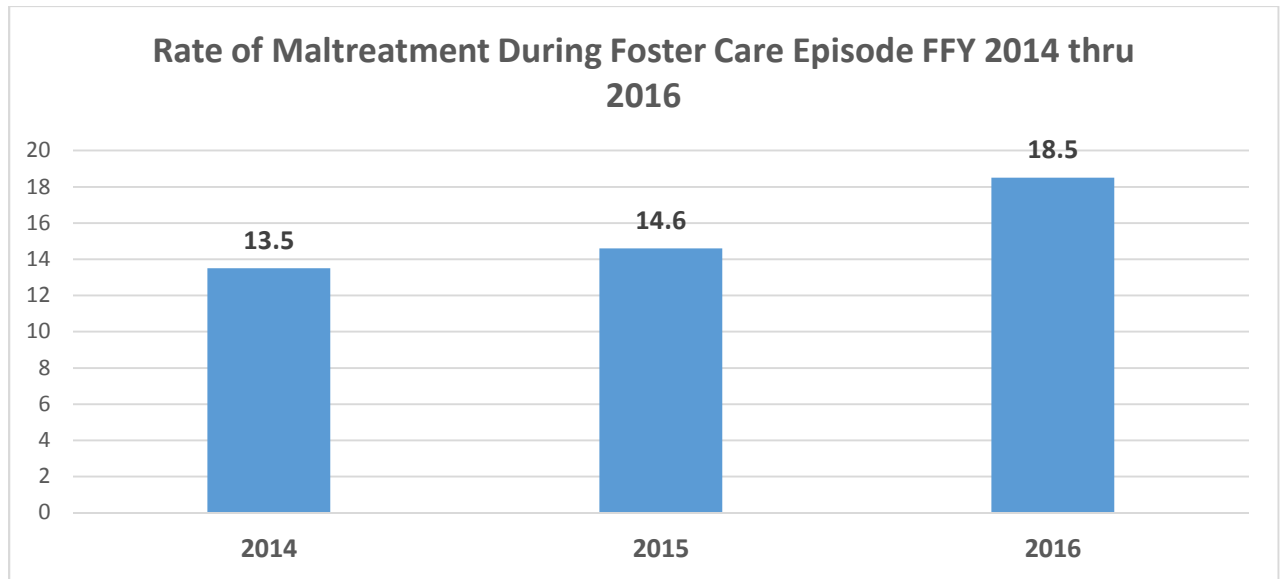
### Item 3: Risk and Safety Assessment and Management

The risk and safety assessment and management measure in the CF SR case review is a combination of factors that need to be met in order to be considered an area of strength. In this item the agency must:

- Conduct an initial assessment that accurately assessed all risk and safety concerns for the target child in foster care and/or any child in the family remaining in the home (3A)
- Conduct accurate ongoing assessments of safety concerns for the target child and any/or any child(ren) in the family remaining in the home.(3B)
- Develop appropriate safety plans and monitor and update the plans, including the monitoring of engagement in safety-related services (3C)
- Prevent the recurrence of maltreatment of another report within a 12-month period before or after the report that involved the same or similar circumstances (3D)
- Provide an appropriate level of monitoring of visitation in relationship to the known safety concerns (3E)
- Prevent the maltreatment of a child by a foster parent or a child remaining in a placement setting that puts the child a risk, due to inadequate monitoring, that goes unaddressed or is inadequately addressed (3F)

The Round 3 CF SR case reviews had 58 applicable cases, of which 38 (60%) were rated as a Strength. Trends within this item included four primary concerns. The first is the lack of comprehensive assessments. The second was the lack of consistent visitation in Foster Homes. The third was the lack of appropriate monitoring of Safety Plans, and the fourth was related to appropriate follow-up on allegations of abuse or neglect in foster homes that were closed at screening.

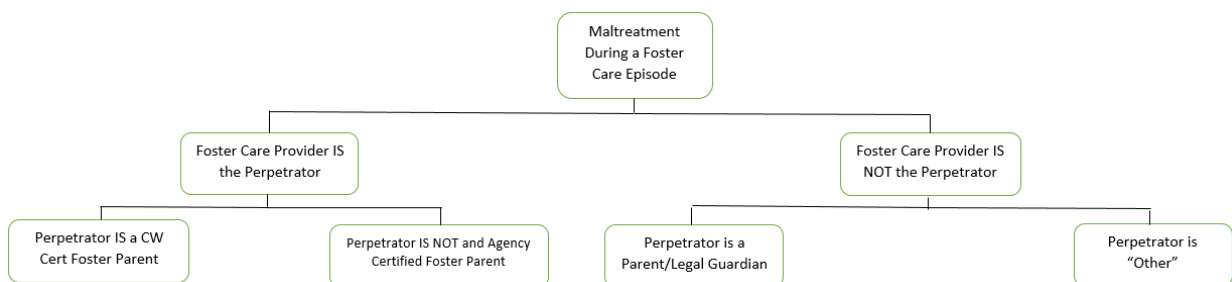
The national data indicator for maltreatment in foster care has a national standard of 8.5. This data indicator measures the following: of all children in a foster care episode during a 12 month period, what is the rate of victimization, per 100,000 days of care. The rate of maltreatment during the foster care episode over the past 3 FFY's has shown a steady increase in the rate of maltreatment, with the most significant increase (from 14.6 to 18.5) occurring in the FFY 2016. The graph below shows the rates over the past 3 FFY's.



The safety of every child is the primary and foremost goal of the Department and as a result, it is important to understand where and how abuse is occurring to allow for a strategic response to improve the safety of children in the analysis of this composite measure.

The measure of Maltreatment in Foster Care is a complex measure that not only constitutes the period of time a child is in a substitute care placement, but also the time the child resides with a parent during the Trial Home Visit period (183 days post departure from substitute care placement). In addition, this measure captures any abuse that occurs during the period a child is considered to be in substitute care, not just abuse that is perpetrated by a substitute care provider. As such, it was important to look at this measure from the lens of perpetrator type to better understand what area of the work is driving Oregon's performance related to this measure.

The graphic below demonstrates a Data Analysis Map that represents the method in which Oregon uses to analyze performance on this measure.



The analysis of this measure for FFY 2016 has shown a distribution of approximately 40% of the maltreatment where a perpetrator is a Foster Care Provider, and 60% of the maltreatment where a perpetrator is someone other than the Foster Care Provider. Adding to the complexity in this measure was the realization that the “Incident Date” data field had not been properly used, which results in incidents of past abuse reported after the child enters a substitute care setting defaulting to the date of report rather than the “Incident Date” the abuse occurred and, as such, is captured as maltreatment in Foster Care.

As Oregon further analyzed the subset of data of Foster Care Provider as the perpetrator of maltreatment, Oregon sorted the data by “Agency Certified Providers” and “Not Agency Certified Providers”. The “Not Agency Certified Providers” are comprised primarily of the licensed Child Caring Agencies (CCA) and Foster Parents certified by County administered Developmental Disability programs. The data for FFY 2016 showed that approximately 1/3<sup>rd</sup> of the incidents of Maltreatment with the Foster Care Provider as the Perpetrator were “Not Agency Certified Providers”. This represents approximately 13% of the total incidents of maltreatment that occur during a foster care episode leaving approximately 27% of the incidents occurring in Agency Certified Providers. This is particularly significant in that the population of children in substitute care with “Not Agency Certified Providers” represents 10% or less of Oregon’s total substitute care population.

Further analysis over time will demonstrate if this is related to recent changes, first, an expanded definition of abuse for children residing in licensed child caring agencies, second, a shift in the Department’s approach to managing allegations in CCA’s or whether this is an accurate representation of the ongoing risk of maltreatment to Oregon’s highest need children placed in the licensed child caring agencies and Developmental Disability program homes and facilities.

In a case level review of a random sample of the 60% of children who experienced maltreatment during their foster care episode, where the Foster Care Provider was not the perpetrator, over 75% of the incidents occurred while the children were with one or more parents in “Trial Home Visit” status, which constitutes 45% of the total incidents of maltreatment during foster care episodes. This constitutes the largest population of children who experience maltreatment during foster care episodes and indicates a need for continued efforts around the application of the Oregon Safety Model as it pertains specifically to Conditions for Return, application of the In-Home Safety Criteria, and the developing and managing the ongoing safety plan. A data measure that identifies the percentage of children on Trial Home Visits has been added to Oregon’s Quarterly Business Review (QBR) to allow for ongoing tracking of this measure.

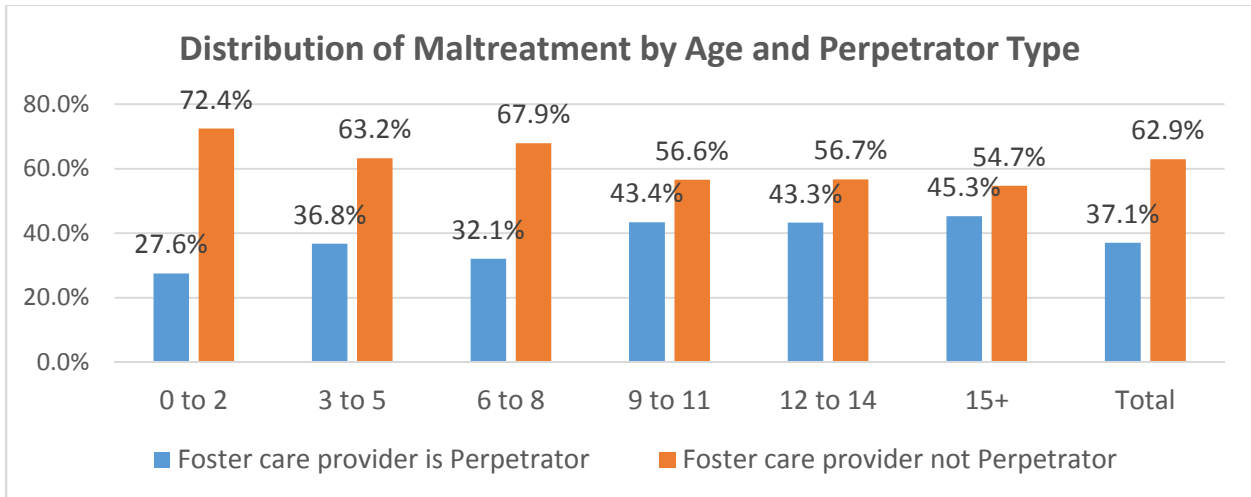
Oregon also looked at the distribution of perpetrator type by age, gender, race, and District to better understand where our efforts may have the greatest impact.

The analysis of age groups shows that children ages 6 to 8 had the highest disproportionate representation in relation to their percentage of the total foster care population (approx.15%) and the percentage of population of children who experience maltreatment during their foster care episode (approx. 20%). The analysis also shows that those most likely to experience maltreatment by a Foster Care Provider are children between ages 9 to 18 and those most



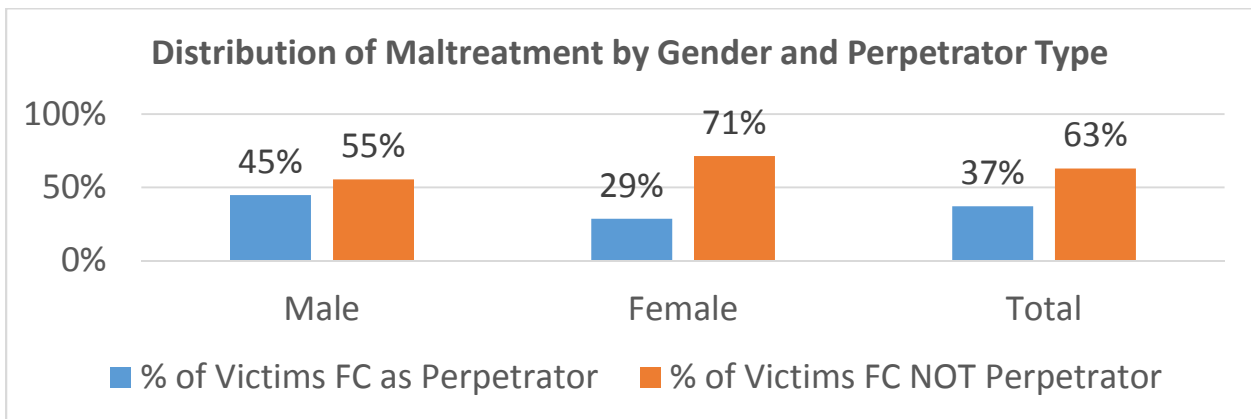
likely to experience maltreatment by someone other than the Foster Care Provider between the ages of 0 to 8.

The graph below represents a distribution of abuse by perpetrator type and age group.



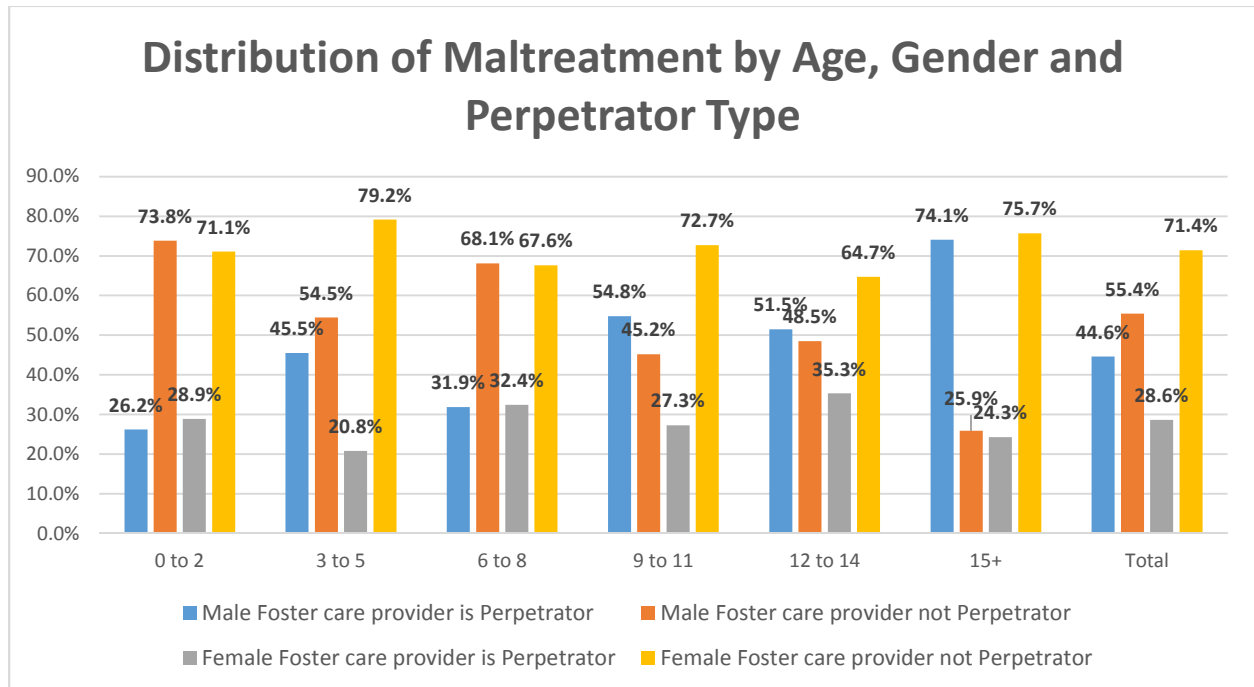
Reviewing the gender distribution, both males and females experience maltreatment during the foster care episode proportionate to their representation in the system. The distribution by perpetrator type shows males are more likely to experience maltreatment by a Foster Care Provider, whereas females are more likely to experience maltreatment by someone other than a Foster Care Provider.

The graph below represents the distribution by gender and perpetrator type.

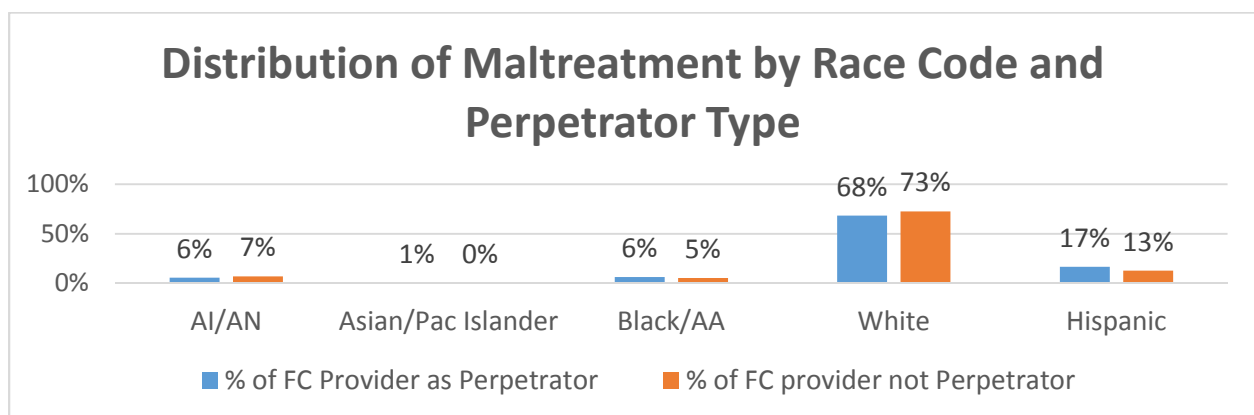


Reviewing two measures together displays where maltreatment by specific perpetrator type becomes most prevalent. For example, males are most likely to experience abuse by someone other than a Foster Care Provider between the ages of 0 to 2. Females are most likely to experience abuse by a Foster Care Provider between the ages of 12 to 14.

The graph below shows a distribution of maltreatment during a foster care episode by age, gender, and perpetrator type.



In the analysis of race code distribution in this measure only American Indian/Alaskan Native (1.16%) and White children (1.03%) had a disproportionate representation of maltreatment during their foster care episodes. When reviewing the distribution by perpetrator type it becomes apparent that Black/African American and Hispanic children have a higher rate of maltreatment by a Foster Care Provider, with Hispanic children having the greatest disparity of a 4% difference. The graph below shows the distribution by race code and perpetrator type.



Analyzing the information in this way allows Oregon to design a more culturally or age appropriate response to each population at the highest risk of abuse during their foster care episode.

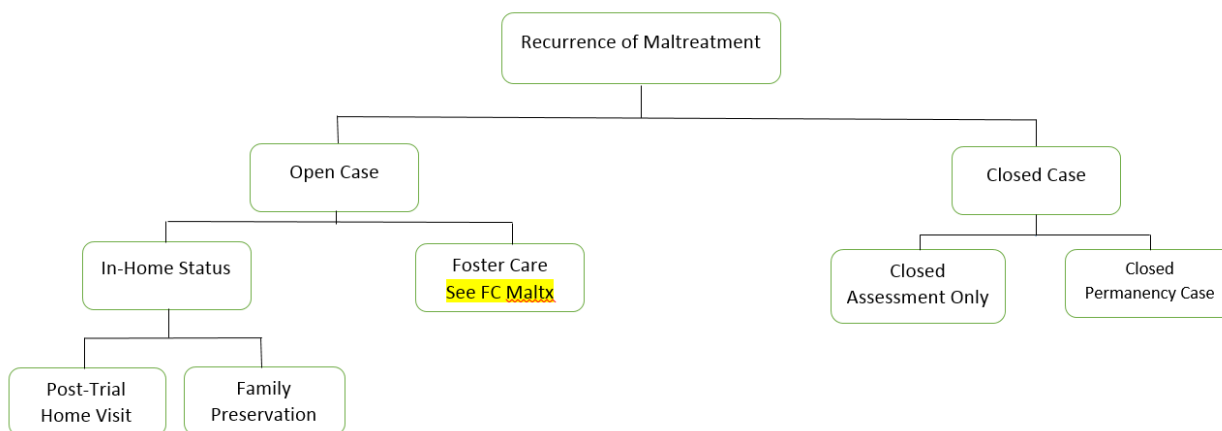
### Recurrence of Maltreatment

The national data indicator measures the following: of all children who were victims of a substantiated or indicated maltreatment report during a 12-month period, what percent were victims of another substantiated or indicated maltreatment report within 12 months. Oregon does not meet the national standard of 8.5%.

Oregon ROM report SA.02 measures recurrence of maltreatment by the total child victims in the cohort, the number/percent of these children who had another substantiated or indicated (recurrence) that occurred within 12 months. The table displays the last 3 FFY's of this measure and demonstrates a .4% improvement in this measure over the most recent FFY. Although this report does not yet perfectly align with the federal data, it does allow Oregon to track this measure for incremental improvements.

Report Period End	Sep 30, 2014		Sep 30, 2015		Sep 30, 2016	
Safe	8834	91.1%	9058	90.3%	9660	90.7%
Recurrence	859	8.9%	974	9.7%	990	9.3%
Total Child Victims	9693	100.0%	10032	100.0%	10650	100.0%
Initial maltreatment during	Oct 2012 - Sep 2013		Oct 2013 - Sep 2014		Oct 2014 - Sep 2015	

This measure includes all incidents of recurrence of maltreatment, regardless of case status. As such it is important to understand what the status of the case is to better understand the strategic approach to improve the safety of children. The graphic below is an analysis map of Recurrence of Maltreatment. This map first sorts the data by the statuses of In-Home, Foster Care, and Closed Case. Each of these statuses have are aggregates of more detailed case status information.



When the data is analyzed through the lens of case status types within the categories of open and closed cases it shows that 32.7% of the incidents of recurrence happened on an open

case versus the 67.3% occurring on closed cases. The 32.7% that occurs on open cases is then further broken down into children in their Foster Care Episode (23%) and children on In-Home Status (9.7%).

The remaining 67.3% of the incidents of recurrence of maltreatment occurring on closed cases is comprised of cases in which children were determined safe and the CPS Assessment was closed with a founded disposition, identified as an “Assessment Only” case (55.7%) and closed cases that had prior In-Home or Foster Care status (11.6%). The statewide distribution of incidents as referenced above for FFY 2016 is displayed in the table below.

	Foster Care		In Home		In CW (FC+ INHOME)		Closed Assessment Only		Closed FC or In Home		Closed Cases Assessment Only+		Total Victim Count
	#	%	#	%	#	%	#	%	#	%	#	%	
Statewide	227	23.0%	96	9.7%	323	32.7%	551	55.7%	115	11.6%	666	67.3%	989

The above data indicates that areas of primary concern are Closed Cases Assessment Only and those cases where children are still in their foster care episode. It is important to note, and as is demonstrated in the above map, all of the incidents of recurrence while a child is in a foster care episode is also captured in the Maltreatment in Foster Care data and as such the analysis for this portion of the measure is also included in the Maltreatment in Foster Care data analysis. In the analysis of the 551 incidents of maltreatment that occurred on Assessment Only Cases it is important to understand the volume in which these types of cases occur. In FFY 2016, there were 11843 unduplicated victims, of which approximately 7050 were closed as assessment only. Using the 7050 as denominator, with an assumption that this is a constant, would mean that the 551 incidents of maltreatment on Assessment Only cases in FFY 16 is less than 8% of the total assessments with a founded allegation that were closed as Assessment Only.

With an understanding that Child Welfare systems are designed to be responsive to allegations of abuse and neglect, Recurrence of Maltreatment is one of the most telling measures for the success of a Child Welfare system. As such, this is a measure where Oregon is well within reach of achieving the National Standard within the next reporting period. Oregon is currently within .8% of meeting the National Standard at this time, and a reduction of 85 incidents of abuse within the last FFY would have resulted in Oregon achieving this measure.

Items 2 and 3 of the CFSR appear to align well with the administrative data in that in Round 3 Item 2 Services to Prevent Removal was rated a strength in 81% of the 21 cases where it applied. However, Item 3 Risk and Safety Management only rated as a Strength in 60% of the 96 cases where it applied. The identified themes from this item included lack of comprehensive assessments and lack of visits in the foster home. In addition, reviewers found that there were a number of cases where Safety Plans were developed but not monitored appropriately. All three of these themes impact our ability to assure safety and will be addressed in activities in either the PIP or the Unified Child and Youth Safety Implementation Plan.

## B. Permanency

Permanency outcomes include: (A) children have permanency and stability in their living situations; and (B) the continuity of family relationships is preserved for children.

## Permanency Outcome 1

### CFSR Item 4: Stability of Foster Care Placement

In the Round 3 CSFR Case Reviews Oregon had 50 of the 64 (78%) applicable cases rate as a strength. The federal measure shows the rate of placement moves per day for all children who enter care in a 12-month period. Over the past 3 FFY's Oregon has seen an increase in the number of moves from 4.2 in FFY 14 and to 5.0 in FFY 16, with the largest increase occurring in the most recent FFY. It is reasonable that the performance in this measure for this period is less than may have been expected due to the substantial placement crisis in Oregon at this time. It is also likely that without the incredible efforts of the field staff to minimize the impact of the crisis on children, this measure would be worse.

The table below, from ROM report PA.05, shows the trend of Count, Moves, Days, and Rate over the past 3 FFY's.

Report Period End	Sep 30, 2014				Sep 30, 2015				Sep 30, 2016			
	Count	Moves	Days	Rate	Count	Moves	Days	Rate	Count	Moves	Days	Rate
Placement Stability Rate	3357	2244	533767	4.2	3729	2710	622374	4.4	3682	3066	614096	5.0
Rolling 12 Month Period	Oct 2013 - Sep 2014				Oct 2014 - Sep 2015				Oct 2015 - Sep 2016			

In understanding this measure it is important to understand what is driving the performance in Oregon. As a result Oregon looked at basic demographics like age and race. In addition, relative placements were analyzed for impact on stability.

When looking at the age of the child when removed from the home, a child who entered foster care between the ages of 13 and 16 were about twice as likely to have more than 5 placements

in the episode. (15% -19% vs 8% for statewide).

**Percent of Children who entered care between 10/1/2013 - 9/30/2016 by number of placements in episode**

Age at removal	1 placement	2 placements	5 + Placements	Variance
0	41%	37%	2%	-5%
1	43%	31%	5%	-3%
2	46%	28%	6%	-2%
3	45%	28%	6%	-2%
4	44%	29%	6%	-2%
5	49%	24%	7%	-1%
6	50%	26%	5%	-2%
7	45%	28%	7%	-1%
8	45%	28%	7%	-1%
9	48%	26%	8%	0%
10	49%	26%	8%	0%
11	46%	27%	8%	1%
12	45%	26%	10%	2%
13	43%	23%	17%	9%
14	40%	25%	17%	9%
15	34%	24%	19%	11%
16	37%	25%	15%	7%
17	37%	26%	15%	7%
18	45%	34%	7%	-1%
Statewide	44%	28%	8%	0%

When analyzing the primary race of the child entering foster care, children whose primary race is African American were most likely, at 37%, to have more than two placements during the foster care episode.

**Children entering care between 10/1/2013 and 9/30/2016 by number of placements in the episode and Race**

No. Placement Records_Categd	AI/AN		Asian/Pac Islander		Black/AA		Hispanic		Other		White		Total Children	% of Total Children
	Children	% of all AI/AN	Children	% of all Asian/Pac Islander	Children	% of all Black/AA	Children	% of all Hispanic	Children	% of all Other	Children	% of all White		
1 placement	263	38.5%	65	51.6%	194	34.2%	803	44.9%	93	46.3%	3461	44.6%	4879	43.8%
2 placements	209	30.6%	41	32.5%	164	28.9%	482	26.9%	72	35.8%	2202	28.4%	3170	28.5%
3 - 4 placements	130	19.0%	15	11.9%	134	23.6%	377	21.1%	33	16.4%	1518	19.6%	2207	19.8%
5 - 7 placements	59	8.6%	3	2.4%	46	8.1%	98	5.5%	2	1.0%	428	5.5%	636	5.7%
8+ placements	22	3.2%	2	1.6%	30	5.3%	29	1.6%	1	0.5%	151	1.9%	235	2.1%
Grand Total	683	100.0%	126	100.0%	568	100.0%	1789	100.0%	201	100.0%	7760	100.0%	11127	100.0%

Relative placement appears to have the largest impact on placement stability. In fact 85.9% of all children who were initially placed with a relative had 2 or less placements within the episode.



The analysis of the initial relative placement in relationship to how long the child has been in care is where the difference becomes more pronounced. 40% of those initially placed with a relative were still in their initial placement where only 8% of those not placed with a relative were still in their initial placement.

Initial Placement with Relatives	Number of Placements Group	Amount of time in care				Total
		less 12 months	12 - 23+ months	24 - 35+ months	36 months or more	
Met	1 placement	82.6%	65.6%	49.2%	40.6%	70.6%
Not Met	1 placement	42.5%	23.4%	13.2%	8.2%	31.5%

Oregon also looked at children who were not initially placed with a relative to see if it improved placement stability. Since children who were not placed initially with a relative and then were placed with a relative they already have 2 placements. This creates a data set that appears to show that those that are never placed with relatives have better placement stability. However, when a child was placed with relatives, 50% of those who were not initially placed with a relative but then were placed with a relative had no additional placements. Of children with one placement who were never placed with a relative only 43% had no additional placements in the episode. It would appear that the longer the child is in care the more stabilizing relative foster care is.

Ever Placed in Relative Care	Number of Placements Group	Amount of time in care				Total
		less 12 months	12 - 23+ months	24 - 35+ months	36 months or more	
Relative foster home	2 placements	66%	44%	38%	27%	50%
Not ever placed	1 placement	52%	35%	23%	13%	43%

Capacity in Oregon's substitute care system is reported to be a driver in the stability of children in foster care, most specifically those who enter care at age 13 or older. In order to better understand the capacity of the substitute care system it is essential that Oregon be able to assess the need-to-capacity ratio. Currently Oregon is unable to measure the capacity of their foster care system due to the inaccuracy of data regarding the number of available beds in a certified family. When staff enter information into OR-Kids, provider home capacity is most often recorded as the maximum number possible within certification standards, rather than the actual capacity of the family. This data entry is completed to ease the burden should a foster home agree to urgent placement needs, but is not an accurate reflection of the state's foster home capacity. The system must have data that clearly articulates age, gender, and capacity of every foster home certified in Oregon.

The issues resulting in inaccurate data have been diagnosed and are being addressed as part of the PIP activity developing a Local Foster Care Recruitment Strategy for every county in the state. As this activity rolls out to each county, Oregon will be better able to assess the needs to the capacity within each jurisdiction and craft recruitment strategies to build capacity where it is most needed.

It is also important that Oregon has the ability to understand the needs for the population of children who are in need of higher levels of care. Oregon's system is comprised of Behavioral Rehabilitation Services, Psychiatric Residential Treatment Services, and Intellectual and Developmental Disability Care. In this system it is possible to measure the capacity, but due to the lack of capacity it is not possible to measure the actual need at this time. A symptom of this has been the volume of children who have been left at the end of any given day in need of a placement. These children had been kept in offices, and in hotels, with Department staff and contracted service providers. The Department is currently contracting with a provider to address the emergent needs of children in need of placement, and anticipates having the contract completed by August, 2017.

#### CFSR Item 5: Permanency Goal for the Child

Item 5 of the CFSR measures whether appropriate permanency goals were established for the child in a timely manner.

In the Round 3 CFSR reviews of Item 5 "Appropriate and Timely Permanency Plan" applied on 64 of the 96 cases reviewed. Of the 64 cases, only 31 (48%) rated as a "Strength;" down 11% from last year's case reviews. The rating takes into consideration whether established permanency plans were timely, appropriate and documented somewhere in the case record. In addition to timeliness of establishing the permanency goals, reviewers will determine whether the permanency goals are appropriate. Also included is whether the child has been in care at least 15 of the most recent 22 months, and if so, did the Department either file a petition to terminate parental rights or receive an exception required by the Court.

CFSR case reviews rate this measure as a strength if permanency goals are identified in documents other than the case plan in OR-Kids, such as a court report. In a review of the comments on the Round 3 case reviews, Item 5 is rated as an area needing improvement in 52% of the applicable cases. The most common theme to this rating was the case plan was not established in a timely manner. Additionally, cases rated as an area needing improvement when the primary permanency goal was not changed in a timely manner, was not appropriate for the child, or the concurrent goal was either not established or pursued in a timely manner.



In the analysis of this item, it appears there are a number of internal factors that contribute to the lack of performance in this area. The first is the number of CPS Assessments that are not completed within the designated timeframes. The OR-Kids system has a dependency factor built into the relationship between the launching and approving Initial Safety Plan in OR-Kids which then prefills the Case Plan. The completion of the CPS Assessment also has a practice model dependency pertaining to the identified Safety Threats which are then used to assess the Protective Capacities of a parent/caregiver. And finally, this is not an area that has been measured by the agency over the years, and as such has not gotten the attention needed to move the performance of this item in the right direction. However, efforts are currently underway to develop a report in ROM to measure this item so that strategic plans can be developed to support and monitor improved performance.

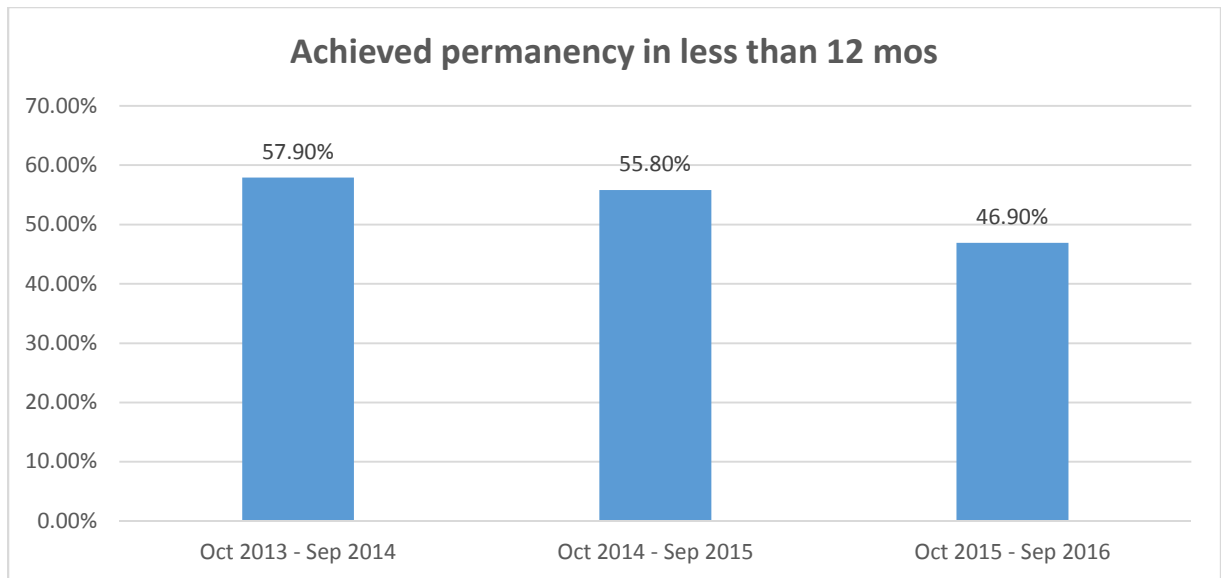
In addition to the internal factors is the external factor of the court. Case planning is dependent upon adjudication of the allegations on the petition in which services identified in the Case Plan must bear a rational relationship to the behaviors, conditions, or circumstances of the parent and the impact on the safety of the child. In the calendar year 2016 the Juvenile Court Improvement Program reports that of the Dependency Petitions filed, 62% had jurisdictional findings within 60 days of filing, additional 18% within 61-90 days, and the remaining 21% took greater than 90 days. It is reported by field managers that they are facing a growing number of clients that have been advised by their attorneys to not participate in case planning activities until such time that jurisdiction has been established. The Program Improvement Plan activities to address this item include 2.2.1, a case plan review tool, and 5.1.4, an OR-Kids report that can track progress on timely case planning.

#### CFSR Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement

This measure determines whether children had permanency in their living situations and if the permanency was achieved in a timely fashion. This item was the lowest scoring item in all items in Oregon's Round 3 Review at only 41% of the 64 applicable cases being rated as a strength. The primary theme of this item from the CFSR Round 3 Review is that the agency struggled to reunify children timely, as well as finalize guardianships or adoptions. This is contrary to data reported on the National Data Indicators below, where Oregon is performing above the National Standard, without the weighting factors applied.

#### Permanency in 12 months for children entering foster care

This is the first of three national data indicators that measures timeliness to permanency. This measure is achieved if 40.5% or more of the children who enter foster care in a target 12-month period discharge to permanency within 12 months of entering. ROM PA.07 reports on this measure with real time perspective of the previous year, rather than those who entered 3 years prior as the federal measure reports, a filter was added to remove young adults 18 and over. Although this measure shows a decline over the past 3 FFY's Oregon continues to exceed the national standard on this measure. This recent decrease appears to align with significant shift of the workforce to the front end of the system (Screening and Assessment) in an effort to improve the safety outcomes for children. The graph below represents Oregon's performance over the past 3 FFY's.



The tables below represent a trend over the past 3 FFY's broken down by age group, race code, and District performance.

PA.01 (Fed) Permanency in 12 Months	0 - 2	3 to 5	6 to 8	9 to 11	12 to 14	15+	Total
Met in 2014	60.00%	61.40%	59.70%	51.70%	47.40%	65.60%	57.90%
Met in 2015	59.30%	57.50%	53.10%	55.00%	45.20%	64.50%	55.80%
Met in 2016	48.70%	47.50%	46.10%	43.50%	40.90%	56.50%	46.90%
Total 3 year Change	-11.30%	-13.90%	-13.60%	-8.20%	-6.50%	-9.10%	-11.00%

Although there have been significant decreases in performance across all age groups, those children who enter care at age 15 and older are the most likely to meet this measure where as those between ages 12 to 14 are the least likely to achieve permanency within 12 months of entry.

PA.01 (Fed) Permanency in 12 Months	AI/AN	Asian/Pac Islander	Black/AA	White	Unk./Declined/Unable to Det.	Hispanic	Total
Met in 2014	48.70%	78.40%	59.00%	56.70%	89.80%	60.20%	57.90%
Met in 2015	46.40%	73.30%	51.70%	56.30%	89.30%	56.30%	55.80%
Met in 2016	42.20%	61.50%	44.60%	45.70%	80.80%	50.40%	46.90%
Total 3 FFY Change	-6.50%	-16.90%	-14.40%	-11.00%	-9.00%	-9.80%	-11.00%

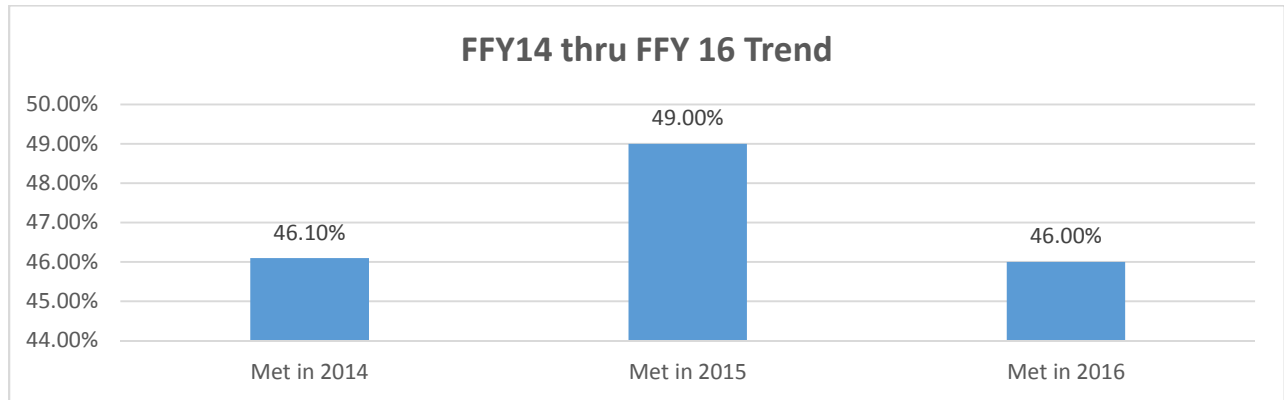
The breakdown by race code shows that American Indians/Alaskan Natives and Black/African American's are the least likely to achieve permanency within 12 months of entry, while Asian/Pacific Islander and Hispanic children continue to be the most likely to achieve this measure. Further analysis shows that over 33% of our Native American/Alaskan Native children and 76% of the Black/African American children reside within two of Oregon's child welfare districts and allows for focused analysis and support to substantially improve outcomes for these specific populations of children.

PA.01 (Fed) Permanency in 12 Months	District 01	District 02	District 03	District 04	District 05	District 06	District 07	District 08	District 09	District 10	District 11	District 12	District 13	District 14	District 15	District 16	Statewide
Met in 2014	60.20%	51.30%	59.20%	60.40%	45.90%	56.30%	64.50%	63.00%	61.20%	50.00%	63.40%	61.30%	60.50%	72.60%	53.90%	66.90%	57.90%
Met in 2015	59.00%	48.50%	56.10%	59.10%	48.30%	45.00%	64.90%	64.10%	50.00%	55.60%	56.90%	51.70%	54.40%	63.20%	58.90%	61.00%	55.80%
Met in 2016	47.80%	42.60%	57.80%	54.30%	35.80%	38.00%	49.20%	45.00%	52.20%	39.40%	49.10%	61.30%	47.80%	44.90%	53.40%	52.90%	46.90%
Total 3 FFY Changes	-12.40%	-8.70%	-1.40%	-6.10%	-10.10%	-18.30%	-15.30%	-18.00%	-9.00%	-10.60%	-14.30%	0.00%	-12.70%	-27.70%	-0.50%	-14.00%	-11.00%

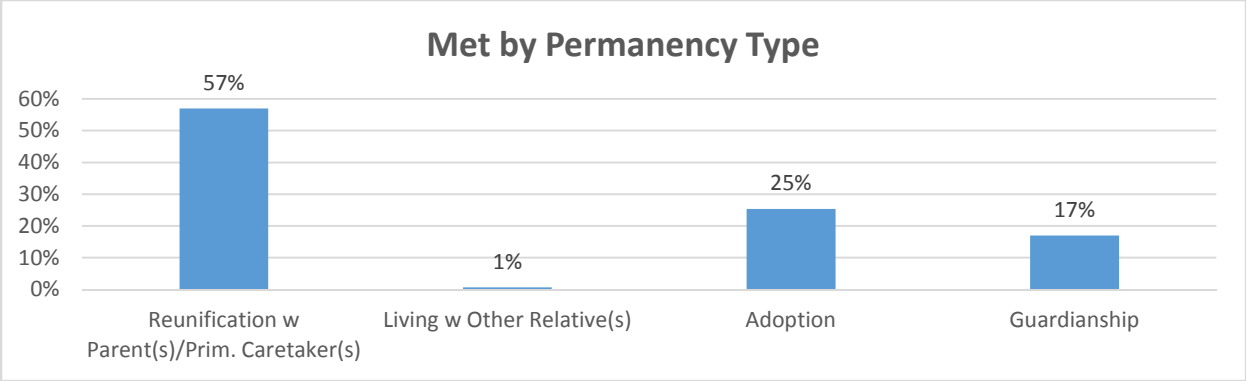
**Permanency in 12 months for children in foster care 12 to 23 months**

This national data indicator uses the denominator of all children in foster care on the first day of the 12-month period, who had been in foster care (in that episode) between 12 and 23 months. The numerator is the number of children who discharged from foster care to permanency within 12 months of the first day of the period. The national standard for this measure is 43.6%.

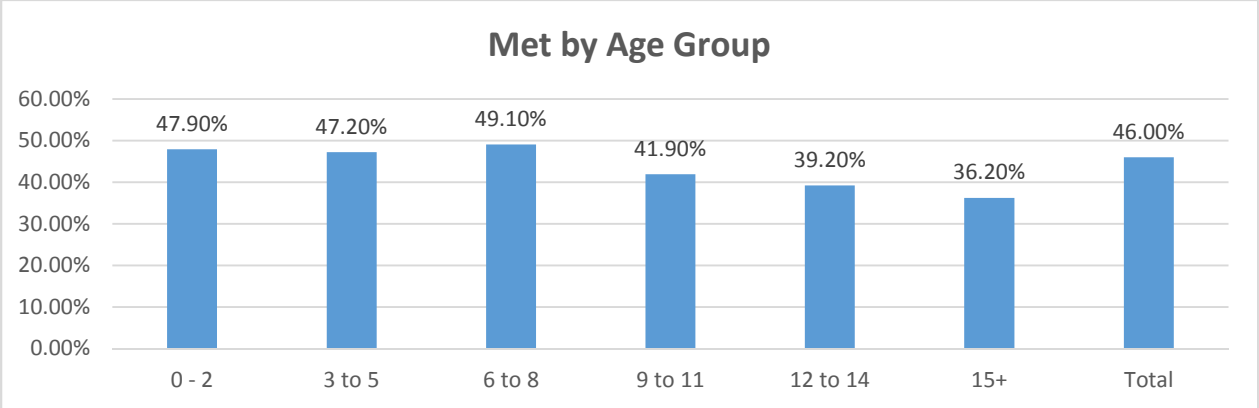
ROM PA.11 is a supplemental report for the federal measure that allows Oregon to analyze the entry cohort from two years prior rather than the federal report that represents the entry cohort from three years prior. For the purpose of this report a filter was applied to remove young adults 18 years and older from the report. The report shows that Oregon continue to perform above the national standard, without the weighting applied to the measure. Although there was a notable spike which occurred in FFY 2015, Oregon continues to perform 2.4% above the national standard.



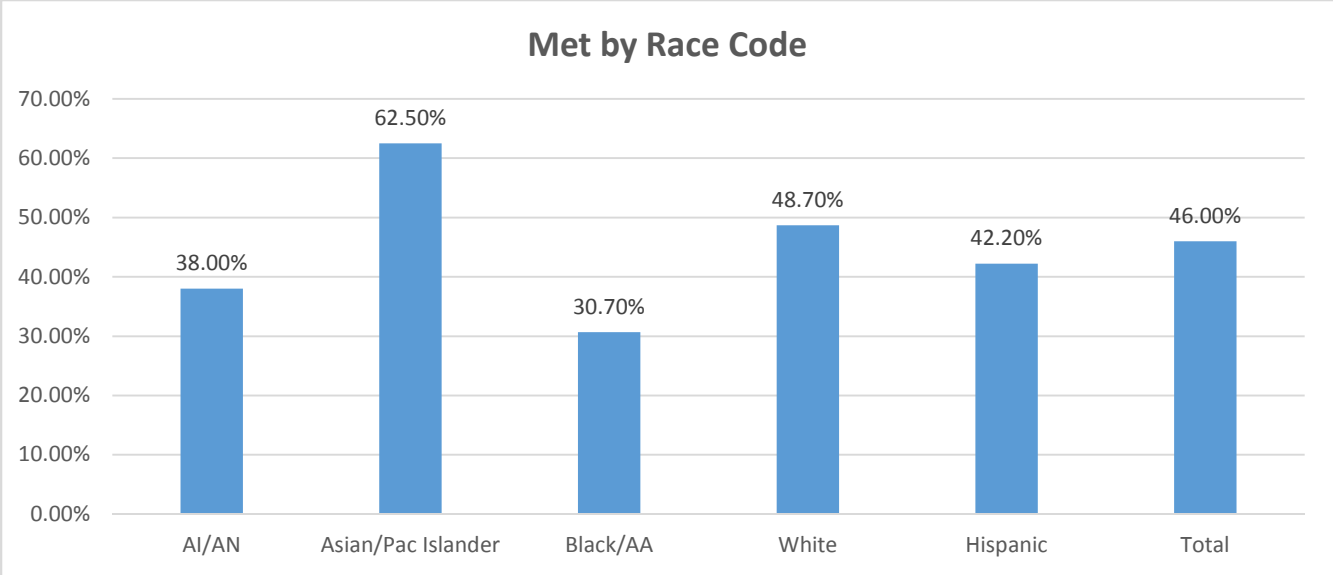
The children who achieve this measure in Oregon are still heavily dominated by Reunification with Parent/Primary Caregiver at a rate of 57% of all the children who met this measure. The second highest is Adoption with just over 25% of the children. The graph below represents the distribution of cases that achieved this measure by type of permanency.



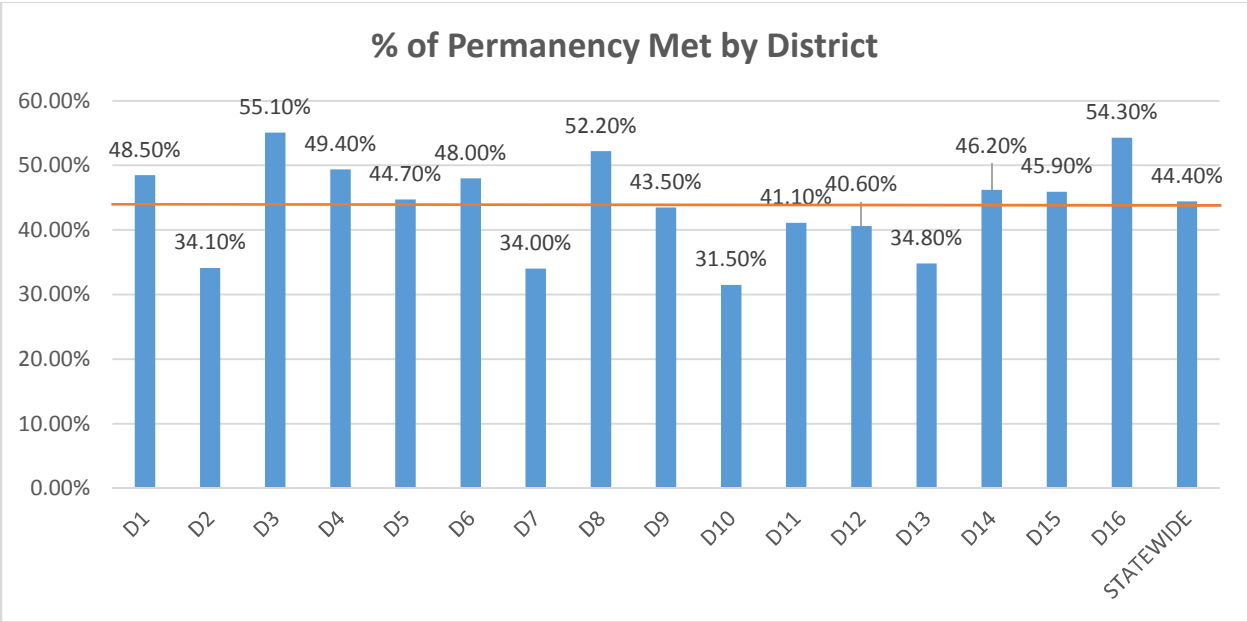
An analysis of this measure in distribution by age revealed that children who are 6 to 8 years old at time of entry are the most likely to achieve permanency within the timeframes of this measure. It also shows that children who enter care at age 15 years old and older are the least likely to achieve permanency within this measure, which is in direct contrast of the measure above.



The analysis of race code again shows that the two populations who are least likely to achieve permanency in measure are the Black/African American and American Indian/Alaskan Native. This measure continues to highlight an ongoing need for focused strategies in order for to achieve Oregon’s goal of Safe and Equitable Foster Care Reduction Efforts.



The District performance for Oregon demonstrates that 9 of the 16 Districts, including many of the larger Districts, are performing at a level that is above the National Standard.



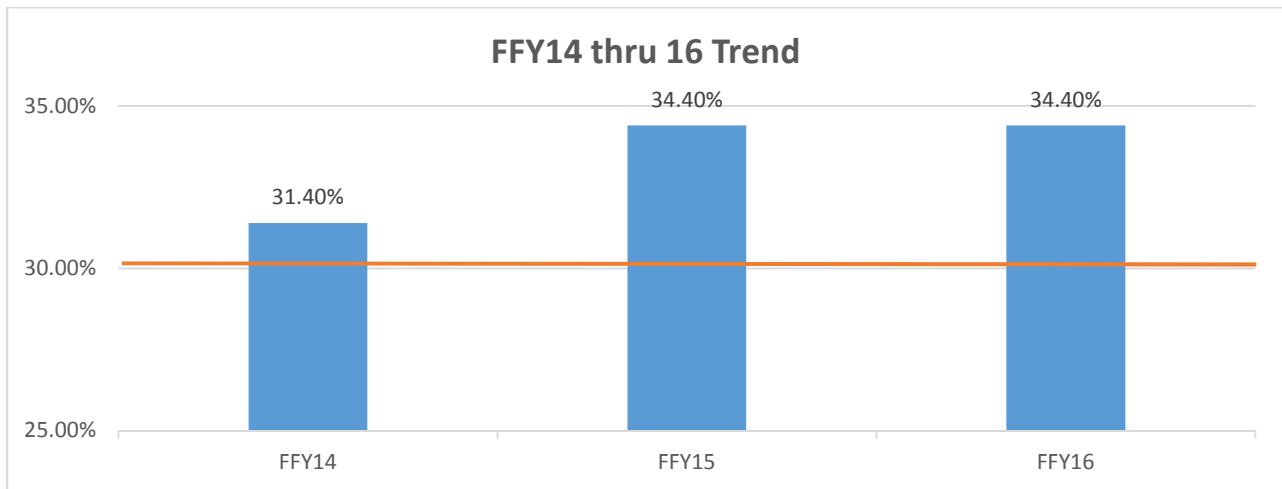
Due to the complexity of this measure Oregon has primarily used Median Months to Permanency as an operational measure that allows a more strategic approach to moving this measure forward. The data in the table below is from ROM OR.05 which separates federal permanency codes into FFY's for a trend analysis.

Median Months	Oct 2013 - Sep 2014		Oct 2014 - Sep 2015		Oct 2015 - Sep 2016		Total: Oct 2013 - Sep 2016	
Reunification	2388	11.9	2267	11	2206	11.2	6861	11.4
Guardianship	295	22.8	328	25	294	24.5	917	24.1
Adoption	838	34.5	816	34.9	752	36.3	2406	35.2

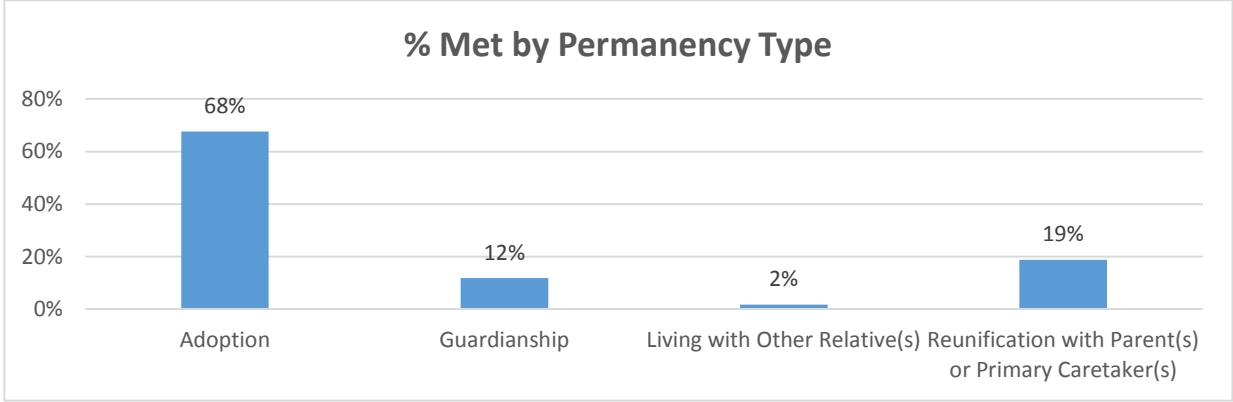
The use of the Median Months shows improvement over the past 3 FFY's in Reunification and Guardianship as permanency outcomes. State funded guardianship assistance may account for the decrease in median months to achieve guardianship as a permanency option (other than reunification).

Permanency in 12 months for children in foster care for 24 months or longer

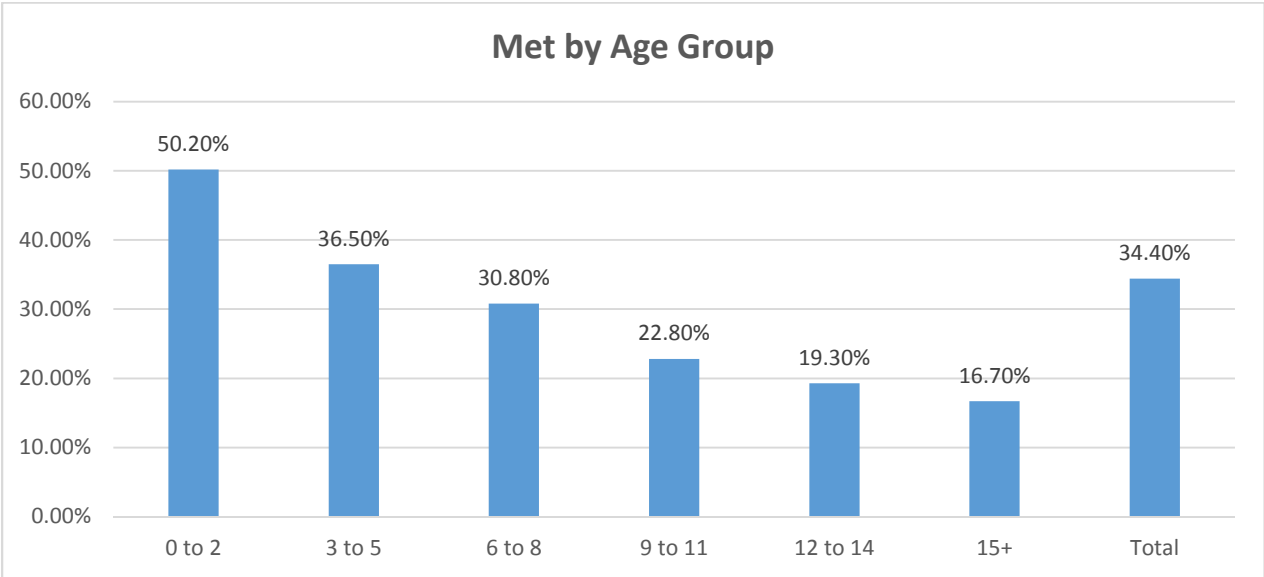
This is the third of three national data indicators for permanency in which Oregon meets or exceeds the national standard. This measure is derived from the number of children in foster care on the first day of the 12 month period who had been in foster care in that episode for 24 months or more (denominator). This number is divided into the number of children in the denominator who are discharged from foster care to permanency within 12 months of the first day (numerator). This measure is achieved at a rate that is equal to or greater than 30.3% of the children in the denominator achieving permanency within the timeframes of this measure. The data for this measure is from ROM PA.03 which aligns the most closely with the federal measure. The graph below shows the trend from FFY14 thru FFY16.



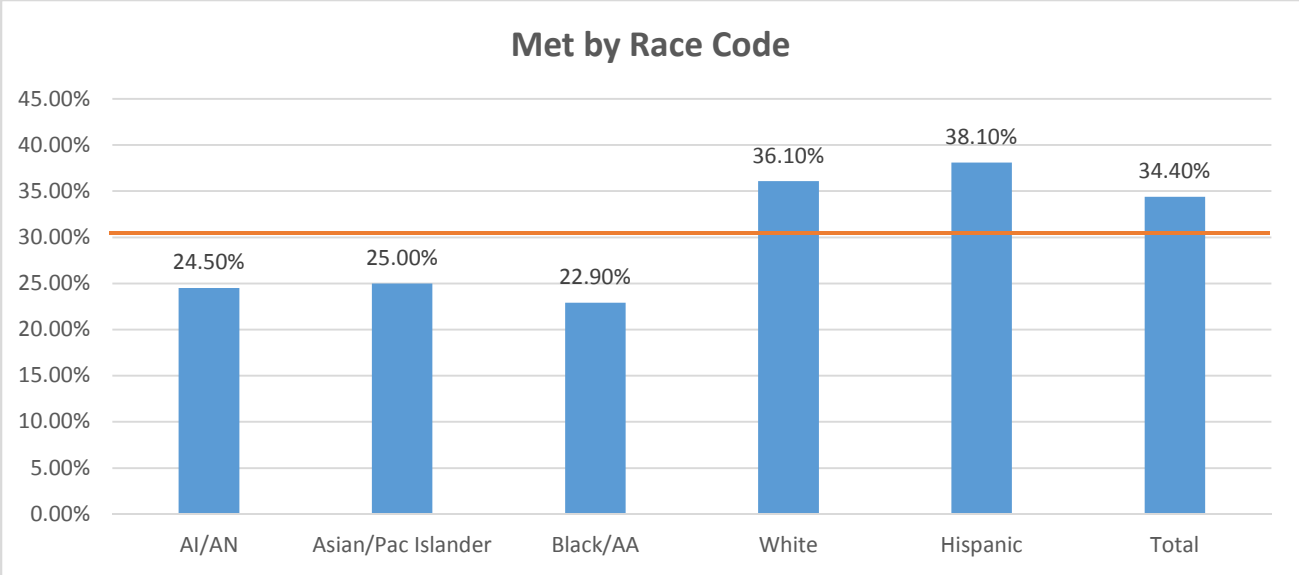
Unlike the previous two measures, this measure is dominated by Adoption as the primary form of permanency for this measure with 68%. Reunification is the next most prevalent at 19% and then Guardianship at 12%.



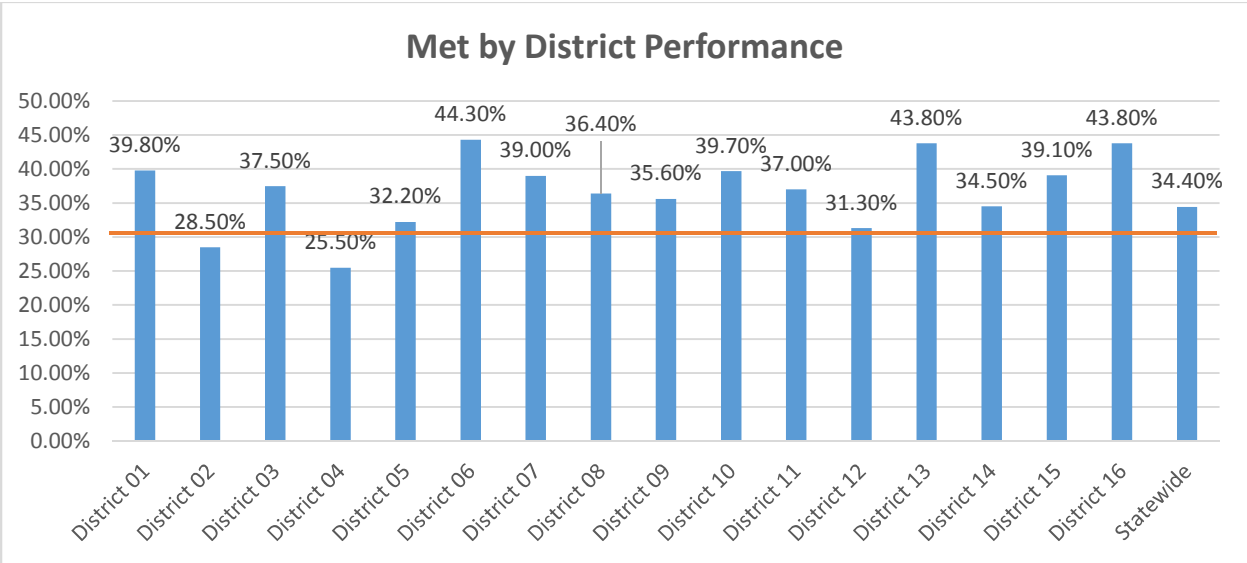
As can be expected, there are significant differences in who achieves permanency by age group in this measure, with 80% of the children who achieve permanency in this measure having entered foster care between the ages of 0 and 8 years of age.



The race code analysis shows again that Black/African American and American Indian/Alaskan Native are the least likely to achieve permanency in this measure and the previous two. Despite the fact that Oregon is passing this measure by more than 4% points, the disparity in the permanency of children in these two populations is an issue that needs the attention of the Department.



The analysis of District Performance shows that all but 2 of 16 Districts are performing at or above the national standard for this measure. District 2 has not only the greatest potential for moving this measure even further beyond the national standard, but would likely improve the outcomes for the population of Black/African American and American Indian/Alaskan Native children.



Timeliness to permanency continues to be one of the strengths of Oregon’s child welfare system. This can likely be attributed to the strength of the cooperative relationship between child welfare and the courts both locally and at the state level.

**Permanency Outcome 2: The Continuity of Family Relationships and Connections is Preserved for Children**

Item 7: Placement with Siblings



This measure determines whether children are placed with their siblings and if they are not, whether concerted efforts were made to do so or a determination was made whether it was necessary to place them separately to meet the needs of one of the siblings.

This Item was rated as a strength in 89% of the cases, the second highest rating of all items in Round 3 of the CF SR Case Reviews. The 2016 Child Welfare Data Book reports as of the last day of FFY 2016, there were 4,006 children in out-of-home foster care who were part of a sibling group. Of these children, 3,321 (82.9 percent) were placed with the same family as one or more of their siblings. The percent of children with siblings being placed with siblings is down only 1.4% from those in care the previous year.

#### CF SR Item 8: Visiting with Parents and Siblings in Foster Care

This measure determines whether concerted efforts were made to ensure that visitation between a child in foster care and his or her mother, father, and siblings is of sufficient frequency and quality.

Oregon's statewide data system is unable to provide quantitative data on this measure, so Oregon relies on the Office of Program Integrity to evaluate this measure through the internal CF SR reviews. Although the statewide data system captures types of visits, because there are multiple ways to enter and code visitation information in OR-Kids, without focused and intentional training in documentation of visitation types, data analysis would be unreliable.

When evaluating this measure, the CF SR review looks at the whereabouts of the parents and whether they are available or not, whether one or both parents had an existing relationship to the child prior to foster care, whether efforts were made to ensure visitation and parents failed to follow through, and if there are siblings, the concerted efforts to ensure continued contact with the siblings is occurring. Oregon reviews both the frequency and the quality of the visits.

The Round 3 CF SR Case Reviews rated this item as strength in 82% of the applicable cases. A point of current emphasis for Oregon is the timeliness of first visitation and the qualitative aspects of visitation. The Department has joined with Oregon's Juvenile Court Improvement Program to help support the improvement strategy for timeliness and quality of visitation between children, siblings, and parents.

#### CF SR Item 9: Preserving Connections

This measure determines whether concerted efforts were made to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends.

Oregon's statewide data system is unable to provide quantitative data on this measure, and Oregon relies on the CF SR review to evaluate this measure. The Round 3 CF SR Case Reviews rated this measure as a Strength in 88% of the applicable cases, which is the third highest rating of all of the items during this review period. Although down slightly in this item, this area of practice continues to be a strength for Oregon, at nearly 90% of case reviews rating as a strength.

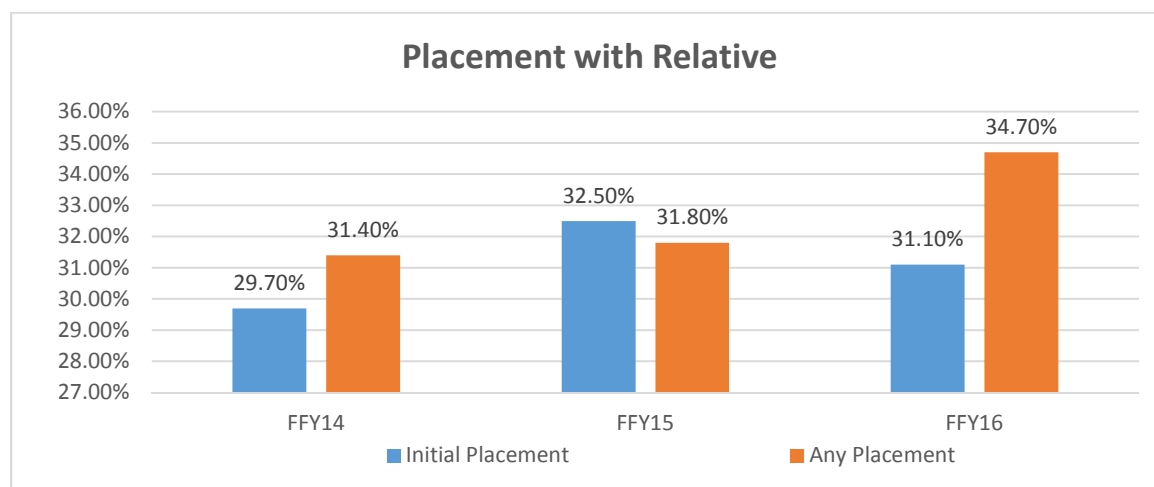
The strength in this item is supported by the unified and consistent value among the many partners (ex. Courts, Tribes, CASA, etc.) within Oregon's child welfare system that maintaining a child's connections is essential for the emotional health and well-being of the child.

### CFSR Item 10: Relative Placement

This measure determines whether concerted efforts were made to place the child with relatives when appropriate.

The importance of this measure was highlighted above in the analysis of the National Data Indicator for Stability. ROM CM.08 was used to determine percent of initial placements with relatives and CM.02 for a point in time count of child in a relative placement. The analysis of this measure shows a .4% improvement of Initial placement with a relative.

It also shows continuous improvement over the past 3 FFY's in the percentage of children in overall relative placement. The graph below shows Initial the information above by FFY.



In the Round 3 CFSR Case Reviews this item was rated as a Strength in 77% of the applicable cases which is 13% less than the 90% rating of 2015. Oregon currently certifies relatives in the same manner in which all other foster parents are certified. As a result the workload of identifying and certifying relative as foster parents is significant. The decline in this measure coupled with the increase in percentage of children in relative placement would indicate that the workload associated with this process is not commensurate with the staffing levels allocated. This may be another area where the shift of available staffing resource to Screening and Assessment has resulted in delays in the process of locating and certifying prospective relative providers. It is a real testimony to the staff of Oregon that the percentage of children placed with relatives, regardless of when it occurs during the episode continue to increase, giving great hope to continued increases in placement stability as discussed earlier.

### CFSR Item 11: Relationship of Child in Care with Parents

This measure determines whether concerted efforts were made to promote, support, and or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver through activities other than just arranging for visitation. There are

other ways to promote the child's relationship with their parent or caregiver; encouraging participation in school activities, medical appointments, sports activities, etc.

Oregon's statewide data system is unable to provide quantitative data on this measure, and relies on Oregon's Office of Program Integrity to evaluate this measure through their CFSR reviews.

The Round 3 CFSR Case Reviews rated 82% of the 28 applicable cases as a Strength in this measure. This is a 6% improvement over the 2015 results of 76%. It is believed that if Oregon can improve Item 13 – Involvement of Child Parent in case planning that this measure will also improve.

The strength of these items and the performance on the national data indicators associated with permanency are reflective of the commitment to timely permanency among all the partners within Oregon's child welfare system.

### **Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs**

#### CFSR Item 12: Child's, Parents', Foster Parents' Needs Assessed and Met

Item 12 determines if, under the period under review, the agency (1) made concerted efforts to assess the needs of children, parents, and foster parents both initially, if the child entered foster care or the case was opened during the period under review, and on an ongoing basis to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family and (2) whether the agency provided the appropriate services.

Oregon is dependent primarily on CFSR Reviews for this item as this is a qualitative measure. The ratings for this measure have consistently slipped over the past two review periods, from 90% in 2014, 74% in 2015, and most recently 44% in the 2016 Round 3 CFSR Case Reviews. Some of the slip may be attributed to the higher level of fidelity to the On-Site Review Instrument, however the themes around this item were that concerted efforts were made more often with children and foster parents but the effort to engage parents was lacking, particularly in cases when the children were in foster care. Where it was most prevalent was in cases where the parents were incarcerated or their whereabouts were unknown.

#### CFSR Item 13: Involvement of Child/Parents in case planning

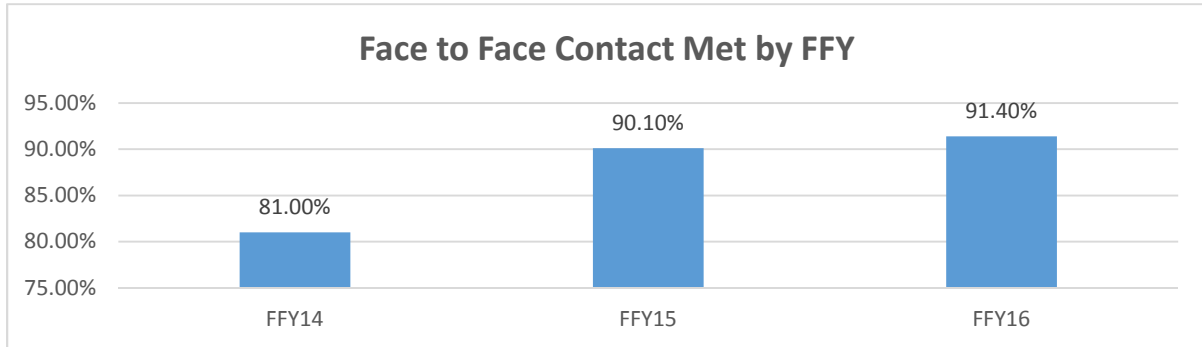
Item 13 determines whether, during the period under review, concerted efforts were made (or are being made) to involve parents and children (if developmentally appropriate) in the case planning process on an ongoing basis.

Oregon does not have a quantitative data measure for this item and as such is dependent on the CFSR Case Review process to inform progress and strategic planning. In the 2014 case reviews this item rated as a Strength 60% of the time. In 2015, Oregon saw a marked improvement of 14%, up to 74% of cases rated as a Strength. In the Round 3 CFSR Case Reviews this measure slipped back down to 60% of the cases rated as a Strength. The themes for this item were consistent with those of Item 12, in that the lack of parental engagement was identified as a primary factor for the cases being rated as Area Needing Improvement.

### CFSR Item 14: Monthly Face-to-Face with the child

Item 14 determines whether the frequency and quality of visits between caseworkers and the child are sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals.

The ROM report CV.01 Caseworker Face-to-Face Contact reports the number of children in care who had a visit during the month and whether the visit was in the home or at another location (Visited in-person only). This report captures contact for only children through age 18 who spent the entire month in foster care.



The administrative data allows for greater understanding of who and where face to face contact is occurring with children during their foster care episode. However, it does not inform as to the quality of contact that is occurring during the face to face contact with children. For this information Oregon is reliant upon the CFSR Case Review process to provide the case level analysis of the quality of the contact. In the Round 3 CFSR Case Reviews this item was rated as a Strength in 61% of the applicable cases representing an increase of 10% over the 2014 review. It is important that Oregon continue to focus on improving the quality of the contact as it is believed to be a lead measure to improve the safety of children.

### CFSR Item 15: Monthly Face-to-Face with Parent

Item 15 determines the frequency and quality of the visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals.

The Office of Business Intelligence produces a monthly statewide report, reported by District, of the number and percent of caseworker and adult (parent) contact. The report demonstrates an improvement of 11.1% in since FFY14. The table below is a point in time, using the last day of the FFY for each of the last 3 FFY's by District and Statewide.

<b>Face to Face Contact: Adults</b>			
<b>Last Day of FFY</b>	<b>9/30/2014</b>	<b>9/30/2015</b>	<b>9/30/2016</b>
Central Office	4.1%	0.0%	8.5%
District 01	32.4%	55.4%	55.2%
District 02	30.3%	79.2%	64.0%
District 03	63.0%	75.1%	86.1%
District 04	30.3%	19.3%	39.6%
District 05	36.7%	32.3%	41.6%
District 06	45.5%	49.2%	40.0%
District 07	34.7%	50.8%	79.7%
District 08	30.3%	31.5%	30.2%
District 09	66.7%	78.3%	85.5%
District 10	63.0%	73.4%	90.5%
District 11	75.4%	60.7%	54.8%
District 12	75.0%	45.3%	39.1%
District 13	82.6%	72.2%	70.1%
District 14	85.5%	93.6%	85.5%
District 15	26.3%	22.3%	23.0%
District 16	28.7%	28.3%	19.2%
<b>Statewide</b>	<b>40.9%</b>	<b>51.2%</b>	<b>52.0%</b>

The CFSR case reviews for this measure have also shown improvement in Round 3, up 5% from the previous year. This item continues to be an area of focus of Oregon's efforts to improve safety.

**Well-Being Outcome 2: Children received appropriate services to meet their educational needs.**

CFSR Item 16: Education needs of the child

This item determines whether the agency made concerted efforts to assess children's educational needs at the initial contact with the child or on an ongoing basis and whether identified needs were appropriately addressed in case planning and case management activities.

This item is also dependent on the CFSR Case Review process for performance reporting on this item. In 2014 this item was rated a Strength on 93% of the applicable cases, 2015 was 92%, and in 2016 during the Round 3 CFSR Case Review Oregon had 91% of the applicable cases reviewed rated as a Strength. This item was the highest rated item of Round 3 for Oregon and has been a consistent performer over the past 3 FFY's. The partnership with the courts, CASA's, and other legal parties is a great support to Oregon's strength in this measure.

**Well-Being Outcome 3: Children received adequate services to meet their physical and mental health needs.**

CFSR Item 17: Physical health needs of the child, including dental needs

Item 17 determines whether the agency addressed the physical health needs of the children, including dental health needs.

Oregon is reliant upon the CFSR Case Reviews process for this item as well. In 2014 the case reviews rated this item as a Strength on 93% of the applicable cases. Oregon has placed a great deal of emphasis over the past several years on improving the timely access to medical and dental providers, and most recently instituted a practice of having nurses assess a child's needs upon placement in foster care. Unfortunately Oregon has seen a decline in this measure in the Round 3 CFSR Case Review where this item was rated a strength in 68% of the cases. The primary theme of those cases rating as Area Needing Improvement was the lack of the record of a child's medication log required under OAR 413-070-0470.

#### CFSR Item 18: Mental Health Needs Met

Item 18 measures whether the agency addressed the mental/behavioral health needs of the children. Although administrative data exists to inform this item, the lack of integrity of the data prevents Oregon from using it to report on this item. As a result, Oregon is, again, dependent on the CFSR Case Reviews to inform the progress of this item. This is another area where Oregon has worked very hard to improve timely assessment and access to Mental Health services over the past several years. Unfortunately in the Round 3 CFSR Case Reviews in 2016 this item was rated a Strength on 49% of the applicable cases. The primary theme of those rated as Area Needs Improvement was again the issues associated with the consistency of documentation and monitoring of psychotropic and other prescribed medications.

### **Systemic Factors**

#### Item 19. Statewide Information System

The statewide information system was rated as a strength in the CFSR Round 3 review. Over the course of this year, in addition to system upgrades behind the scenes, the Department enhanced functionality in the following releases:

8. Well Being build which enhanced the Department's capacity to ensure compliance with Title IV-E foster care claiming.
9. Sex Trafficking, which provided the data capacity to report on sex trafficking victims as required by federal legislation.

The system upgrades and corrections included:

- 1088 data fixes to the OR-Kids production database.
- Completed all but two items on the federal report AFCARS PIP, as well as other federal report updates.
- Implemented several financial reports.
- Implemented Safe Haven changes.
- Updated the Assign Eligibility Workers Report so users can view the eligibility workers and/or update the eligibility workers in the OR-Kids database. This will enable users to maintain who should get the auto assignment for their branch.
- Performed defect fix to correct document redaction process. Previously, when preparing for court appearance, workers were having to find each individual document rather than having them all print from a central page.

- Performed maintenance and foundational build items, as well as bug fixes throughout the year.

#### Item 20. Case Review System

Improvements in performance of Item 20, Written Case Plan are planned with specific actions in the Program Improvement Plan (attachment 1). In the strategy of strengthening casework practice, the Department is implementing standardized 90-day case plan review tools (Activity 2.2.1) and is developing a reporting methodology to ensure these reviews are occurring through a management report to ensure completion (5.1.4).

To promote parental involvement in case planning, in addition to the actions above, the Department is implementing a standardized practice of meetings with families (Activity 2.2.2). Although Oregon's practice currently has multiple opportunities for family involvement, without the specific and focused structure of a family meeting including the elements outlined in this activity.

#### Item 21. Periodic Reviews

Periodic reviews was rated as a strength because Oregon demonstrates that almost all children and youth in care receive a periodic review once every six months either by a court or the CRB. This is still a fact for Oregon and the CRB tracks compliance with required time frames for review, the occurrence of hearings, and the reasons for delays.

#### Item 22. Permanency Hearings

This item was rated as a strength because in Oregon JCIP tracks timeliness of initial and subsequent permanency hearings and shares this information with DHS. Data on JCIP's 2016 reports continue to show a high percentage of permanency hearings occurring in a timely manner. For cases due for a first permanency hearing in 2016, 87% of first permanency hearings were held within 14 months of the date that the petition was filed. Ninety percent of subsequent permanency hearings (i.e., permanency hearings that were not the first permanency hearing held on a case) held in 2016 occurred within one year of the prior permanency hearing on the case.

#### Item 23. Termination of Parental Rights

This item was rated as an area needing improvement because Oregon is able to provide limited information that shows TPR petitions are filed timely or in accordance with federal requirements. While Oregon is not able to capture whether a TPR petition has been filed if a child has been in foster care for at least 15 of the most recent 22 months, JCIP does have data on the time from the filing of dependency petition to the filing of TPR petitions against all parents on the case. Due to data entry issues, only partial data, covering roughly 60% of TPR cases, are available for 2016. The data on these cases show that the median time from dependency petition to TPR petition in 2016 was 465 days, which is roughly 15.3 months. Forty-seven percent of the cases included in the 2016 report had TPR petitions filed on both parents within 456 days (roughly 15 months).

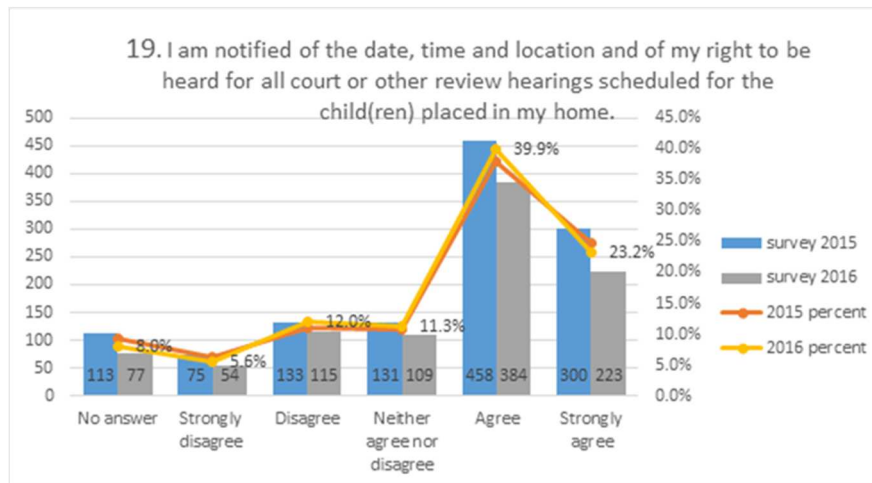
The JCIP report, however, takes into account only how long the dependency case has been

open, not the amount of time that the child was in foster care. This means that some cases that took longer than 456 days to have TPR petitions filed may have met the AFSA timeline (if the child was placed in the home for some of the time that his/her case was open) and also that some cases that took less than 456 may not have met the timeline (if the child had been in care on a previous dependency case for some of the 22 months prior to the filing of the TPR petitions).

In cases where a petition has not been filed for a child in care at least 15 of the most recent 22 months, Oregon is unable to reliably capture whether a judicial exception was granted. Oregon’s information system does not require a judicial exception be entered into a data field which could be extracted to develop a statewide report.

**Item 24: Notice of Hearings and Reviews to Caregivers**

As reported in Oregon’s June 2016 APSR all Child Welfare District Offices have developed local procedures to provide timely Notice of Hearings and Reviews to Caregivers. In addition, the annual survey to Department certified caregivers in the fall asks the question pertaining to timely notice of Court hearings and reviews. While 63% of the respondents provided an affirmative response an additional 25% provided no response or did not agree.



Oregon does not have a specific data field in the OR-Kids system to track any actual numbers of notifications of hearings or reviews which may be sent to a child’s caregiver.

**Item 25: Quality Assurance System**

This item was rated as an area needing improvement in the CFSR Round 3 review. As a result, Oregon is initiating a series of activities to incorporate the quantitative and qualitative review processes into routine and ongoing quality assurance and continuous quality improvement at the state and local level. Oregon will utilize the CFSR case reviews, QA review tools, and quantitative practice report data to inform state and local QA and continuous improvement. Please refer to the following Key Activities in strategy 5 in the PIP: 5.2, 5.3, and 5.4.

**Items 26 and 27. Staff and Provider Training**



Oregon continues to provide training to child welfare staff and through an intergovernmental agreement with the Child Welfare Partnership (CWP) at Portland State University (PSU). The Department has been deeply involved in a new worker training redesign effort, scheduled to commence on July 1, 2017. The progress of this work has been posted on the Department's website, which can be found at <http://www.oregon.gov/DHS/CHILDREN/Pages/cw-caseworker-training.aspx> The Department is also exploring training enhancements for supervisors.

What is described in this section of this report is the description of training for child welfare workers as it exists today.

The structure and amount of initial training that each new social services specialist 1 (SSS1) receives upon hiring has remained largely unchanged over the last year. The initial classroom training consists of a 4 week classroom instruction (CORE) conducted through Portland State University Child Welfare Partnership. This is split into two 2-week sessions called *Fundamentals of Child Welfare* and *Life of a Case*. New employees must complete CORE prior to having responsibility for a child welfare caseload. New employees must be enrolled or have completed training within three months of the hire date. For detailed course description, please refer to the training plan matrix (attachment 2).

At the conclusion of CORE, each student attends a ½ day class on the basics of OR-Kids. This course is an introduction to OR-Kids functionality, including key terminology and system navigation. Basic functions are covered, such as search, desktop navigation, approvals, ticklers, online help, case notes, assignments, person and case management.

<b>Initial Training</b>		
<b>Course Name</b>	<b>2015</b>	<b>2016</b>
Fundamentals of Engaging Families - C03946	193	206
Preserving Families Throughout the Life of a Case - C03948	203	194
OR-Kids Basics	190	197
Total Number of SSS1s Hired	249	239

The attendance and completion of initial training has been consistent over 2015 and 2016. Minor fluctuations can be attributed to the opportunity to take either of the 2-week CORE courses first, along with make-up sessions when an employee misses a certain session.

In the Child and Family Services Review Statewide Assessment submitted March 25, 2016, Oregon identified two areas that workers most frequently stated would have helped them be better prepared to carry cases upon the completion of CORE:

- More job specific training (i.e. CPS, Permanency); and,
- More training related to daily casework tasks (i.e. OR-Kids computer system, paperwork).

To address the need for more job specific training, the child welfare training unit created and conducted multiple OR-Kids webinars related to CPS Assessment and Permanency (information on attendance below).

To address the need for more training related to daily casework tasks, a dedicated OR-Kids trainer has been incorporated into CORE classes to demonstrate and train new employees on how to use OR-Kids relevant to the topic of the classroom training.

Understanding how imperative OR-Kids is to daily tasks, further training was necessary to help workers' understanding of the OR-Kids functionality, and the on data integrity and reporting accuracy. To help address that need, several steps were outlined:

- Improved online instructions
- Subject specific computer-based trainings (CBT)
- Hands on and classroom training for all staff utilizing OR-Kids
- Coordinated training redesign

The child welfare training unit is in process of redesign of the OR-Kids Online website where users can locate information related to daily work. The redesign will allow OR-Kids users to find the information by their role or the task they are performing.

Identified learning opportunities will encompass OR-Kids training that is subject specific, and will be offered to them in asynchronous CBT, or synchronous webinars. Having different approaches to distance learning allows for different learning styles, and potentially reduce travel costs.

The Department engaged in a two-year process of redesigning the first year of professional development for all new casework staff with the following key components:

- New employee training spans the first year of employment
- A training experience that includes classroom instruction in theory and practice, simulation, pre-requisite computer based training field experience and supported supervision as a transfer of learning experience, and use of OR-Kids as the case management system.
- Scheduling statutorily required training early in the classroom experience to meet the training requirements for casework, allowing assignment of a limited caseload along with greater supervision
- Establish prerequisites to each series of classroom training sessions to prepare the new employee for the in-depth classroom learning
- Increasing the resources available to supervisors to coach and mentor staff during the first year of employment with specific transfer of learning experiences
- Developing a new worker portfolio in conjunction with the training Partnership and field supervision that supports ongoing development and evaluation throughout the first year of employment.

A worker's supervisor is paramount to the new employee's professional development. The implementation of the new worker training will start with supervisory training in July, August and September, 2017. Supervisors will receive tools and resources to allow them to assess new employee's developing skills and document the progress in their learning process over the course of the employee's first year.

Ongoing child welfare supervisor training continues through the intergovernmental agreement with Portland State University, Child Welfare Partnership. This cohort training is offered over a period of time for all new supervisors. Enrollment in a Supervisory cohort is required to be completed within one year of hire into a supervisory position. The training includes 12 days of training on the principles of clinical supervision of casework staff. Newly hired supervisory staff are also required to attend Department-wide management training including:

- New Manager Orientation
- Essential of HR Management
- Managing Resources: Budgets, Contracts, Risks
- Ethics
- Delivering Communications that Get Results
- Cultivating a Diverse Workforce

Supervisor Training is a six-month cohort offered twice a year to those who supervise workers in the child welfare agency as well as our tribal partners in Oregon who have child welfare tribal supervisors.

Course Name	% of current staff that have fulfilled their obligated training requirement	Number of current staff that have completed the training/Number of current staff that have not completed the training
New Manager Introduction to DHS	7%	14 / 179
DHS Essentials of Human Resource Management	76%	147 / 46
Netlink: Managing Resources: Budgets, Contracts, Risks	1%	2 / 191
Cultivating a Diverse Workforce	47%	91 / 102
Delivering Communications That Get Results	43%	83 / 110
Ethics	49%	95 / 98
CORE - Supervisor Training	67%	130 / 63

Social Service Assistant training is a six-day classroom training provided through Portland State University, Child Welfare Partnership, focusing on the essential skills and knowledge needed to support safety, permanency, and wellbeing of children served by the Department. Training completion is required within six months of hire. Two sessions of Social Service Assistants Core Training are offered each year. The data for SSA CORE class is included in the ongoing training section of this report. The Partnership also provided four on-location one-day SSA Summits in April and May of 2017. Featured trainings for SSA's were: Visitation, A Key Component to Permanency and Trauma Informed Practice for SSAs.

### Ongoing Training

Oregon does not have statutory or administrative rule requirements for advanced practice or annual/bi-annual training hours for case management staff after one year of employment with DHS.

There are required specialized advanced training for specific staff in certification and adoption caseworker roles provided by PSU through the agreement with the Child Welfare Partnership:

- Certification and Adoption Worker Training – This two week curriculum focuses on the assessment of prospective relative, foster, and adoptive families through the use of the SAFE home study, and the related responsibilities of assessing, certifying and supporting substitute caregivers.
- SAFE Training is a two-day classroom training provided by the Consortium for Children on the use of the SAFE home study tools and facilitated as part of the Certifier and Adoption Worker training.
- Adoption Tools and Techniques – This three-day curriculum focuses on the practices and processes for adoption as a permanency plan.
- Foundations, Train the Trainer - This four-day training provides staff the skills and resources to conduct the Foundations training required for Department certified caregivers.
- Pathways to Permanency- This course constitutes a fifth week of required training for all new workers to complete within their first year of employment. This 5-day course focuses on concurrent permanency planning for children, best practices, and critical analysis of complex variables when making permanency decisions.

Course Name	2015	2016
Certification and Adoption Worker Training	18	43
SAFE Training	39	37
SAFE Training for Supervisors	4	7
Adoption Tools and Techniques	27	23
Foundations	11	9

In addition to the specialized training mentioned above, over the course of the first year, there are additional training requirements. The chart below identified the numbers of staff who have completed the identified trainings, including caseworkers (SSS1s), direct supervisors (PEM C), and social service assistants (SSA) who are currently employed.

The courses *What You Need to Know About Karly's Law, 24/7 Mandatory Reporting, and DHS Staff Reporting of CCA Concerns (SB 1515)* are new entries to the required list this year and Oregon expects the completion rates to increase as time and opportunity becomes available for caseworkers. *DHS Staff Reporting of CCA Concerns (SB 1515)* was developed and required subsequent to the SB 1515 legislation.

Staff Measured	Course Name	% of current staff that have fulfilled their obligated training requirement	Number of current staff that have completed the training/Number of current staff that have not completed the training
SSAs	CORE - SSA Training	53%	108 / 96
SSS1s	Multi Ethnic Placement Act (MEPA)	66%	918 / 473
SSS1s	Adoptions and Safe Families Act (ASFA)	57%	791 / 600
SSS1s hired after 2011	Pathways to Permanency	37%	354 / 594
SSS1s, PE/M Cs	What you need to know about Karly's Law	86%	1255 / 201
SSS1s, PE/M Cs, SSAs	24/7 Mandatory Reporting Training	20%	362 / 1426
SSS1s, PE/M Cs, SSAs	Confidentiality in Child Welfare	76%	1367 / 422
SSS1s, PE/M Cs, SSAs	Sharing of Information b/w CW and SS	68%	1218 / 570
SSS1s, PE/M Cs, SSAs	Advocating for Educational Services	18%	323 / 1465
SSS1s, PE/M Cs, SSAs	OSM1	85%	1512 / 276
SSS1s, PE/M Cs, SSAs	OSM2	83%	1477 / 311
SSS1s, PE/M Cs, SSAs	OSM3	82%	1464 / 324
SSS1s, PE/M Cs, SSAs	OSM4	80%	1435 / 353
SSS1s, PE/M Cs, SSAs	OSM5	79%	1407 / 381
SSS1s, PE/M Cs, SSAs	OSM6	76%	1365 / 423
SSS1s, PE/M Cs, SSAs	OSM7	76%	1358 / 430
SSS1s, PE/M Cs, SSAs	Cultural Competency and Cultural Humility at DHS and OHA	84%	1510 / 278
SSS1s, PE/M Cs, SSAs	Core Values	34%	599 / 1189
SSS1s, PE/M Cs, SSAs	DHS Staff Reporting of CCA Concerns (SB 1515)	20%	357 / 1431
SSS1s, PE/M Cs, SSAs	Trauma Informed Practice Strategies (TIPS)	27%	478 / 1310
SSS1s, PE/M Cs, SSAs	Confirming Safe Environments	88%	1565 / 263

Completion rates for the reporting period have declined over what was displayed in the Child and Family Services Review Statewide Assessment submitted on March 25, 2016. Much of this decline is attributed to the less than ideal migration from the previous LMS platform to the current, updated platform. Over the course of approximately 6 months, no reports were available from the new system. Previously, Oregon had identified that regular reporting to leadership on completion rates and reminders to those who needed to take and complete training had been a successful strategy to increase the percentage of staff to complete their required training. With only recently getting a new reporting tool is Oregon able to see these attendance.

The new webinars for OR-Kids have been very successful and well attended. Those new sessions are:

1. OR-Kids - Certification 101
2. OR-Kids – Documenting to Safety – Protective Capacity Assessment
3. OR-Kids – Improving Timeliness in CPS Assessments
4. OR-Kids – Permanency 101

5. OR-Kids – Supervisor 101

OR-Kids Trainings		
Course Name	2015	2016
OR-Kids Certification 101	-	11
OR-Kids CPS Assessment 101	85	27
OR-Kids Documenting to Safety - Assessment	-	125
OR-Kids - Documenting to Safety - Protective Capacity Assessment	-	113
OR-Kids - Improving Timeliness in CPS Assessments	-	147
OR-Kids - Permanency 101	-	23
OR-Kids - Screening 101	20	1
OR-Kids Supervisor 101	-	3

The decline in attendance for *OR-Kids CPS Assessment 101* is attributed to the creation/updating of materials and successful launching of the webinar version of *OR-Kids Documenting to Safety – Assessment*, *OR-Kids – Documenting to Safety – Protective Capacity Assessment*, and *OR-Kids – Improving Timeliness in CPS Assessments*. The comparison of attendees in 2015 against 2014 is a testament to the success of the material, the strategy, and meeting needs of those looking for additional training.

Because Oregon has currently suspended in the ongoing implementation of Differential Response, the training conducted during the staged roll-out has also been suspended.

Oregon has a number of program staff serving as consultants who have been providing ongoing technical assistance, coaching, and some training to child welfare staff throughout the state. These consultants are assigned to specific regions and specific to a particular program, such as safety, permanency, and foster care, while others have expertise in specific practice areas such as substance abuse, domestic violence, education, health care, IV-E eligibility, and so forth.

Efforts were made this year to enhance the professional development of the consultants with a vision to develop a more formalized process and framework for documenting training efforts for ongoing staff. Forty-one consultants participated in a 3-day Train the Trainer course that provided training on the theory of training, application of the ADDIE model for developing and delivering training, skills, and practice. This course increased confidence and understanding of how to apply principles of adult learning theory and demonstrate competency in key training and facilitation skills.

In the upcoming year, there are plans underway to utilize the consultant group in a more formalized process, to develop and deliver ongoing and advanced training to field staff. From July 1, 2017 to December 31, 2017, there will be 16 teams of consultants delivering training on child sex trafficking statewide for all supervisors, caseworkers, and SSA's in Oregon. In addition to these efforts, there are ongoing discussions about intentional ways to utilize consultants to deliver advanced and ongoing training to casework staff.

## **BSW and MSW Programs**

The Department supports up to 45 students per year in the undergraduate and graduate degree programs at Portland State University. Tuition support is available to Department staff or students who agree to work for the Department following graduation commensurate to the scholarship. The current emphasis on recruitment for this support is targeted to the supervisors in child welfare field offices.

Currently there are 33 active students in the program, 30 MSW students and 3 BSW students. 17 students are scheduled for graduation in June, 14 MSW students and 3 BSW students. The Department received 30 Child Welfare Education Program applications for the 2017-2018 academic year, 27 MSW and 3 BSW student candidates. There were 17 employees who applied and 13 recruits who applied. The interview process for those candidates was conducted and 8 applicants were selected for the 2017-2018 academic year.

Oregon has two comprehensive key activities planned for the PIP in relationship to ongoing staff training, activities 1.2.1 and 1.2.2. Utilizing the same project management structure as the redesign of Oregon's new worker training, and utilizing the lessons learned from that work, Oregon will complete a comprehensive review of training opportunities available for ongoing workers and supervisors, and redesign the training methodology based on the comprehensive assessment of needs and gaps in the current offerings, assessment of resource capacity, and implementation of redesigned training. This work is projected to be completed by July '19 and progress will be reported in the next APSR.

During redesign, advanced training will be occurring under key activity 2.1 to strengthen casework practice, and under key activity 1.3 to provide the ongoing advanced training to supervisory staff.

### Item 28. Foster and Adoptive Parent Training

This item was rated as an area needing improvement in the CFSR review and two key activities in the program improvement plan are scheduled to address this issue, while the Department continues utilizing the current methodologies for initial and ongoing training. Please see activities 4.2 and 4.3.

The results of the foster parent survey over the course of this past year do not indicate any significant improvement or decrease in this area and report a 60% satisfaction rate (please see the chart reporting the survey results in the Foster and Adoptive Parent Diligent Recruitment Plan of this report).

The Department can report that of the contracted training sessions provided through the intergovernmental agreement with Portland State University, as of the end of April, were attended by 1,216 participants in the classroom trainings and 137 participants in distance delivery training. A total of 139 participants completed courses available through the Foster Parent College online curriculum for a total 598 hours. The Foster Parent Lending Library was utilized by 70 participants who checked out 140 items.

The Department does not fully utilize the capacity in OR-Kids to track foster parent training, which can occur in many venues and through various training providers. The additional workload seems to be prohibitive at this time, but until such time as a full accounting of training received by providers can be assessed, the Department relies on only the data available from

the contracted training resources. One of the actions identified in the caregiver training PIP workgroup this spring is for Oregon to address this issue.

### Item 29. Array of Services

Oregon was rated as an area needing improvement on this systemic factor. Although the state can demonstrate an array of services around the state (Please also see Service Description), it is acknowledged that the array is not sufficient to meet the needs of children and families served. As part of the PIP, Oregon will complete routine reviews of the service array in conjunction with the local strategic planning efforts, under activity 4.1 and 5.2.1 and 5.2.2

Oregon recognizes the need to develop a more comprehensive array of substitute care resources for children needing placement. Several efforts are underway to improve this specific need. Please see Foster and Adoptive Parent Diligent Recruitment Plans in Section 13 of this report, and the PIP key activities 4.5 and 5.2.3.

Oregon examined the work done locally over the past several years as the state implemented the Strengthening, Preserving and Reunifying Families (SPRF) resources provided to the Department by the Legislature. This staged implementation process provided local areas with additional resources to prioritize identified gaps through contracted services. It was not possible to fill every gap and need identified therefore, DHS leadership in each district prioritized the services to be contracted. DHS leadership used the needs identified by community partners and staff as indicated below, along with data pertaining to characteristics of families whose children were removed from the home to help them prioritize.

DHS developed a funding allocation formula based on the population of families served by child welfare in the following proportion: 50% of total represents families served with children in the home, 25% represent children in substitute care and 25% represent the child protective services cases assigned and open assessments. The Department also allocated a 5% differential increase in 16 identified counties adjusting to support creating infrastructure to support increased service array in smaller communities, including Clatsop, Tillamook, Lincoln, Curry, Josephine, Sherman, Gilliam, Wheeler, Crook, Jefferson, Lake, Morrow, Union, Wallowa, Grant, and Harney.

Each county continues to review their individualized service array through a variety of means which include surveys or conversations with community partners, program staff and clients. DHS leadership at the local level make ongoing decisions to adjust their service array as needed to meet the needs of client-families, either ending contracts that are not utilized; expanding existing contracts when there is a need for additional capacity; or creating new contracts to expand the service array. DHS leadership revisits the service utilization, non-contracted services available in the community and the data regarding removal characteristics regularly to be responsive to changing gaps and needs of child welfare involved families in the community.

### SPRF Service Array

The following list provides themes in the SPRF contracted service array across the state:



- **Navigators:** Specialists to help navigate social service agencies. Multnomah, Washington, Lane, Clackamas, Tillamook, Klamath, Lake, Malheur, Grant, Harney, Lincoln, Clatsop, Polk, Josephine, Jackson, Hood River, Wasco, Benton and Linn.
- **Parenting:** Father, Culturally Specific, and Intensive parenting classes. Multnomah and Lane.
- **Parent, Educate and Coach/Mentoring:** Specialists to reinforce parenting behaviors, supportive services. Tillamook, Marion, Malheur, Clackamas, Umatilla, Josephine, Jackson, Multnomah, Lane, Klamath, Lake, Sherman, Gilliam, Wheeler, Douglas, Coos, Curry, Lincoln, Linn, and Washington.
- **Relief Nursery:** Childcare, parenting, support services. Umatilla, Jackson, Coos, Malheur, Curry, Josephine and Lane.
- **Alcohol and Drug Treatment:** Inpatient/Outpatient alcohol and drug treatment or recovery focused services that focus on multi-dimensional issues such as parenting, domestic violence services, and childcare. Jackson, Columbia, Washington, Marion, Douglas and Yamhill.
- **Housing:** Short-term, Long-term, Emergency, Treatment Based and Transitional Housing services. Umatilla, Jackson, Multnomah, Malheur, Clackamas, Tillamook, Lane, Columbia, Coos, Yamhill, Marion, Washington, Benton, Lincoln, Deschutes and Douglas.
- **Front End Intervention:** Specialists (Alcohol and Drug, Mental Health, Domestic Violence, and human service generalists) responding with CPS workers. Umatilla, Linn, Lincoln, Coos, Curry, Baker, Union, Wallowa, Josephine, Multnomah, Clackamas and Lane.
- **Reconnecting Families:** Specialists used to engage families and conduct relative searches for additional familial resources/placements. Lincoln, Josephine and Deschutes.
- **Trauma Services and Therapeutic Services:** Mental Health services and Intensive services to trauma affected families and children. Multnomah, Jackson, Douglas, Coos, Hood River and Wasco.
- **Family Visitation Support and Coaching:** Marion, Clatsop, Hood River, Wasco, Jackson, Multnomah, Lane, Columbia, Deschutes, Linn, Lincoln, Crook, Jefferson and Douglas.
- **Transportation Services:** Clatsop and Klamath.
- **Employment Related Services:** Lane.
- **Family Strengths & Needs Assessment:** Lane, Klamath, Lake, Washington, Clackamas, Coos, Curry, Jackson, Josephine, Linn, Benton and Lincoln.
- **Enhanced Meeting Facilitation:** Clatsop, Columbia, Tillamook, Marion, Curry, Douglas, Multnomah and Washington.

Expenditure data has shown some indication of how Department resources are being utilized to address child and family needs. One area that is particularly notable is the expenditures for short term housing assistance, transportation costs (for all types of child and family transportation needs), and costs associated with meeting basic family needs such as food, clothing, and safety related items the family needs.

The Department continues with the analysis of resource use, both through in-depth analysis of expenditure data, outcomes from performance based contracting, and analysis of the types, duration, and intensity of service provision as these relate to identified child and family needs.

For families receiving a CPS assessment in districts that have implemented Differential Response, an added component, the Family Strengths and Needs Assessment, is helping to individualize services based on family and provider identification of strengths and needs. The Family Strengths and Needs Assessments are conducted with families during the CPS assessment, who have been identified as having safe children and also having moderate to high needs. These are families for whom child welfare ordinarily has no further involvement. As families identify their strengths and needs they are then given the option of being connected with informal or formal supports through Child Welfare (contracted or available community services) which they receive with no further child welfare case management.

#### Item 30, Individualizing Services

Oregon was rated as an area needing improvement on this systemic factor. Oregon will utilize activities 4.1 and 5.2.1 and 5.2.2 to address this systemic factor. Oregon is also utilizing the activity of the structured family meeting 2.2.2 to more fully engage parents and youth in the process of identifying and utilizing the services most useful to meet their needs.

#### Items 31 and 32, State Engagement and Consultation with Stakeholder Pursuant to CFSP and APSR, Coordination of CFWP Services With Other Federal Programs

This systemic factor is rated as a strength, and Oregon continues to utilize and develop and utilize the statewide Advisory groups to inform child welfare practice. As an example, the statewide advisory groups have been consulted and provided opportunity for input and review in each of the submissions of federal reports and plans (SWA, PIP and APSR) and has had multiple opportunities for input on the Unified Plan and the redesign of caseworker training.

Oregon has ongoing and involved conversations with the federally recognized tribes in Oregon and juvenile justice agencies through IV-E agreements to support coordination of foster care for those populations and staff represent the agency on a wide variety of state and local committees, advisory groups, and community collaborative efforts.

The Department coordinates case related services with families also served through self-sufficiency.

#### Item 33. Standards Applied Equally

This systemic factor is an area needing improvement and several actions are currently underway to address this factor.

Oregon has implemented a quality assurance review tool for the SAFE home study to increase the fidelity to the home study model. The baseline data for this review will be determined this year, and coordination of QA processes for all areas of child welfare practice is a key activity 2.6 in the PIP.

Multiple reports and audits completed over the course of the past year indicate a need for improved licensing process for child caring agencies. The work this past year to revise the administrative rules for licensing of these programs was completed, and the child care licensing unit has returned to the administrative oversight of child welfare. Efforts underway to examine the array on contracted treatment services for children in substitute care is a key activity 4.5 and the Unified Child and Youth Safety Plan which can be found at

<http://www.oregon.gov/dhs/aboutdhs/Child-Safety-Plan/Pages/index.aspx>, under Goal 2 is examining the continuum of care for children and youth in substitute care.

However, the consistency in the application of standards has not yet been achieved and work continues between the private child caring agency licensing unit, foster care, and IV-E eligibility foster care programs. Progress will be reported in the next APSR.

**Item 34. Requirements for Criminal Background Checks**

This systemic factor was rated as an area needing improvement during the Round 3 review. The Department has improved OR-Kids functionality to ensure background checks are completed in a timely manner and recorded for all home providers in the system.

However, inconsistency remains in the criminal records background check processes with the licensed provider agencies and work is currently underway to improve the criminal records check processes for the licensed child-caring agencies. Progress will be reported in the next APSR.

**Item 35. Diligent Recruitment of Foster and Adoptive Homes**

This systemic factor is an area needing improvement, is a part of the key activities of the PIP under 4.4, 4.5, 4.6, and 5.2.3. Additional information about current status of this effort is reported in Section 13 of this report.

**Item 36. State Use of Cross-Jurisdictional Resources for Permanent Placements**

The table below reflects the number of ICPC foster and adoption home studies completed on time over the course of the past 17 months. While there is a slight improvement in 2017, Oregon needs to continue efforts in timeliness in this systemic factor.

2016				1/2017-5/2017		
Staff	On time	Late	On Time Percentage	On time	Late	On Time Percentage
<b>Total</b>	<b>153</b>	<b>43</b>	<b>78.1</b>	<b>85</b>	<b>20</b>	<b>80.9</b>

Progress will be reported in the next APSR.

**3. Update on Progress to Made to Improve Outcomes**

Oregon submitted the CFSR Round 3 Program Improvement Plan on May 4, 2017 and is currently in conversations with staff within Region X and Oregon’s CFSR team regarding the submission and whether and what additional information needs to be submitted with the Plan. A copy of the 5.4.17 submission is available from the Department. The Department is currently preparing a revised submission of the PIP after the June 14-15 meeting with the federal CFSR team. The revised submission will address the organizational concerns by realigning the Key Activities under the Safety, Permanency, Well Being, and QA-CQI goals and will be resubmitted in July, 2017.

## **Update to the Plan for Improvement**

**Goal 1: Safety: Children in Oregon who come to the attention of child welfare will be protected from abuse and neglect and will be safely maintained in their homes, whenever possible and appropriate.**

**Objective 1:** Implement case practice improvements regarding safety planning during the CPS process.

### **Key Activities:**

1. Conduct screening fidelity reviews in every District (including both calls assigned and those closed at screening).  
Projected Completion Date: December 31, 2017

*Progress: Screening fidelity reviews have occurred in 10 of the 16 Districts statewide*

2. Conduct OSM/DR child protective services fidelity reviews in every District  
Projected Completion Date: December 31, 2017

*Progress: OSM/DR child protective service fidelity reviews have occurred in 10 of the 16 Districts statewide.*

3. Develop and provide CPS assessment documentation training with an emphasis on maximizing efficiency, efficacy and support of OSM/DR model for every District  
Projected Completion Date: March 1, 2017

*Progress: Partially complete. 13 of 16 Districts have received the training*

4. Maintain a Sensitive Issue Review (SIR) process that requires staffing every SI submitted, conduct case/file reviews as appropriate and continue to track follow up and trend analysis.  
Projected Completion Date: Ongoing

*Progress: Current and Ongoing. The child welfare program is currently working with the Office of Business intelligence to develop an internal, web-based system to track the nature of sensitive issue reports. The new system will allow Oregon to track sensitive issue reviews resulting from out of home care assessment, dispositional findings and Karly's Law cases, and will track actions taken during the course of a review. The anticipated completion of the database development is June 30, 2017.*

**Objective 2:** Implement case practice improvements regarding safety planning throughout the life of the case after the CPS assessment.

### **Key Activities:**

1. Implement the practice of group supervision throughout the state to advance the collective understanding of safety threat management and other key concepts of OSM.  
Projected Completion Date: March 2017

*Progress: Implementation is complete and ongoing support continues.*

2. Consultant will participate in case transfer from CPS to permanency unit staff with additional focus on conditions for return and ongoing safety planning as a component of the local training strategy. Time limited  
Projected Completion Date: July 2017

*Progress: Complete*

3. Consultants providing field observation and follow up with new staff within 90 days of completion of CORE training.  
Projected Completion Date: Ongoing

*Progress: Ongoing*

**Objective 3:** Promote a consistent application of the OSM between child welfare and judicial system partners to support decisions to enhance safety and effective service planning and delivery.

**Key Activities:**

1. Develop and deliver regional ‘OSM Legal Crosswalk” trainings to District Management staff and legal system partners.  
Projected Completion Date: May, 2017

*Progress: Activity was placed on hold during administration change. Modified activity has been developed to replace this one has been incorporated into the PIP*

2. In collaboration with JCIP staff develop training curriculum to sustain consistent application of OSM for newly appointed juvenile court judges.  
Projected Completion Date: October, 2017

*Progress: Same as above*

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

## 1. Timeliness to 1<sup>st</sup> contact ROM CPS. 03

<b>Outcome:</b>	1 Timeliness of Investigation					
<b>Program Indicator:</b>	Accepted reports for CPS Traditional or Alternative Response Assessments with an initial child contact or attempted contact within 24 hours or 5 days Source: ROM Report CPS03 Time to Initial Contact					
<b>Program population</b>	Accepted reports for CPS Traditional or Alternative Response Assessments with an initial child contact or attempted contact within 24 hours or 5 days Source: ROM Report CPS03 Time to Initial Contact					
<b>Calculation</b>	Operational Definition of Measure: Percent of reports referred for Investigation that had an initial child contact or attempted contact within the required response time (24 hours or within 5 days) of receiving the report. Counts are based on a family case (not individual child) Cases are counted in the ROM Report Period when the CPS report was received. Required response time – Each report is assigned one of two types of response times (“within 24 hours” or “within 5 days”) depending on the urgency of the report as stated in agency policy* Calculation: Numerator: (Of the denominator) Number of cases where the child contact or attempted contact was made within the required response time of report received date Divided by Denominator: Number of CPS reports accepted.					
<b>Outcome Range</b>	Red	Yellow	Green	CW QRB Target: XXX		
	<85%	≥85% and <95%	≥ 95%	Tier 2 Owner: Stacey Ayers		
<b>Period</b>	Administrative Data					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b># of Initial Contact/ Attempted Contact</b>	<b># of Accepted Reports</b>	<b>Percent with Initial Contact/ Attempted Contact</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
QBR 2016_Q1	10/1/2015 to 12/31/2015	4,690	7,562	62.0%	Red	8/4/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	5,154	8,561	60.2%	Red	8/4/2016
QBR 2016_Q3	4/1/2016 to 6/30/2016	5,893	9,076	64.9%	Red	10/6/2016
QBR 2016_Q4	7/1/2016 to 9/30/2016	5,642	8,665	65.1%	Red	1/5/2017
QBR 2017_Q1	10/1/2016 to 12/31/2016	6,210	9,044	68.7%	Red	4/6/2017

This measure has seen continuous improvement since the last report, showing an improvement of 6.7% in the past 5 quarters. There was a reporting error that was located after the last report of 5 Day Response cases that was corrected and shows a difference of 3.4% in reporting periods compared to what was reported in the last report.

## 2. Timeliness of assessment completion, ROM CPS. 02

<b>Outcome:</b>	09 Timeliness of Assessment Completion					
<b>Program Indicator:</b>	Percent of investigation reports completed within policy timelines (30/45 days).					
<b>Calculation specifications:</b>						
<b>Program population</b>	Percent/Count of CPS assessments completed on time from report received date over time; Source: ROM Report CPS.02 Traditional Response and Alternative Response completed within required time-of those due					
<b>Calculation</b>	Operational Definition of Measure: Percent of accepted reports for CPS investigations that reached the investigation due date according to agency policy that were completed within the required time period of 30-45 days for completing the investigation (extensions included). <b>Report</b> – This measure is by “report” not individual child. Since there can be multiple allegations and conclusions (findings) for multiple children in a report, all children in the report must have a conclusion (finding) for the report to be reported as concluded. <b>Completed Report</b> – a report is only completed when every child named in the report has an investigation completed date. <b>Calculation:</b> Numerator: (Of the denominator) Number of investigations completed within required time period of receiving report. Divided By Denominator: Number of CPS reports that reached the investigation due date according to agency policy.					
<b>Outcome Range</b>	Red	Yellow	Green	CW QRB Target: xxx		
	<70%	≥70% and <90%	≥90%	Tier 2 Owner: Chuck Dunn		
<b>Period</b>	Administrative Data					
<b>QBR Reporting Period</b>	<b>Date of Source Data</b>	<b># of Investigations completed within 30-45 days</b>	<b>Total # of Completed Investigations</b>	<b>Percent Completed Timely (within 30/45 Days)</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
QBR 2016_Q1	10/1/2015 to 12/31/2015	1,403	6,603	21.2%	Red	8/4/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	1,213	5,863	20.7%	Red	8/4/2016
QBR 2016_Q3	4/1/2016 to 6/30/2016	1,679	6,999	24.0%	Red	10/6/2016
QBR 2016_Q4	7/1/2016 to 9/30/2016	2,231	6,516	34.2%	Red	1/5/2017
QBR 2017_Q1	10/1/2016 to 12/31/2016	1,842	7,456	24.7%	Red	4/6/2017

During the Department’s efforts to finalize and complete overdue assessments Oregon saw its highest level of performance in this measure, 34.2%. Since that time Oregon has regressed by approximately 10% but continues to see an improvement of 3.5% since the last quarter of the previous reporting period. A formal analysis into causality on this topic was completed and will be used to inform the work that will be completed in the CFSS PIP. A possible contributing factor in Oregon continues to be a high turnover in CPS staff due to the high pressure of this job. This turnover also impacts fidelity to the practice model at both the caseworker and supervisor level. Training continues around the state regarding assessment documentation with a focus on the use of the 6 domains to guide in gathering

sufficient safety related information. Supervisor training along with fidelity and accountability to the practice model are being addressed in the CFSR PIP and Unified Safety Plan.

### 3. Safety in Foster Care SA.01

<b>Outcome:</b>	Q2 Safety in Foster Care						
<b>Program Indicator:</b>							
<b>Calculation specifications:</b>							
<b>Program population</b>	Of all children in foster care during a 12-month target period, what is the rate of victimization per 100,000 days of foster care? Source: ROM Report SA.01 (Fed) Maltreatment in Foster Care, Rate of Victimization per 100,000 Days						
<b>Calculation</b>	<p><b>Operational Definition of Measure:</b> Of all children in foster care during a 12 month target period, what is the rate of victimization per 100,000 days of foster care?</p> <p><b>Rolling 12-Month Target Period</b> - The target period is the "Rolling 12 Month Period" that ended on the "Report Period End" date.</p> <p><b>Count of Substantiated Reports</b> - Count of substantiated reports during the "Rolling 12-Month Period" where the report received date was during the time the child was in a foster care episode lasting 8 or more days (time in trial home visit is included) <b>minus</b> substantiated reports where the child was the age 18 or more at the time of the report; the incident date of the report occurred outside of the removal episode (even if the report date is within the episode); or the report occurred within the first 7 days of removal.</p> <p><b>Count of Days</b> - Total of days in foster care (including days in trial home visit) minus days: the child was age 18 or over; days in foster care episodes lasting less than 8 days</p> <p><b>Unit of Analysis:</b> A child</p> <p><b>Calculation / Count: Numerator:</b> Of children counted in the denominator, total number of substantiated or indicated reports of maltreatment (by any perpetrator) during any foster care episode within the "Rolling 12-Month Period." <b>Divided By Denominator:</b> Of children in foster care during a 12-month period, the total number of days these children were in foster care during the "Rolling 12-Month Period" <b>Times</b> 100,000</p> <p><b>Example:</b> For every 100,000 days children spent in Foster Care, approximately "X" children became victims of Abuse while in Foster Care (includes Trial Reunification and any Resperator Type). (X = Rate)</p> <p><i>QBR 2016 Q3: From 7/1/2015 - 6/30/2016, for every 100,000 days children spent in Foster Care, about 14 children became victims of Abuse.</i></p> <p><i>Note: The Round 2 Federal measure counted number of children, not number of Days those children were in Foster Care, so the result was a very small percent and fluctuated greatly with just "one more" or "one less" child abused. The Round 3 Federal measure counts "days" the children spent in foster care, and multiplies those days by 100,000 to create a rate that is more comparable over time and to other states than the Round 2 measure.</i></p>						
<b>Outcome Range</b>	Red	Yellow	Green				<b>Target: 8.04 per 100,000</b>
	>12.0	>8.5 and ≤ 12.0	≤8.5				<b>T2 Owner: Kevin George</b>
<b>Period</b>	<b>Administrative Data</b>						
<b>QBR Reporting Period</b>	<b>Rolling 12 Month Period</b>	<b>Count</b>	<b>Reports</b>	<b>Days</b>	<b>Rate</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
<b>QBR 2016_Q1</b>	1/1/2015 - 12/31/2015	10,761	358	2,586,091	13.8	Red	6/9/2016
<b>QBR 2016_Q2</b>	4/1/2015 - 3/31/2016	10,757	322	2,576,723	12.5	Red	7/7/2016
<b>QBR 2016_Q3</b>	7/1/2015 - 6/30/2016	10,811	356	2,574,564	13.8	Red	10/6/2016
<b>QBR 2016_Q4</b>	10/1/2015 - 9/30/2016	10,795	418	2,584,029	16.2	Red	1/5/2017
<b>QBR 2017_Q1</b>	1/1/2016 - 12/31/2016	10,764	481	2,602,420	18.5	Red	4/6/2017

This is a measure that has seen substantial increase in the rate of maltreatment since the last reporting period. The increase of this measure appears to be primarily identification of perpetrators that are not foster care providers. Additional analysis will be required to understand what exactly is driving the increases over that past 5 quarters. Please also refer to Section 2 of this report for additional detail on the analysis of this measure.

#### 4. Re-abuse SA.02

<b>Outcome:</b>	03 Re-abuse					
<b>Program Indicator:</b>						
<b>Calculation specifications:</b>						
<b>Program population:</b>	Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report? Source: RCM Report SA.02 (Fed) Recurrence of Maltreatment, 12 months from 1st Victimization					
<b>Calculation:</b>	<p>RCM Operational Definition: Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report?</p> <p><b>12-Month Target Period</b> - The first 12 months of the 2-year measurement period ending in the reporting period.</p> <p><b>Report Dates</b> - The report received date will be used to determine if a child is counted in the 12-month target period (regardless of disposition date), and is used to determine whether maltreatment recurrence occurred within 12 months.</p> <p><b>Excluded Subsequent Reports</b> - Subsequent reports will not be counted as a recurrence if the subsequent report of maltreatment was within 14 days of the earlier report or if it has the same incident date (if provided) as the earlier report.</p> <p><b>Youth 18 Years Excluded</b> - Reports of youth age 18 or more are excluded from the calculation of the indicator.</p> <p><b>Unit of Analysis:</b> A child</p> <p><b>Calculation / Count: Numerator:</b> Of children counted in the denominator, total children that had another substantiated or indicated report of maltreatment within 12 months of their initial report <b>Divided By Denominator:</b> Number of children with at least one substantiated or indicated report of maltreatment in a rolling 12-month target period.</p>					
<b>Outcome Range:</b>	Red	Yellow	Green	Target		
	>13%	>9.1% and	≤9.1%	9.0%	T2 Owner: Stacey Ayers	
<b>Period:</b>	<b>Administrative Data</b>					
<b>QBR reporting period:</b>	<b>Period of Abuse</b>	<b>Reabuse thru</b>	<b>Child Victims</b>	<b>Recurrence</b>	<b>Percent Reabused</b>	<b>Outcome Color</b>
<b>QBR 2016_Q1</b>	1/1/2014 to 12/31/2014	12/31/2015	10,477	1,014	9.7%	Yellow
<b>QBR 2016_Q2</b>	4/1/2014 to 3/31/2015	3/31/2016	10,546	1,042	9.9%	Yellow
<b>QBR 2016_Q3</b>	7/1/2014 to 6/30/2015	6/30/2016	10,676	1,008	9.4%	Yellow
<b>QBR 2016_Q4</b>	10/1/2014 to 9/30/2015	9/30/2016	10,636	989	9.3%	Yellow
<b>QBR 2017_Q1</b>	1/1/2015 to 12/31/2015	12/31/2016	10,465	976	9.3%	Yellow

This measure has seen a .4% improvement over the past 5 quarters and has been consistent in its improvement. This measure is impacted by Oregon's implementation of Differential Responses as 50% of the state's Child Welfare population is working under the rules which allow for no disposition in cases assigned as Alternative Response.

#### 5. Re-entry PA. 04

<b>Outcome:</b>	04 Re-entry					
<b>Program Indicator:</b>						
<b>Calculation specifications:</b>						
<b>Program population:</b>	Of all children who enter foster care in a 12-month target period and discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-entered foster care within 12 months of discharge? Source: RCM Report PA.04 (Fed) Re-Entry into Foster Care					
<b>Calculation:</b>	<p><b>Operational Definition of Measure:</b> Of all children who enter foster care in a 12-month target period and discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-entered foster care within 12 months of discharge</p> <p><b>12-Month Target Period</b> - The 12-month target period is the first 12 months of the 3-year measurement period presented in rolling 12-month periods; Uses the same entry cohort as is used by the Permanency in 12 months measure; <b>Children Included</b> - Children who entered foster care in the 12-month target period (see graphic below) and discharged to a) reunification with parents or primary caretakers, b) living with other relative(s), or c) guardianship. Excluded are children who entered foster care at or after age 18; or were in a foster care episode lasting less than 8 days; <b>Trial Home Adjustment</b> - The time in trial home visits exceeding 30 days is subtracted from the length of stay in foster care if the child discharges to reunification or other relative (same as previous CFSR Round 2 definition); <b>Companion Measure</b> - PA.4 Re-entry and PA.1 Permanency in 12 months of Entry are deemed companion measures (each affecting the other) with both indicators based on the same entry cohort</p> <p><b>Unit of Analysis:</b> A child removal episode (with multiple removal episodes a child can be counted more than once)</p> <p><b>Calculation / Count: Numerator:</b> (Of children counted in the denominator) children who re-entered foster care within 12 months of their discharge from foster care <b>Divided By Denominator:</b> Number of children who entered foster care in a 12-month period and discharged or Trial Home Visit adjustment date is within 12 months to reunification, living with other relative or guardianship</p>					
<b>Outcome Colors:</b>	RED	Yellow	Green	Target		
	>12.0%	>8.3% and ≤12.0%	≤8.3%	8.3%	Tier 2 Owner: Lacey Andresen	
<b>Period:</b>	<b>Administrative Data</b>					
<b>QBR Reporting Period:</b>	<b>Period</b>	<b>Re-Entries within 12 months of</b>	<b>Total Discharges from Foster Care 12 months prior</b>	<b>Percent of children re-entering within 12 months of</b>	<b>Outcome Color</b>	<b>Run Date</b>
<b>QBR 2016_Q1</b>	10/1/2015 to 12/31/2015	171	1476	11.6%	Yellow	6/9/2016
<b>QBR 2016_Q2</b>	1/1/2016 to 3/31/2016	182	1445	12.6%	Red	7/7/2016
<b>QBR 2016_Q3</b>	4/1/2016 to 6/30/2016	201	1452	13.8%	Red	10/6/2016
<b>QBR 2016_Q4</b>	7/1/2016 to 9/30/2016	218	1475	14.8%	Red	1/5/2017
<b>QBR 2017_Q1</b>	10/1/2016 to 12/31/2016	223	1501	14.9%	Red	4/6/2017



In FFY16 96.4% of the cases that resulted in Re-Entry were active In-Home Cases which are primarily managed by the Ongoing/Permanency staff in Oregon. A possible contributing factor to the increase in Re-Entry during this time, jumping 3.3% over the past 5 quarters, could be the shift of staff to Screening and Assessment work to address the overdue assessment issue. It is difficult to determine this for certain, but the timeframes in which this occurred in Oregon align with the increased rate of re-entry. It is also unclear whether staff changes or a change in the primary caseworker impacted the oversight of in-home cases.

6. Children safely maintained with their parents\*

<b>Outcome:</b>	<b>14 Child Safely Maintained with Parents</b>			
<b>Program Indicator:</b>				
<b>Program population</b>	<p><b>1. % In Home that Exit to Intact Family Closure -</b>  <i>-Denominator</i> - Children who exit an in-home episode with in the quarter. If a child has multiple exits we use the most recent exit in the quarter results. <i>-Numerator</i> - Children who are discharged to an intact family home. <i>-Measure</i> - % of children exiting In Home who are discharged to an intact family home</p> <p><b>2. % In Home NOT experiencing Abuse</b>  <i>-Denominator</i> -Total served Children in home at least 1 day in the Quarter <i>-Numerator</i>- Number of children that were not a victim of abuse while served in home in the quarter. <i>-Measure</i> -% of total served in home that were not a victim of abuse while served in home.</p> <p><b>3. % of Successful Trial Home Visits</b>  <i>-Denominator</i> - Children exiting a trial reunification within the quarter. If the child has multiple exits from Trial Home visit the most recent exit is used. <i>-Numerator</i> - Children who exited trial reunification who did not return to foster care. <i>-Measure</i> - % of children who exited trial reunification And did not return to foster care..</p> <p><b>4. % Trial Home visit NOT experiencing abuse</b>  <i>-Denominator</i> - Total Served children who were in Trial reunification for at least 1 day in the quarter. <i>-Numerator</i> - Children served in trial reunification who were not a victim of abuse while in trial reunification. <i>-Measure</i> - % of children in trial reunification who were not victims of abuse while in trial reunification.</p>			
<b>Calculation</b>	Applies weighting based on the denominators of all four individual measures, then calculates a composite outcome based on the percent of target met and the weighting. See Calc Tab of worksheet.			
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>
	< 80%	≥ 80% and < 95%	>=95%	<b>Tier 2 Owner: Stacy Lake</b>
<b>Period</b>	<b>Administrative Data</b>			
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
<b>QBR 2015_Q4</b>	7/1/2015-9/30/2015	98.7%	Green	6/2/2016
<b>QBR 2016_Q1</b>	10/1/2015-12/31/2015	98.6%	Green	6/2/2016
<b>QBR 2016_Q2</b>	1/1/2016 - 3/31/2016	98.3%	Green	7/12/2016
<b>QBR 2016_Q3</b>	4/1/2016-6/30/2016	98.4%	Green	10/1/2016
<b>QBR 2016_Q4</b>	7/1/2016-9/30/2016	98.3%	Green	1/13/2017
<b>QBR 2017_Q1</b>	10/1/2016-12/31/2016	98.6%	Green	4/12/2017

This item measures the safety and stability of a child while in the home of their parent. The measure has shown the greatest stability of all the measures at this time with only a .1% reduction.

\* All data sets exclude children in the custody of either a Tribe or Juvenile Justice.

7. CF SR Case Reviews: Safety 1 and Safety 2 The case review measures are a composite measure of the CF SR outcomes and will be reported on a rolling calendar year.

Safety 1, which measures the Timeliness to Investigation has seen a overall decrease in performance since the last report where 66% of the cases rated as a Strength. The results of Round 3 CF SR Case Reviews showed 58% of the applicable cases being rated as a Strength.

Safety 2, "Services to Prevent Removal" also has seen a decrease from 97% of the cases being rated as a Strength in 2016 to 81% during Round 3 of the CF SR Case Reviews.

**Goal 2: Permanency: Children in Oregon have permanency and stability in their living situations, family and sibling connections are preserved during the course of a child welfare intervention in the family, children achieve timely permanency, and children's well being needs are met while in substitute care.**

**Objective 1:** Implement case practice improvements through data informed, branch specific strategic plans to improve relative placements, sibling placements, placement stability and timeliness to reunification, adoption, and guardianship.

**Key Activities:**

1. Train all consultants, Central Office, District and Program Managers in conducting and completing root cause analysis.  
Projected Completion Date: July 2017

*Progress: Partially complete, initiative was placed on hold during changes in administration. This work will reconvene in conjunction with PIP Activity 5.2*

2. Through the use of ROM and JCIP data, develop local strategic plans to improve performance in relative placement, sibling placement, and timeliness to reunification, adoption or guardianship using consultant involvement with branch leadership and community partners, when appropriate.  
Projected Completion Date: August, 2016

*Progress: Strategic planning focused on the permanency outcomes of timeliness to permanency, placement with relatives and placement with siblings, and occurred within all the branches, but the completion of the Statewide Assessment and the CF SR reviews in 2016 changed priorities in program improvements, causing strategic planning implementation to not move forward as planned. Some of the strategic plans continued to support the new priorities and individual branches have implemented them. In all the branches, leadership received permanency related data specific to their branches and has helped the leadership and permanency consultants continue to focus their everyday training, technical assistance and case consultation on the permanency related areas needing the most improvement.*

3. Develop a routine schedule (at least quarterly) of review the strategic plans developed in activity 3 to monitor progress on the strategic plans and make modifications as needed.  
Projected Completion Date: Ongoing

*Progress: See above*

**Objective 2:** Improve fidelity to OSM during ongoing case management post initial CPS assessment

**Key Activities:**

1. Establish a Permanency Advisory Council with membership of central office management and consultant staff, field managers and caseworkers, and community partners to advise decision-making for development and implementation of strategies that promote safe and timely permanency for children.  
Completion Date: March, 2016

*Progress: Completed*

2. Develop training curriculum for all field staff in ongoing OSM practice post initial CPS assessment.  
Completion Date: December, 2016

*Progress: The permanency program with input from the Permanency Council developed a five module curriculum for all permanency workers and supervisors that includes key elements of Oregon's model with the fifth module demonstrating group supervision on an actual open case. Supervisors and permanency consultants then encourage ongoing group supervision in order to keep the practice in the forefront. All counties have completed the five training modules, with the next sessions scheduled to begin in the fall of 2017. The plan is to repeat the training two times per year in order to ensure all caseworkers and supervisors new to permanency have the opportunity to receive the training or the opportunity to repeat the training to keep it fresh.*

3. Develop sustainable plans for each district to provide group supervision to new and ongoing workers to sustain a continuous learning environment.  
Projected Start Date: March, 2017 and ongoing

**Objective 3:** Implement ongoing Quality Assurance reviews of fidelity to the OSM throughout the life of the case.

1. Develop a Quality Assurance tool that reviews dynamic safety planning, measures family progress through ongoing review of protective capacity and conditions for the child's return home.  
Projected Completion Date: August, 2016

*Progress: The permanency program, with input from the Permanency Council, developed a quality assurance tool used to review all the elements of Oregon's practice model from the completion of a CPS assessment through the end of a case. QA reviews occurred from November 2016 through March of 2017, and 218 cases were reviewed. The tool was revised after the first round of QA, with the plan to continue statewide case reviews twice per year. Following the reviews, a report is generated and shared with branch leadership which summarizes areas of strength, areas needing improvement, examples of excellent practice, and a plan for continued improvement. In addition, the supervisors receive a copy of each individual case review which helps them work with their individual casework staff in areas where they are struggling with the practice model.*

2. Develop a Quality Assurance process to ensure fidelity to OSM practice in ongoing case management, including selection of cases, review processes, inter-rater reliability, and routine feedback to branch offices.

Projected Completion Date: September, 2016

*Progress: Complete, see above*

3. Initiate the QA process described in Activity 2.

Projected Start Date: November, 2016

*Progress: Complete*

4. Develop an ongoing, sustainable QA process which includes supervisors in the qualitative process of the ensuring fidelity to OSM practice in ongoing case management.

Projected Start Date: June, 2017 and ongoing

*Progress: There has been no progress on this to date and there are concerns regarding the impact on the workload of Supervisors at this time.*

### Progress Measures and Benchmarks:

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

#### 1. Caseworker Face to Face Contact\*

<b>Outcome:</b>	<b>08 Face to Face Contact</b>											
<b>Program Indicator:</b>	<b>Percent of visits made by caseworkers on a monthly basis to children served In Home, children in Foster Care, and their parents.</b>											
<b>Population</b>	Children Served in Home, Children in Foster Care, and their parents as described below. 1 - Starting with QBR 2017_Q1, The Period is a Total Served for the child population and a point in time for the adult population. 2 - Child Population Source: IC.10 Face-to-Face Req'd Contacts Compl. for Children in FC or IH entire mo 3 - Adult Population Source: WB-5001-S Caseworker Family Face to Face All Contacts Summary Report NOTE: Children no longer served in home or in foster care at time of Report Run will not be included in the counts, therefore the parents will also be											
<b>Calculation</b>	Numerator: All Persons with at least one contact Denominator: All Persons requiring contact											
<b>Outcome Range</b>	<b>Red</b>			<b>Yellow</b>			<b>Green</b>			<b>Target 95%</b>		
	< 80%			≥ 80% and < 95%			≥ 95%			<b>Tier 2 Owner: Darline Dangelo</b>		
<b>Period</b>	<b>Administrative Data</b>											
<b>QBR reporting period</b>	<b>Period<sup>1</sup></b>	<b># of Children served In Home<sup>2</sup></b>	<b># of Children in Foster Care</b>	<b># of Adults of all In Home and FC Children<sup>3</sup></b>	<b>Total Persons Requiring F2F Contact</b>	<b># of Children served In Home Contacted</b>	<b># of Children in Foster Care Contacted</b>	<b># of Adults of all In Home and FC Children Contacted</b>	<b>Total Persons Contacted</b>	<b>Percent with F2F Contact</b>	<b>Outcome Color</b>	<b>Report Run Date</b>
QBR 2016_Q1	3/31/2016	1,267	7,472	8,055	16,794	843	6,252	3,994	11,089	66.0%	Red	4/8/2016
QBR 2016_Q2	6/30/2016	1,153	7,614	8,038	16,805	841	6,665	4,293	11,799	70.2%	Red	7/8/2016
QBR 2016_Q3	9/30/2016	1,221	7,614	7,926	16,761	861	6,550	4,123	11,534	68.8%	Red	10/8/2016
QBR 2016_Q4	12/30/2016	1,239	7,683	7,928	16,850	798	6,591	4,008	11,397	67.6%	Red	1/9/2017
QBR 2017_Q1	10/1/2016 - 12/31/2016	3,718	22,332	7,964	34,014	2,418	20,224	4,150	26,792	78.8%	Red	4/6/2017

Note regarding chart above:

Children Served in Home, Children in Foster Care, and their parents as described above:

1. Starting with QBR 2017\_Q1, the period is a **Total Served** for the child population and a **Point in Time** for the adult population.
2. Child Population Source: IC.10 Face-to-Face Req'd Contacts Compl, for Children in Foster Care or In-Home entire month.
3. Adult Population Source: WB-5001-S Caseworker Family Face-to-Face All Contacts Summary Report

*Additional Note: Children no longer served in-home or in foster care at time of Report Run will not be included in the counts, therefore the parents will also be excluded.*

This measure has seen a 12.2 % increase in the last 5 quarters. In the last report this measure was reported as a new measure that Oregon implemented to recognize the importance of monthly contact with both children and parents to support the safety, permanency, and well-being of children and families. The increased emphasis has resulted in substantial improvements. Work continues to expand the ROM reporting system to include children in home and their parents, to have more comprehensive performance reporting for Face to Face contacts. The definition used will mirror that of foster children, but for all persons needing contact. Once available, Oregon will switch to ROM performance reporting solution for performance monitoring on Face-to-Face contact in the QBR. This change will allow for analysis of the performance of each type of face-to-face contact, rather than the current report that totals all contacts, by showing each group separately, making it more clear about where to focus work in field practice to improve the face-to-face contact. Rather than the total percent of all face-to-face contact, as currently shown above, the new report will show that contact for children served in home was 65%, versus contact for children in foster care was 91%. Thus, work to improve face-to-face contact for children placed in their homes will improve this performance measure.

Additionally, items 14 and 15 were both identified as items needing improvement in the most recent CFSR. Quantity and quality of caseworker visitation between children and parents will be a focus of the Program Improvement Plan. After analysis of the qualitative data from the round 3 CFSR, it is clear that while quantity of face-to-face contact is high (90%), the quality of the documentation is not (69%). The qualitative data analysis suggests that caseworkers have very inconsistent practice in what is documented from face-to-face contact. Oregon DHS has not previously provided clear guidance around what constitutes quality documentation. The proposed intervention in the draft PIP is to create a template for caseworkers to have that guides them through how to appropriately document contact with children. We believe that better reporting, along with clear and well-communicated guidance, will positively impact face-to-face contact measurements.

\*Note: This measurement is different than the calculation used to report Oregon's face to face contact percentages that meet the federal definition and specific percentages required to determine Oregon's title IV-B match rate (shown below). Oregon's QBR measurement, shown above, includes children served in home, parent contacts, and children served in substitute care. Once available, Oregon will switch to the ROM performance reporting solution for performance monitoring on Face-to-Face contact in the QBR.

## 2. Placement Stability PA.05

<b>Outcome:</b>	06 Placement Stability						
<b>Program Indica</b>							
<b>Calculation specifications:</b>							
<b>Program popul</b>	All children who entered foster care during the Rolling 12-month Period						
<b>Calculation</b>	<p><b>Operational Definition of Measure:</b> Of all children who enter foster care in a 12 month target period, what is the rate of placement moves 1,000 per day of foster care? Operational Definition of Measure: Of all children who enter foster care in a 12 month target period, what is the rate of placement moves 1,000 per day of foster care?</p> <p><b>12 Month Target Period</b> - The target period is the "Rolling 12 Month Period" that ends on the "Report Period End" date</p> <p><b>Count of Days</b> - Total number of days of care provided during the "Rolling 12 Month Period" for children who entered foster care during the "Rolling 12 Month Period" (including days in trial home visit and days across removal episodes) minus days where the child was age 18 or over; days in foster care episodes lasting less than 8 days.</p> <p><b>Placement Moves</b> - Number of moves are the number times a child changes a placement setting within a removal episode that is required to be counted in AFCARS. In general, placement setting counts not counted are trial home visits, runaway, respite care, and changes in a single foster family home's status (e.g. licensing change from foster care to adoption).</p> <p><b>Unit of Analysis:</b> Placement moves and days in a removal (foster care) episode during the twelve (12) month target period</p> <p><b>Calculation / Count: Numerator:</b> (Of children counted in the denominator) the total number of placement moves during the "Rolling 12 Month Period" <b>Divided By Denominator:</b> Of children who entered foster care in a 12 month period, the total number of days these children were in foster care during the "Rolling 12 Month Period" <b>Times 1,000</b> (Rate = Moves/Days*1000)</p> <p>Source: PA05 (Fed) Placement Stability</p>						
<b>Outome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target</b>			
	> 5.0 Moves per 1,000 Days	> 4.12 and ≤ 5.0 Moves per 1,000	≤ 4.12 Moves per 1,000	4.12 moves per 1,000	<b>T2 Owner: Kathy Prouty</b>		
<b>Period</b>	<b>Administrative Data</b>						
<b>QBR Reporting Period</b>	<b>Rolling 12 Month Period</b>	<b>Count</b>	<b>Moves</b>	<b>Days</b>	<b>Rate</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
<b>QBR 2016_Q1</b>	1/1/2015 - 12/31/2015	3,663	2,734	614,457	4.4	Yellow	6/9/2016
<b>QBR 2016_Q2</b>	4/1/2015 - 3/31/2016	3,648	2,728	610,453	4.5	Yellow	7/7/2016
<b>QBR 2016_Q3</b>	7/1/2015 - 6/30/2016	3,668	2,818	603,529	4.7	Yellow	10/6/2016
<b>QBR 2016_Q4</b>	10/1/2015 - 9/30/2016	3,691	3,069	615,250	5.0	Yellow	1/5/2017
<b>QBR 2017_Q1</b>	1/1/2016 - 12/31/2016	3,709	3,062	642,929	4.8	Yellow	4/6/2017

Oregon reports placement stability in the QBR (table above) as number of moves per 1,000 days in order to be consistent with the federal measures. In part, due to placement capacity in Oregon, this measure has slipped by .4 over the past 5 quarters.

## 3. Placement with Siblings

<b>Statewide Children With Siblings in Out of Home Foster Care Placed Together, Partially Together, Not Together on 9/30/16</b>									
		Number of Sibling Groups				Percent of Sibling Groups			
County	Sibling Group Size	All together	Partially Together	Not Together	Total Groups	All together	Partially Together	Not Together	Total Children*
<b>Statewide Total</b>		<b>1,006</b>	<b>249</b>	<b>307</b>	<b>1,562</b>	<b>64.4%</b>	<b>15.9%</b>	<b>19.7%</b>	<b>4,006</b>

\*To obtain number of children multiply Total Groups by sibling group size. Example: if sibling group size is 4 and there are 3 Total Groups then there are 12 children.

Oregon has seen a marginal decrease (1.2%) in children being placed with at least one sibling. The greatest change is the percentage of children being placed with all their siblings, down from 67.2% to 64.4%. Part of that gap was made up in partially together but not enough to prevent

the decrease in placements. This may, in part, be attributed to the shortage in foster homes the Oregon is currently experiencing.

4. First placement with Relatives ROM CM.08

Report Period	Jan - Mar 2016		Apr - Jun 2016		Jul - Sep 2016		Oct - Dec 2016		Jan - Mar 2017		Total: Jan 2016 - Mar 2017	
- Total	979	100.0%	1009	100.0%	996	100.0%	934	100.0%	1075	100.0%	4993	100.0%
Met	312	31.9%	327	32.4%	282	28.3%	327	35.0%	357	33.2%	1605	32.1%
Not Met	667	68.1%	682	67.6%	714	71.7%	607	65.0%	718	66.8%	3388	67.9%
Unable to Calculate	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

There have been minimal changes in this measure 32.2% average in the last report to 32.1% average with a high of 35% in this report period. This, amidst significant shifts in workforce, is a positive achievement for Oregon.

5. Timeliness to Permanency

<b>Outcome:</b>	<b>10a Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population</b>	<b>PA.01 (Fed) Permanency in 12 Months:</b> Of all children who enter foster care in a target 12-month period, what percent discharged to permanency within 12 months of entering foster care					
<b>Calculation</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of entering foster care and before turning age 18; <b>Divided By- Denominator:</b> Number of children who entered foster care in 12 month period					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 35%	≥ 35% and < 40.5%	≥ 40.5%	<b>Tier 2 Owner: Kathy Prouty</b>		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total Entered Care</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
<b>QBR 2016_Q1</b>	10/1/2015 to 12/31/2015	3,418	1,479	43.3%	Green	6/9/2016
<b>QBR 2016_Q2</b>	1/1/2016 to 3/31/2016	3,394	1,450	42.7%	Green	7/7/2016
<b>QBR 2016_Q3</b>	4/1/2016 to 6/30/2016	3,440	1,458	42.4%	Green	10/6/2016
<b>QBR 2016_Q4</b>	7/1/2016 to 9/30/2016	3,418	1,481	43.3%	Green	1/5/2017
<b>QBR 2017_Q1</b>	10/1/2016 to 12/31/2016	3,551	1,505	42.4%	Green	4/6/2017



<b>Outcome:</b>	<b>10b Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population:</b>	<b>PA.02 (Fed) Permanency in 12 Months for Children in Foster Care 12 to 23 Months:</b> Of all Children in foster care on the first day of a 12- month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period					
<b>Calculation:</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of the first day of the 12 month period and before turning age 18; <b>Divided By- Denominator:</b> Number of children in foster care on the first day of a 12 month period who had been in foster care (in that episode) between 12 and 23 months					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 38.5%	≥ 38.5% and < 43.6%	≥ 43.6%	<b>Tier 2 Owner: Kathy Prouty</b>		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total 1st Day of Period</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
<b>QBR 2016_Q1</b>	10/1/2015 to 12/31/2015	1,584	752	47.5%	Green	6/9/2016
<b>QBR 2016_Q2</b>	1/1/2016 to 3/31/2016	1,581	718	45.4%	Green	7/7/2016
<b>QBR 2016_Q3</b>	4/1/2016 to 6/30/2016	1,641	717	43.7%	Green	10/6/2016
<b>QBR 2016_Q4</b>	7/1/2016 to 9/30/2016	1,671	753	45.1%	Green	1/5/2017
<b>QBR 2017_Q1</b>	10/1/2016 to 12/31/2016	1,822	812	44.6%	Green	4/6/2017

<b>Outcome:</b>	<b>10c Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population:</b>	<b>PA.03 (Fed) Permanency in 12 Months for Children in Foster Care 24 Months or More:</b> Of all children in foster care on the first day of a 12- month period who had been in foster care (in that episode) 24 months or more, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period					
<b>Calculation:</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of the first day of the rolling 12 month period and before turning age 18; <b>Divided By- Denominator:</b> Number of children in foster care on the first day of a rolling 12 month period who had been in foster care (in that episode) for 24 months or more					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 25%	≥ 25% and < 30.3%	≥ 30.3%	<b>Tier 2 Owner: Kathy Prouty</b>		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total 1st Day of Period</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
<b>QBR 2016_Q1</b>	10/1/2015 to 12/31/2015	2433	819	33.7%	Green	6/9/2016
<b>QBR 2016_Q2</b>	1/1/2016 to 3/31/2016	2378	820	34.5%	Green	7/7/2016
<b>QBR 2016_Q3</b>	4/1/2016 to 6/30/2016	2312	805	34.8%	Green	10/6/2016
<b>QBR 2016_Q4</b>	7/1/2016 to 9/30/2016	2258	777	34.4%	Green	1/5/2017
<b>QBR 2017_Q1</b>	10/1/2016 to 12/31/2016	2142	769	35.9%	Green	4/6/2017

Looking at all 3 of the Permanency measures demonstrates that only Permanency in 12 Months for Children in Foster Care 24 Months or More shows progress, and based on the the reporting methodology used in the federal report, which is an entry cohort of 3 years prior, it is reasonable that this is the only measure that Oregon could reasonably impact. Oregon is reconsidering using the ROM Supplemental Reports for the first two permanency measures to more effectively monitor permanency outcomes.

In addition to the Federal Measures, Oregon uses individual branch and district metrics on timeliness to reunification, adoption, and guardianship as well as court data on timeliness to judicial actions to help inform individualized branches on performance in comparison with state averages and allows them to develop action plans that include goals, objectives, and specific activities that will promote timely permanency. These may include changes in specific business processes or other activities that will impact permanency outcomes. The branch specific plans include a summary of the data analysis, goals, specific strategies, measures, accountability and needed supports.

## 6. Case Planning

The report for this measure is still in development and should be available by the next reporting period.

## 7. CFSR Case Reviews: Items 7-11

CFSR Items 7 thru 11		2015	2016
<b>Full Measure Performance</b>	<b>Rating</b>	<b>87.4%</b>	<b>83.3%</b>
% of CFSR Item #7	Strength	70	32
"Placement with Siblings" rated as a Strength	Applicable Cases	<b>78</b>	<b>36</b>
% of CFSR Item #8	Strength	95	32
"Visiting with Parents and Siblings" rated as a Strength	Applicable Cases	<b>107</b>	<b>39</b>
% of CFSR Item #9	Strength	127	56
"Preserving Connections" rated as a Strength	Applicable Cases	<b>139</b>	<b>64</b>
% of CFSR Item #10	Strength	111	47
"Relative Placement" rated as a Strength	Applicable Cases	<b>124</b>	<b>61</b>
% of CFSR Item #11	Strength	77	23
"Relationship of Child in care with Parents" rated as a Strength	Applicable Cases	<b>101</b>	<b>28</b>

This is another area where Oregon has a decrease in performance from 87.4% of the items in applicable case in 2015 down 4.1% to 83.3% in 2016. It is likely that two primary issues are affecting the progress of this measure. The first is greater fidelity to the On-Site Review Instrument in 2016 due to the support of the federal QA team. The second is the shift of workforce resources to the Screening and Assessment to address the timeliness of completion of CPS Assessments.

**Goal 3: Well Being: Children in foster care are safe and well cared for, remain connected to their family, siblings and support networks and receive services appropriate to their identified needs, and older youth in care are involved in youth driven, comprehensive transition planning.**<sup>1</sup>

**Objective 1:** Increase access to Behavior Rehabilitation Services (BRS) and other contracted placement settings, focusing on developing programs utilizing evidence-based practice and culturally specific program models.

**Key Activities:**

1. Release a Request for Application for additional BRS service providers  
Completion Date: Completed
2. Add an additional staff member to the Well Being team with a sole focus on recruitment and development of professional level of care (BRS) providers.  
Completion Date: May, 2016

*Progress: Completed*

3. Provide current BRS providers who offer Intensive Community Care (ICC) beds the option of transitioning this service capacity to Therapeutic Foster Care (TFC) beds, eliminating a little used program and increasing TFC capacity. Additionally, this change would increase revenue to providers for the service, incentivize stability and program growth.  
Projected Completion Date: July, 2016

*Progress: Completed*

4. Increase the BRS contracted daily payment rate in partnership with the Oregon Health Authority and Oregon Youth Authority.  
Projected Completion Date: July, 2016

*Progress: Completed*

5. Research BRS rate structure options other than the current fee for service structure, including the use of 1/12<sup>th</sup> contracts or other options to assure capacity and increase stability within Oregon's BRS system of providers.  
Projected Completion Date: December, 31, 2016

*Progress: Continued efforts underway*

6. Submit Continuing Service Level and Policy Option Package requests to increase the BRS payment rates by approximately 35%, and support through the 2017 legislative process.  
Projected Completion Date: July, 2017

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<sup>1</sup> For interventions and measures specific to CFCIP, please see Section 12.

*Progress: Completed*

7. Establish a consistent rate methodology for non-BRS contracted placements.  
Projected Completion Date: August 1, 2016

*Progress: Completed*

8. Engage local communities in identifying unique resources available in the area (hold community meetings, to explore viable options such as crisis placement and respite care).  
Projected Completion Date: Ongoing

*Progress: Completed/Ongoing*

**Objective 2:** Increase recruitment, certification, support and retention of Department certified foster homes.

**Key Activities:**

1. Continue the activities of the GRACE cooperative agreement to develop recruitment and retention strategies that can be applied throughout the state.  
Projected Completion Date: July, 2017

*Progress: Efforts are on Schedule*

2. Implement an after-hours support call line through Oregon's 211 system for Department certified foster parents  
Projected Completion Date: August 1, 2017

*Progress: Completed*

3. Develop eligibility criteria and revise Oregon Administrative Rule to provide assistance for the costs of child care for Department certified foster parents  
Projected Completion Date: December 1, 2016

*Progress: This effort has been paused at this time.*

4. Establish a Substitute Care Resource Steering Committee with membership of central office management and consultant staff, field managers and caseworkers, and community partners to advise decision-making and develop statewide and local strategies to identify, develop, and implement safe foster care capacity.  
Projected Completion Date: April, 2016

Progress: Complete

5. Submit a Policy Option Package request to increase the foster care payment rates using the rate model established in 2009, and support through the 2017 legislative process.  
Projected Completion Date: July, 2017

*Progress: Completed*

6. Provide ongoing, sustainable QA process of the SAFE home study and certification processes which includes supervisors in the qualitative process of the ensuring fidelity to the SAFE model and certification process.  
Projected Completion Date: March, 2017

*Progress: Complete, currently SAFE home study and certification reviews are occurring along-side of the CFSR Reviews.*

7. Through the use of ROM and OR-Kids data, develop local strategic plans for foster parent recruitment, training, support and retention using consultant involvement with branch leadership and community partners, when appropriate.  
Projected Start Date: October, 2016

*Progress: This effort was paused due to a technical build delay. Currently this activity is built into Oregon's PIP Activities 4.5 and 4.6.*

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

Substitute care capacity This is a composite measure of the total number of contracted placement resources available to budgeted AND total number of children placed in regular foster care to point in time capacity of regular foster parent beds available. Oregon understands this is a starting point to measure capacity of its continuum of care, but lacks the resources and data integrity to appropriately do so at this time.

Outcome:	13 Subcare Capacity			
Program Indicator:				
Program population	<b>Measure A: Ratio of Beds Available Per Child</b> <i>Numerator:</i> Number of children served in out of home care (excludes children on TRHV or in Institutions). Higher Ratio is better (more beds available for children coming into care); use PIT for Beds, but "highest #" or "Totals Served" for children <i>Denominator:</i> Certified 'general applicant' Beds			
	<b>Measure B: Ratio of budgeted beds used</b> <i>Numerator:</i> Residential Actual Contracted Beds <i>Denominator:</i> Budgeted Beds (changes each biennium) Higher ratio is better (full use of budget)  * All data sets exclude children in the custody of either a Tribe or Juvenile Justice.			
Calculation	Lowest scoring of two individual measures used to populate trend data sheet. See Individual quarter QBR Tab of worksheet to view each measure per quarter.			
Outcome Range	Red	Yellow	Green	CW QBR Target: XXXX
	Measure A: < 150% Measure B: < 70%	Measure A: >= 150% and < 175% Measure B: >=70% and < 90%	Measure A: >= 175% Measure B: >= 90%	Tier 2 Owner: Kevin George
Period	<b>Administrative Data</b>			
QBR reporting period	Measure Used	Date of Source Data	Percent	Outcome Color
QBR 2016 Q1	Measure A	March 2016	157.8%	Yellow
QBR 2016 Q2	Measure A	June 2016	155.3%	Yellow
QBR 2016 Q3	Measure A	September 2016	132.4%	Red
QBR 2016 Q4	Measure A	December 2016	129.9%	Red
QBR 2017 Q1	Measure A	March 2017	119.5%	Red

The Transition to Adulthood measure has yet to be developed but will be available for reporting in the next reporting period.

**CFSR Case Reviews: Well Being 1, Well Being 2, and Well Being 3**

CFSR Items 12 thru 18		2015	2016
<b>Full Measure Performance</b>		<b>75.4%</b>	<b>62.0%</b>
% of CFSR Item #12 "Child's, Parents', Foster Parents' Needs Assessed and Met" rated as a Strength	Strength	127	41
	Applicable	171	94
% of CFSR Item #13 "Involvement of Child/Parent in Case Planning" rated as a Strength	Strength	118	53
	Applicable	159	87
% of CFSR Item #14 "Monthly Face to Face with Child" rated as a Strength	Strength	129	65
	Applicable	171	96
% of CFSR Item #15 "Monthly Face to Face with Parents" rated as a Strength	Strength	74	48
	Applicable	138	81
% of CFSR Item #16 "Educational Needs Met" rated as a Strength	Strength	112	59
	Applicable	122	65
% of CFSR Item #17 "Medical, Dental Needs Met" rated as a Strength	Strength	128	48
	Applicable	152	71
% of CFSR Item #18 "Mental Health Needs Met" rated as a Strength	Strength	88	29
	Applicable	116	59

<b>Well-Being 1</b>		<b>2015</b>	<b>2016</b>
<b>Full Measure Performance</b>		<b>74.7%</b>	<b>57.4%</b>
% of CFSR Item #12 "Child's, Parents', Foster Parents' Needs Assessed and Met" rated as a Strength	Strenght	127	41
	Applicable	171	94
% of CFSR Item #13 "Involvement of Child/Parent in Case Planning" rated as a Strength	Strength	118	53
	Applicable	159	87
% of CFSR Item #14 "Monthly Face to Face with Child" rated as a Strength	Strength	129	65
	Applicable	171	96

<b>Well-Being 2</b>		<b>2015</b>	<b>2016</b>
<b>Full Measure</b>		<b>91.8%</b>	<b>90.8%</b>
% of CFSR Item #16 "Educational Needs Met" rated as a Strength	Strength	112	59
	Applicable	122	65

<b>Well-Being 3</b>		<b>2015</b>	<b>2016</b>
<b>Full Measure</b>		<b>80.6%</b>	<b>59.2%</b>
% of CFSR Item #17 "Medical, Dental Needs Met" rated as a Strength	Strength	128	48
	Applicable	152	71
% of CFSR Item #18 "Mental Health Needs Met" rated as a Strength	Strength	88	29
	Applicable	116	59

All four of the tables above show decreases in performance, the greatest of which is Well-Being 3 with a decrease of 21.4% and the least of which is Well-Being 2 with a decrease of 1%.

**Goal 4: Oregon will reduce the disproportionate numbers of children of color in substitute care.**

**Objective 1:** Develop a consistent and sustainable oversight structure for racial equity in child welfare services.

**Key Activities:**

1. Establish a Racial Equity Advisory Committee with membership of central office management and consultant staff, field managers and caseworkers, tribal members and



community partners to advise decision-making and develop statewide and local strategies to ensure racial equity in the delivery of child welfare services.

Projected Completion Date: Complete

*Progress: Racial Equity Advisory Committee Tillicum (R.E.A.C.T.) established & convenes monthly.*

2. Conduct a comprehensive review of the Child Welfare Equity Task Force Recommendation and develop a tracking report for advisory committee including recommendations, policy references, data sets and identified resources.

Projected Completion Date: October, 2016

*Progress: R.E.A.C.T. has completed review of Child Welfare Equity Task Force recommendations and developed a tracking report. R.E.A.C.T. will identify and prioritize strategies for 2017-18.*

3. Racial Equity Advisory Committee will develop priority actions for calendar year 2017.

Projected Completion Date: December, 2016

*Progress: R.E.A.C.T. prioritized key child welfare work efforts in 2017 to include review of the Program Improvement Plan, Unified Child and Youth Safety Plan, New Worker Training Competencies and Curriculum, Supervisor Curriculum and on-going conversations with the Office of Business Intelligence (OBI) regarding data analysis and ROM Reports specific to disproportionality and disparities.*

4. Develop and convene identified subcommittees to advise on implementation strategies and proposed measures to address racial equity

Projected Completion Date: December, 2016

*Progress: R.E.A.C.T. determined it was more beneficial to bring representatives leading specific child welfare initiatives to meet with R.E.A.C.T. vs. forming sub-committees. This approach was a success as it allowed for R.E.A.C.T. to provide a racial equity lens to the work and connect with leads across program areas.*

5. Prepare an annual report on racial equity accomplishments and/or challenges in 2016.

Projected Completion Date: June, 2017

*Progress: R.E.A.C.T. will complete an annual report at the end of 2017 and outline accomplishments, identified barriers and next steps.*

**Objective 2:** Increase child welfare staff knowledge and awareness of child welfare practice through a racial equity lens.

1. Develop an implementation plan to deliver “Let’s talk about Race”, Parts 1 and 2 to every District, including implementing a strategy to provide ongoing technical assistance

Projected Implementation Date: December, 2016

*Progress: To date, 1750 DHS staff, Tribal representatives and community partners have participated in Let’s Talk About Race. The presentation has been provided in Districts 2,*

5, 7, 8, 11, 13, 14, 15, & 16 and has also been provided to the OCWP Consultant/Coordinators and all District Managers/Program Managers.

*Increased cross-systems collaboration through Let's Talk About Race presentations to Independent Living Program Providers, DHS Executive Leadership Team, Multnomah Co. CASA, DHS Human Resources, Portland State University – Child Welfare Partnership, District 4 Diversity Committee, Governor's Disproportionate Minority Contact (DMC) Steering Committee, Hillsboro Title VII Program, Oregon Juvenile Judges Conference, Oregon Juvenile Department Director's Association, Oregon Indian Child Welfare Conference, Corvallis Self Sufficiency, HispNet, and District 7 Diversity Conference.*

*To date, over 350 DHS staff, Tribal representatives and community partners have participated in Let's Talk About Race – Part 2. The presentation has been provided in Districts 5, 8, 11, 14, 15, & 16 and was also provided at SSA Quarterly in District 2.*

*Increased cross-systems collaboration through Let's Talk About Race – Part 2 presentations to Hillsboro Title VII Program & portions of presentation at Oregon Indian Child Welfare Conference and HispNet.*

*Cross Systems & Equity Coordinator will continue to work with each District regarding on-going support and technical assistance.*

2. Support identified leaders and champions in attending the Undoing Racism provided through the People's Institute for Survival and Beyond  
Projected Completion Date: December, 2016

*Progress: Over 50 DHS staff, Tribal representatives and community partners have attended Undoing Racism to date, including 13 Office of Child Welfare Program Managers (attended and/or are scheduled to attend) and District Managers/Program Managers representing districts 2, 3, 14, 15, & 16.*

*Oregon has developed an Undoing Racism Implementation plan which projects over 80 DHS staff, Tribal representatives and community partners to complete workshop by end of the year.*

3. Provide ongoing technical assistance and support to Undoing Racism participants through scheduled conversations, continued skill building and consultation  
Projected Completion Date: Ongoing

*Progress: Undoing Racism Conversations have been scheduled monthly to continue skill building, discuss ways to incorporate anti-racist principles in daily work and provide on-going consultation. Participants include DHS staff, Tribal representatives and community partners. In 2017, a total of 8 Undoing Racism Conversations will be offered.*

**Objective 3:** Develop and engage child welfare leadership in ongoing assessment of racial equity in child welfare service delivery.

**Key Activities:**

1. Increase knowledge and awareness of racial equity practice concerns through ongoing Learning Opportunities to include intentional dialogues focused on power analysis, gatekeeping and the use of 'lived experiences.'  
Projected Completion Date: Ongoing

*Progress: "Racial Equity in Child Welfare" presentations provided at OCWP Program Managers, OCWP Consultant/Coordinator Quarterly, State-Tribal ICWA Advisory Quarterly, and other key child welfare committees. New curriculum "Pushing Our Growing Edge" was developed for SSA Summits.*

*Oregon is keeping pace with national trends and has participated in a number of webinars this year including Predictive Analytics, Achieving Racial Equity in Child Welfare, Learning Exchange and Race, Equity and Ethics.*

2. Identify a standard set of metrics for analysis of racial equity in child welfare practice  
Projected Completion Date: December, 2016

*Progress: Child Welfare has six disparity reports available through the Results Oriented Management (ROM) system (Reports RD.8 – RD.13) monitors racial equity by the reduction or absence of disparity. Oregon also has the ability to review other child welfare measures by race/ethnicity which will enables Oregon to have key areas of focus.*

3. Develop a Department-wide shared understanding of issues of race, disproportionality and disparity utilizing the People's Institute's anti-racist principles and the guidance of the Racial Equity Advisory Committee.  
Projected Completion Date: June 2017

*Progress: R.E.A.C.T. to develop mission and strategic plan to increase messaging and shared understanding of racial equity efforts.*

*Cross Systems & Equity Coordinator provides on-going technical assistance and support to Employee Resource Groups (B.E.S.T. and HispNet), DHS Leadership Program staff (Human Resources), OCWP Consultants/Coordinators, Training Redesign Advisory, ROM reporting, Unified Child & Youth Safety Implementation Plan Team, and various PSU-MSW Students.*

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures are monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

- Service Equity Permanency in 24 months

<b>Outcome:</b>	15 Service Equity Permanency in 24 Months					
<b>Program Indicator:</b>	Proportion of foster youth achieving permanency within 24 months by race ethnicity [calculated as a disparity ratio]					
<b>Program population</b>	% of foster youth by race/ethnicity that entered care 24 months ago who achieved permanency within 24 months Source: PA.08 Permanency in 24 months (of those entered care 24 months ago)					
<b>State Population for Comparison</b>	% of Non-Hispanic White foster youth that entered care 24 months ago who achieve permanency within 24 months of entering care.					
<b>Calculation</b>	The Disparity Ratio = % of Non-White & Hispanic foster youth that entered care 24 months ago who achieved permanency within 24 months compared to the % of Non-Hispanic White foster youth that entered care 24 months ago who achieved permanency within 24 months					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>CW QRB Target: XXXX</b>		
	< 60%	60%-80%	> 80%	<b>Tier 2 Owner: Melissa Sampson-Grier</b>		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Number of groups in the green on the disparity ratio</b>	<b>Total number of groups with disparity ratios</b>	<b>QBR 05 Enterprise Score for this measure</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
<b>QBR 2016_Q1</b>	10/1/2015 to 12/31/2015	3	4	75%	Yellow	4/12/2016
<b>QBR 2016_Q2</b>	1/1/2016 to 3/31/2016	4	4	100%	Green	7/7/2016
<b>QBR 2016_Q3</b>	4/1/2016 to 6/30/2016	3	4	75%	Yellow	10/6/2016
<b>QBR 2016_Q4</b>	7/1/2016 to 9/30/2016	3	4	75%	Yellow	1/12/2017
<b>QBR 2017_Q1</b>	10/1/2016 to 12/31/2016	2	4	50%	Red	4/6/2017

This measure has seen a downward trend. In the previous reporting period, this measure was fluctuating between green and yellow, and has dropped into red in the most recent quarter.

- Service Equity In Home vs. Foster Care Disparity

<b>Outcome:</b>	16 Service Equity In Home vs Foster Care Disparity					
<b>Program Indicator:</b>	Proportionate % of racial/ethnic populations of children served In-home vs Foster Care Population					
<b>Program population</b>	Distinct count of children served in home on last day of the quarter. Primary Race is used. Excludes Unknown Race/Ethnicity. Source: Administrative Data					
<b>State Population for Comparison</b>	Distinct count of children served in foster care on last day of the quarter. Primary Race is used. Excludes Unknown Race/Ethnicity. Source: Administrative Data					
<b>Calculation</b>	% of distinct children served In Home of each race&ethnicity / % of FC children of each Race and Ethnicity = Disproportionality Ratio. Disparity Ratio calculated by taking each Race's Disproportionality Ratio compared to Reference Race of White Non-Hispanic					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>CW QRB Target: XXXX</b>		
	< 60%	60%-80%	> 80%	<b>Tier 2 Owner: Melissa Sampson-Grier</b>		
<b>Period</b>		<b>Administrative Data</b>				
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Number of groups in the green on the disparity ratio</b>	<b>Total number of groups with disparity ratios</b>	<b>QBR 05 Enterprise Score for this measure</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2016_Q1	12/31/2015	4	4	100%	Green	4/12/2016
QBR 2016_Q2	3/31/2016	4	4	100%	Green	7/7/2016
QBR 2016_Q3	6/30/2016	4	4	100%	Green	10/11/2016
QBR 2016_Q4	9/30/2016	4	4	100%	Green	1/17/2017
QBR 2017_Q1	12/31/2016	4	4	100%	Green	4/13/2017

In the tables below, the Unknown/Declined/Unable to Determine numbers are large because Oregon's database system does not force a user selection of primary race.

Race	Outcomes	FFY 2014		FFY 2015		FFY 2016	
		Count	Percent	Count	Percent	Count	Percent
American Indian or Alaskan Native	Met (Safe)	331	91.9%	320	84.4%	334	91.9%
	Not Met	29	8.1%	59	15.6%	30	8.2%
<b>American Indian or Alaskan Native Total</b>		<b>360</b>	<b>100.0%</b>	<b>379</b>	<b>100.0%</b>	<b>364</b>	<b>100.0%</b>
Asian/Pac Islander	Met (Safe)	147	99.3%	140	92.7%	183	98.9%
	Not Met	1	0.7%	11	7.3%	2	1.1%
<b>Asian/Pac Islander Total</b>		<b>148</b>	<b>100.0%</b>	<b>151</b>	<b>100.0%</b>	<b>185</b>	<b>100.0%</b>
Black or African American	Met (Safe)	513	97.0%	515	91.6%	566	93.6%
	Not Met	16	3.0%	47	8.4%	39	6.4%
<b>Black or African American Total</b>		<b>529</b>	<b>100.0%</b>	<b>562</b>	<b>100.0%</b>	<b>605</b>	<b>100.0%</b>
Hispanic (any race)	Met (Safe)	1398	94.7%	1236	91.0%	1416	93.1%
	Not Met	78	5.3%	122	9.0%	105	6.9%
<b>Hispanic (any race) Total</b>		<b>1476</b>	<b>100.0%</b>	<b>1358</b>	<b>100.0%</b>	<b>1521</b>	<b>100.0%</b>
Unknown/Declined/Unable to Determine	Met (Safe)	1390	9750.0%	1234	96.0%	1228	97.6%
	Not Met	36	2.5%	51	4.0%	30	2.4%
<b>Unknown/Declined/Unable to Determine Total</b>		<b>1426</b>	<b>100.0%</b>	<b>1285</b>	<b>100.0%</b>	<b>1258</b>	<b>100.0%</b>
White	Met (Safe)	5970	95.0%	5608	89.2%	6683	94.4%
	Not Met	311	5.0%	676	10.8%	396	5.6%
<b>White Total</b>		<b>6281</b>	<b>100.0%</b>	<b>6284</b>	<b>100.0%</b>	<b>7080</b>	<b>100.0%</b>
<b>Statewide Total</b>		<b>10220</b>		<b>1019</b>		<b>11013</b>	

This measure has seen improvements in every racial group, with the greatest improvement occurring with the Native American/Alaskan Native population.

Race	Outcomes	FFY 2014		FFY 2015		FFY 2016	
		Count	Percent	Count	Percent	Count	Percent
American Indian or Alaskan Native	Maintained Permanency	52	75.4%	64	84.2%	63	78.8%
	Reentered	17	24.6%	12	15.8%	17	21.3%
<b>American Indian or Alaskan Native Total</b>		<b>69</b>	<b>100.0%</b>	<b>76</b>	<b>100.0%</b>	<b>80</b>	<b>100.0%</b>
Asian/Pac Islander	Maintained Permanency	15	93.8%	17	73.9%	18	85.7%
	Reentered	1	6.3%	6	26.1%	3	14.3%
<b>Asian/Pac Islander Total</b>		<b>16</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>21</b>	<b>100.0%</b>
Black or African American	Maintained Permanency	71	80.7%	67	85.9%	57	82.6%
	Reentered	17	19.3%	11	14.1%	12	17.4%
<b>Black or African American Total</b>		<b>88</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>69</b>	<b>100.0%</b>
Hispanic (any race)	Maintained Permanency	277	91.1%	291	89.8%	212	85.5%
	Reentered	27	8.9%	33	10.2%	36	14.5%
<b>Hispanic (any race) Total</b>		<b>304</b>	<b>100.0%</b>	<b>324</b>	<b>100.0%</b>	<b>248</b>	<b>100.0%</b>
Unknown/Declined/Unable to Determine	Maintained Permanency	115	98.3%	37	97.4%	16	100.0%
	Reentered	2	1.7%	1	2.6%	0	0.0%
<b>Unknown/Declined/Unable to Determine Total</b>		<b>117</b>	<b>100.0%</b>	<b>38</b>	<b>100.0%</b>	<b>16</b>	<b>100.0%</b>
White	Maintained Permanency	947	88.7%	898	89.3%	875	85.5%
	Reentered	121	11.3%	108	10.7%	145	14.2%
<b>White Total</b>		<b>1068</b>	<b>100.0%</b>	<b>1006</b>	<b>100.0%</b>	<b>1020</b>	<b>100.0%</b>
<b>Statewide Total</b>		<b>1662</b>		<b>1545</b>		<b>11013</b>	

This measure shows declining performance in all of the primary race codes other than Asian/Pacific Islander, with the greatest decrease in performance in the American Indian /Alaskan Native with a 5.5% increase in re-entry.

**Goal 5: Quality Assurance/Continuous Quality Improvement: Oregon will continue development of integrated practice of comprehensive quality assurance and continuous quality improvement.**

**Objective 1:** Implement the revised, standard performance measures for State Plan Goals 1-4.

**Key Activities:**

1. Implement the revised Quarterly Review Measures by July, 2016  
Projected Completion Date: July, 2016

*Progress: Completed, however the activities surrounding the Quarterly Reviews were paused during the transition in administration.*

2. Conduct QBR data review and strategic action steps at both the state and District levels.  
Projected Completion Date: July, 2016 for the statewide measure data: October, 2016 for the District level measure data.

*Progress: This activity was paused during the transition of administration, but has been included in Activity 5.2 of Oregon's PIP*

**Objective 2:** Sustain Quality Assurance Review Tools for each area of practice outlined in State Plan Goals 1-3.

**Key Activities:**

1. Implement the QA practice tools and processes outlined in state goals 1, 2 and 3.  
Projected Completion Date: Please see dates in goals 1, 2, and 3.

*Progress: Complete*

2. Continue staff and provider training in the use of the OSRI and the process of conducting a case review.  
Projected Completion Date: Ongoing with training for new case review staff a minimum of 2 times per year.

*Progress: On Schedule*

3. Continue the schedule of state conducted case reviews.  
Projected Completion Date: Ongoing

*Progress: On Schedule*

**Objective 3:** Refine and implement local strategic plans for practice improvement, identifying areas of greatest need.

**Key Activities:**

2. Engage District leadership in the development of continuous improvement model, utilizing data and case reviews to inform areas of practice improvement.  
Projected Completion Date: March, 2017

*Progress: This activity was paused during the transition of administration, but has been included in Activity 5.2 of Oregon's PIP*

7. Implement the development of strategic improvement plans across District.  
Projected Completion Date: July, 2017

*Progress: This activity was paused during the transition of administration, but has been included in Activity 5.2 of Oregon's PIP*

**Progress and Benchmarks:** The measures for the implementation of the continuous improvement model will be finalized over the next several months as the restructure of the organization unfolds and a new Child Welfare Director is in place over the next several months. Progress will be reported in the next annual report and any PIP updates as a result of the Round 3 Child and Family Services Review.

*Progress: This activity did not occur in the transition of administration, but is currently in process*

## ***Implementation Supports***

Oregon continues to use multiple implementation supports for the successful implementation of the goals and objectives of the state plan. As outlined in the revised state plan key activities, Oregon is engaging in multiple efforts around practice improvement.

6. Supervision and coaching: Oregon continues to use the practice of group supervision at all levels of the child welfare practice continuum to increase staff knowledge and skill in the application of the OSM, and to increase consistency in case practice around the state.
7. Oregon has redesigned new child welfare worker training. The revised training focuses on the 'how' of child welfare practice, and includes classroom, simulation, experiential, computer based, and on the job training along with an increased level of supervisory support and oversight during the first year of employment.
8. Oregon continues its effort of implementing routine schedule of Quality Assurance practice reviews (different from the CFSR case review) to ensure fidelity to Oregon's practice models, and to provide technical assistance and support to those areas where the QA reviews indicate a need for improvement. The Safety, Permanency, and Foster Care programs all have specific QA fidelity review tools now available for use.
  - The Safety Program has prototyped four QA fidelity review tools, one each for screening, closed at screening, CPS assessment and FSS assessment.
  - The Well Being program has finalized a QA fidelity review tool for the SAFE home study.
  - The Permanency program has completed round one of their prototype and made adjustments to their QA fidelity review tool for permanency planning.
9. Oregon submitted several policy option packages to enhance the supports available to the child welfare system including additional financing for all substitute care providers.
10. Oregon will continue to work with self-sufficiency, court, housing, education, and health and mental health partners to maximize the availability of services to families.
1. Oregon is currently engaging in a technology enhancement project and will be providing I-Phones and Surface Pros to all child welfare casework and certification staff over the course of the next quarter.
  1. Oregon continues to update Oregon Administrative Rules to adapt to federal and state regulatory changes and improvements in child welfare practice. Changes over the course of this reporting period can be found at:  
<http://www.dhs.state.or.us/policy/childwelfare/index.htm>



## 4. Update on Service Description

### *Title IV-B, Part 1*

Title IV-B, Part 1 resources support the following services:

Addiction Recovery Teams (ART) provide Alcohol and Drug professional staff who reside in DHS Child Welfare buildings for the primary purpose of parent support. These services are focused on child welfare parents with addiction issues, the primary issue related to child removal. Their primary goals are facilitating rapid access to addiction treatment, and removing any barriers to beginning treatment. These contractors, many of whom are in recovery themselves, also monitor and support the efforts of these parents, and help them sustain their recovery. They also serve as consultants to child welfare caseworkers on matters related to addiction, treatment options, intervention, drug testing, 12 step meetings, and basic education about drug interactions.

Geographic area: This service is available statewide.

Specialized mentoring services provides individualized services for youth who have severe physical, mental, emotional, and or treatment needs and are approved by the Target Planning and Consultation Committee. This service provides strengths and needs based support to help youth develop and enhance skills that will allow them to be successful in the community through individualized mentoring experiences. These services include culturally specific experiential opportunities provided in community settings.

Due to continued destabilization of the residential continuum in Oregon, Oregon has utilized Specialized Mentoring Services & Placement Supports to a greater extent in this recent year than in previous years. This will likely continue throughout the next full year as Oregon works on long term solutions to placement capacity.

Geographic area: This service is offered statewide, and in other states if the designated child is placed in another state.

Placement supports provides additional supports to maintain placement stability and enhance supports for designated youth in their placement. This service is designed to support youth in the least restrictive environment and prevent the need for higher levels of care. Placement service supports also includes payment for out-of-state placements for child welfare children and youth who are referred out of state due to one of three reasons: a) Geography; for Oregonians living near Idaho there are programs closer to their home community; b) Specialized Care; for youth needing services that are offered in limited locations around the country; and c) Lack of Available Beds; If a child is in need of residential services and Oregon lacks available space Oregon seeks out-of-state providers.

Geographic area: This service is offered statewide, and in other states if the designated child is placed in another state.

Family supports such as basic necessities, food, clothing, home repairs, housing/lodging, and other goods.

Geographic area: This service is offered statewide.

In conjunction with the Oregon Health Authority and Portland State University, through contractual agreement the University provides training, consultation, and systemic support for local implementation throughout the state (36 counties) of Wraparound and Systems of Care to better meet the needs of children, families and communities. University will provide the state the support needed to develop an aligned and sustainable Systems of Care infrastructure at the state and local level. In addition, University will provide local and statewide training and technical assistance to systems partners specific to the use of the Child and Adolescent Needs and Strengths (CANS) tool and fidelity measures.

Geographic area: This service is offered statewide.

### ***Title IV-B, Part 2***

Title IV-B, Part 2 resources support the following services:

Title IV-B2 Family Preservation and Support Services funds are administered by the Oregon Early Learning Division (ELD). Title IV-B2 funds support the provision of community-based family support services in four goal areas: Early Childhood Development/Early Learning; Child Abuse and Neglect Prevention; Adolescent Risk Factors; and Child Poverty.

In Fiscal Year 2016, early learning hubs and direct service providers spent these funds on parent engagement and classes and home visiting programs for parents of infants. Funding to Healthy Families Oregon was used to strengthen parent-child relationships and promote healthy child growth and development. In addition, through home visits, parents were educated and offered tools, resources, and supports that promote positive relationships.

The Early Learning Division will continue to use these funds to support services designed to improve parenting skills; provide structured activities to parents and children to strengthen the parent-child relationship; transportation, information and referral services; and early developmental screening of children.

Tribes use Title IV-B (2) funds administered through the Early Learning Division to serve the needs of their communities by investing in services, systems change, community development and capacity building that targets child maltreatment, adult substance abuse, poverty, kindergarten readiness, parent engagement and foster care reduction. Tribes also use these funds for transportation to alleviate barriers to accessing services, improving family management and life skills.

Title IV-B, Part 2 resources administered through the Department:

Recovering Family Mutual Homes serves young parents, with their children, coming out of residential alcohol and drug treatment with no community based housing. The program provides up to one year of monitored, alcohol and drug free housing, and also tracks both parent and child participation in other programs and services that will support their reintegration into the community including A&D and mental health counseling attendance, 12 step attendance and completion of formalized plans that may be in place with treatment, DHS and corrections.

Non-School Activities, Fees, Supplies: This service is for the following types of expenditures: gym/YMCA/YWCA membership, miscellaneous fees (housing applications,

fishing license, passport, birth certificate, etc.), cell phone/phone card (minutes), extracurricular activities (boxing, horseback lessons, church event, cultural activities [pow wow, Quinceañera dress], sporting supplies, etc.), small furniture items, medically helpful items (iPod so youth can listen to music to calm self, guitar to help youth deal with stress, etc.), equine therapy.

Camp Conference fees are for a child or youth who attends a camp or conference: Future Business Leaders of America (FBLA) conference, 4-H camp, ILP Conference, church camp, etc.

Adoption Promotion and Support Services are provided through contractual agreements with Boys and Girls Aid Society (BGAID), the Northwest Resource Associates (NWRA), the Youth Villages Intercept program, and one training project agreement with Portland State University.

The following adoption promotion and support services are provided by the Boys and Girls Aid Society.

Foster and Adoptive Parent Inquiry Line: The inquiry line is live answered during the 40 hour work week, and takes messages during off hours. This toll free number is a centralized inquiry line used as a recruitment service to potential foster and adoptive families and is a single point of entry for those interested in fostering or adopting in Oregon. BGAID also receives inquiries via the internet. In both cases, BGAID mails requesters an information packet on fostering and adopting in Oregon and refers the family to the appropriate local DHS office for follow up. In the past 12 months, 2,616 callers to the inquiry line received information regarding fostering or adopting in Oregon. This is an increase of 414 callers over the previous 12 month period.

Child Specific Recruitment and Permanency Preparedness: Child specific recruitment will also be covered in the diligent recruitment section (Section 13) in this report. Child specific recruitment services for finding permanent families for children also includes permanency preparedness work using Darla Henry & Associates 3-5-7 Model. This model is a promising practice that supports the work of children, youth and families in grieving their losses and rebuilding their relationships towards the goals of well-being, safety and permanency. It is a relational practice that explores with children and youth their feelings about the events of their lives and empowers the children and youth to engage in grieving and integrating significant relationships. It is not a clinical model but supports clinical work around issues of separation and loss, identity formation, attachment and relationship building and creating feelings of belongingness.

Training: In the past 12 months, BGAID provided Foundations (Oregon's foster and adoptive curriculum) to 193 individuals and provided adoption orientation (two hours) to an additional 150 individuals.

Home Study Preparation: This is a service performed for the Department when out of state families are being considered at adoption committee for Oregon children. BGAID works with the out of state adoption workers to prepare for the presentation of the family at committee. In addition, they work with the out of state agency to help clarify Oregon's contractual requirements to determine whether the agency will accept the terms. In the past 12 months, this service was performed for 36 adoptive families.

Special Needs Adoption Coalition (SNAC) meetings: 13 private adoption agencies in Oregon contract with the Department to provide home studies and supervision services for families who

wish to adopt from the Child Welfare system, but have chosen to have their services provided by a private agency rather than the Department. The SNAC agencies are required to receive monthly training, and this training is organized and provided by BGAID under the contract. The Department contracts with SNAC agencies to provide post placement supervision.

The second contract for adoption promotion and support services is with Northwest Resource Associates which operates the Oregon Post Adoption Resource Center. ORPARC provides services to adoptive and guardianship families who provide permanent homes for DHS children. These services enhance the stability and functioning of Oregon adoptive and guardianship families and their children through the provision of a support network that includes information and referral services, consultation, advocacy, response to imminent family crises, support groups, and training. In the past 12 months, 501 post adoptive and guardianship families used ORPARC services. These services were crisis/disruption related for 63 families. Library resources were used by 219 persons, and 14 trainings were provided to 481 individuals. The ORPARC services are only provided to families permanently caring for prior DHS children.

The third contract for adoption promotion and support services was executed in August of 2016. Using Title IV-E adoption applicable child savings, the contract is with Youth Village's Intercept program, and is available to pre and post adoptive and guardianship families in specific areas of the state. Using the Collaborative Problem Solving model, Intercept is a program that provides intensive in-home services to youth and their families who are experiencing crises. A comprehensive treatment approach includes family treatment, parenting skills education, educational interventions, development of positive peer groups and extensive help for families and children in accessing community resources and long-term, ongoing support. Families referred to Intercept receive a minimum of three in home contacts per week, 24 hour crisis intervention, and small caseload attention from family specialists who are trained therapists and carry a maximum of four cases at a time. The average length of service is five to six months. Enhancing family functioning and diverting youth from out of home placements by helping their families safely maintain them in the home and community is the primary goal of Intercept. Eligible families are those that live within one hour of the four Intercept offices located in the greater metropolitan area, Salem, and Central Oregon. To date, 15 families have received Intercept crisis intervention.

The training project agreement with Portland State University provides an Advanced Training in Therapy with Adoptive and Foster Families certificate. This program is a series of advanced evidence-based courses on specialized theories and practices for treating adopted and foster children and their families. The purpose is to increase effective, accessible, and affordable mental health support by preparing clinicians and other professionals with strategies for the emotional, behavioral, and mental health issues of children with histories of abuse, trauma, and neglect. Since 2004, PSU's Department of Continuing Education and tuition dollars paid by the therapists taking the program funded its delivery while DHS provided a .5 FTE for a program director and funded individual courses for caseworkers. DCE ended its support at the end of the 2016 academic year.

Due to the cost of the program, participation from therapists employed by county mental health organizations and CCO's, (who typically bill Medicaid) had been limited, making access to clinicians with specialty in treating adoptive and guardianship families still an issue. Starting in September of 2016, the Certificate program was reduced from 11 to seven courses, is now offered twice per year, and with adoption applicable child savings, DHS provides full

scholarships for therapists with a priority for those billing Medicaid and for those in rural areas of the state. Up to 63 therapists per session have access to the scholarships for the full Certificate program. The first cohort of training occurred September 2016 to February 2017 and all 63 therapists who participated in the program finished the entire course for the certificate. The second session is underway, and again 63 therapists are involved. A directory of all clinicians in the state who have received the Certificate are disseminated to branches and ORPARC helps families connect with therapy resources in their area.

### ***CFCIP and ETV***

The Youth Transitions team is responsible for program oversight, improvement and evaluation of transition services for foster youth ages 14 through 20 (up to 23 for Chafee ETV), as well as the runaway and homeless programs (RHY) funded by Oregon's Legislature. There was staff turnover during the past year resulting in a vacancy in the ILP Support Staff position for approximately four months. The ILP program was able to hire the ILP Support Staff position in November, 2016. There is also a current vacancy in the HRY Support Staff, responsible for running credit reports. The Youth Transitions Team has been receiving temporary assistance from the Foster Care Administrative Specialist since June 2016.

There have been a few changes or updates to the existing Youth Transition Services. House Bill 2344 was recently signed into law, amending the Oregon Revised Statutes 418.475. This amendment will allow needed updates to the Independent Living Housing Subsidy Program. The Promoting Academic Success (PAS) Laptop Program was implemented in September 2016, and a Summer Jobs Program is being funded by the ILP. Lastly, the transition planning process and forms have been updated. Complete details on these new or updated services is provided in Section 12, Chafee Foster Care to Independence (CFCIP) and Chafee Education and Training Voucher (ETV) portions of this report. Services are available statewide as follows:

**Transition Planning** – This process has been updated to include a new life skills assessment process and transition planning documents. Several training videos have been created to assist with awareness and training for field staff and community partners.

**Life Skills Training** – No changes over the past year. A new service is now provided by the ILP Contractors; Youth Engagement. The Youth Engagement service is opened during the initial 90 days of service, in hope of increasing engagement of youth upon referral.

**ILP Discretionary Funds** – No changes. Oregon continues to allocate \$100,000 a year for ILP Discretionary funds (July 1 – June 30 each year). Based on the NYTD Data Snapshots, Oregon appears to provide discretionary funding for youth needs at a higher rate than the National data indicates other states are providing (52% versus 36%).

**Chafee ETV** – No change in eligibility criteria. Maximum awards did increase with the 2016-2017 academic year. Oregon increased the maximum award amount for all students to \$5,000. Oregon is reflecting a decline in the number of youth accessing Chafee ETV funds, allowing for the increase in maximum award amounts.

**Chafee Housing** – No changes at this time.

**Independent Living Housing Subsidy** –No changes have been implemented at this time. The Department will be creating a policy and procedures workgroup to identify necessary changes and updates as a result of the recent HB 2344 legislation.

Summer ILP Events – New this year is a Surf Lessons project, allowing 75 foster youth to take a four-hour training on safety and surfing. Built into the project are lessons on self-esteem, adapting to a new environment, and confidence building. A summer jobs program is being funded again this summer in collaboration with Higher Education Coordinating Commission's Office of Workforce Investments (OWI) and Workforce Innovations and Opportunity Act (WIOA) providers. The ILP continues to sponsor the Annual Teen Conference, DREAM Conference, Native Teen Gathering and provides support for Camp To Belong.

Tuition and Fee Waiver – No changes. Work continues on finalizing a Memorandum of Understanding (MOU) with the Higher Education Coordinating Council (HECC) to obtain data related to the Tuition and Fee Waiver, as well as the number of youth accessing WIOA services and ASPIRE Mentors. Senate Bill 395 may help to move this forward, if passed.

Credit Reports – No changes have been implemented.

Runaway & Homeless Programs (RHY) – The Runaway and Homeless (RHY) program at DHS has continued to support youth serving organizations around the state who work with youth not in the custody of DHS. The allocation reported last year remains the same through June 30, 2017. The 2015 Legislature allotted a total of \$3.1 million (primarily State General Funds and some SSBG funds). The allocation for the new biennium is unknown at this time. See the RHY information in Section 12, CFCIP and ETV, for further details.

#### ***Title IV-B, Part 2 Fund Expenditures***

Please see CFS 101 for details on fund expenditures and persons served.

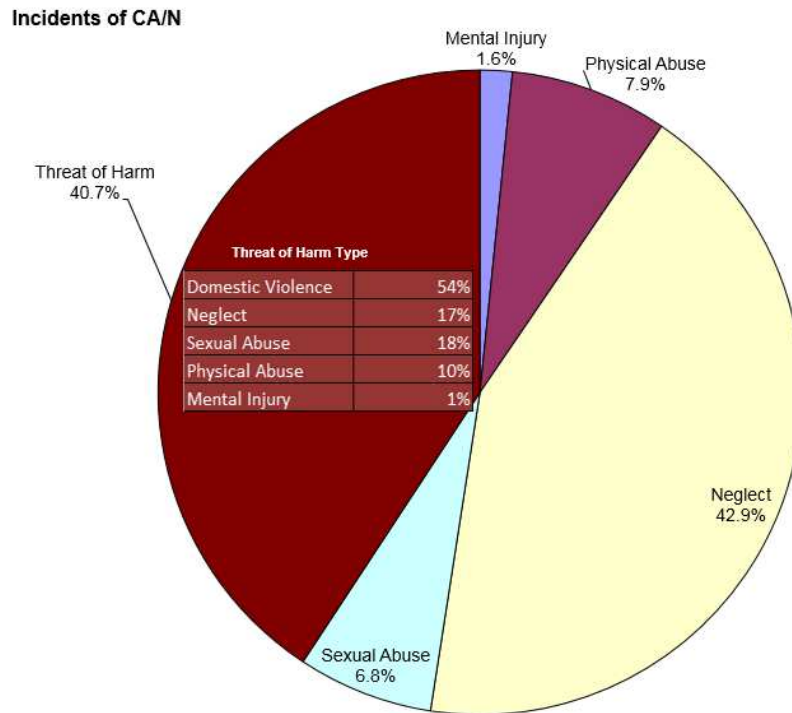
#### ***Any expansion of existing services***

Full details are available in Section 12, the CFCIP portion of this report. Briefly, expansion of services include the following:

- Youth Engagement Services (provided during the initial 90 days of contracted ILP services)
- Transition Planning
- New assessment process
- Updated transition planning forms and meeting format
- Initial awareness and training videos for DHS caseworkers and community partners
- ETV Promoting Academic Success (PAS) Laptop Program
- Summer Jobs Program
- Surf Lessons Project

## Populations at greatest risk for maltreatment

The major issues facing children reported for abuse and neglect are reflected in the chart below. Neglect remains the category with the largest number of reported incidents at 42.9% followed by Threat of Harm at 40.7%.



Leading family stress factors of abused and neglected children are drug and/or alcohol abuse, domestic violence, and parental involvement with law enforcement. Many families also have significant financial stress or unemployment issues. Some parents may have mental illness or were abused themselves as children. There are usually several stress factors in families of child abuse/neglect victims.

**Family Stress Factors as a Percent of Founded Abuse**

Stress Factor	FFY 2015	FFY 2016
Parent/caregiver alcohol or drug use	47.2%	43.5%
Domestic Violence	32.6%	33.7%
Parent/caregiver involvement with LEA	27.0%	25.2%
Family Financial Distress	18.4%	17.5%
Parent/caregiver mental illness	15.0%	15.5%
Parent/caregiver history of abuse as child	14.0%	13.1%
Child Mental/physical/behavior disability	14.6%	11.4%
Inadequate housing	8.9%	9.9%
Head of household unemployed	11.4%	9.5%
New baby/pregnancy	9.7%	8.7%
Child Developmental Disability	1.8%	2.8%
Heavy child care responsibility	2.6%	2.1%
Parent Developmental Disability	2.2%	2.1%

When Oregon examines the population of victims by age as a key demographic, 40.1% of the child victims were age 4 or under. Please see additional information under Services for Children under five, for specific activities the Department has engaged to provide early and targeted intervention for this vulnerable population of children.

**FFY 2016 Victims by Age and Gender**

Age	Boys	Girls	Total	Percent of Total
<1	765	712	1,477	12.5%
1	481	388	869	7.3%
2	481	384	865	7.3%
3	366	390	756	6.4%
4	398	385	783	6.6%
5	372	366	738	6.2%
6	343	313	656	5.5%
7	377	350	727	6.1%
8	369	303	672	5.7%
9	320	302	622	5.3%
10	274	264	538	4.5%
11	236	306	542	4.6%
12	246	308	554	4.7%
13	224	290	514	4.3%
14	178	284	462	3.9%
15	173	265	438	3.7%
16	128	226	354	3.0%
17	105	171	276	2.3%
<b>Total</b>	<b>5,836</b>	<b>6,007</b>	<b>11,843</b>	<b>100.0%</b>

The Department has paused the further expansion of Differential Response, and any expansion of the use of the Family Strengths and Needs Assessment (FSNA) until additional analysis of the implementation of Differential Response is completed. Current legislation under consideration by the Oregon Legislature may also have an impact on the use of this strategy.



Finally, as a part of the Program Improvement Plan, Oregon will engage local Districts in a thorough reexamination of the available service array and the use of Title IV-B and state resources to best meet the identified needs of the families at greatest risk of maltreatment. Progress on that assessment process will be reported in the 2019 report.

**Services for children under the age of five**

As a result of the new comprehensive intake nursing assessment which occurs shortly after a child comes into foster care, children under five are being identified and referred to personal care services much sooner. Of 1,962 nursing assessments, 1,121 were completed on children age 5 and under. Of the 174 children with medical needs currently receiving personal care services, 106 are under five years old.

The Department refers all children under 3 for screening for early intervention services using the CPS Early Intervention Referral Form (CF 0323). The Districts throughout the state have interagency agreements outlining the referral process for the areas covered by the Educational Service District. Infants and toddlers who are eligible for early intervention services, receive services that are tailor made for the child’s specific needs and may include:

- Assistive technology (devices a child might need)
- Audiology or hearing services
- Speech and language services
- Counseling and training for a family
- Medical services
- Nursing services
- Nutrition services
- Occupational therapy
- Physical therapy
- Psychological services

The Department can identify 16 children under the age of five who currently have an Individualized Family Service Plan (IFSP) documented in the case records.

Starting in 2014, and expanded in 2015, the Oregon Health Authority included in its service array Parent Child Interactive Therapy (PCIT), an evidence based mental health family therapy in the Medicaid program. The expansion was across the state of Oregon, and is now serving 18 counties, at 45 community health clinics serving Medicaid eligible children ages 2-7. As a result, young foster children with behavior issues and their caregivers are able to more easily access this trauma informed therapy. PCIT has been adapted as an intervention for many different types of families, including those receiving child welfare services or exposed to violence, those with children on the autism spectrum, adoptive families, and foster families. The number of children in substitute care served through this program has increased steadily over the past three years, although at this time Oregon cannot dis-aggregate the number of children served to only those under five years of age.

YEAR	Children served
2014	17
2015	173
2016	280

### ***Services for children adopted from other countries***

Oregon's Title IV-E, IV-B agency does not provide services for inter-country adoptions. Oregon does not serve families who have adopted internationally. The Department is aware of two children adopted from other countries entering Oregon foster care during this past year.

## **5. Program Support**

### ***Training and technical assistance provided***

Oregon provides much of the training for child welfare staff through the Child Welfare Partnership and intergovernmental agreement with Portland State University. As reported in the last APSR, Oregon has undergone a thorough and robust redesign of new worker training, (attachment 3) which will be implemented beginning July, 2017. As part of the Program Improvement Plan and Unified Child and Youth Safety Implementation Plan, the Department is taking a number of actions over the next year, including advanced practice training in the Oregon Safety Model, and examination and potential redesign of ongoing worker training and supervisor training.

Oregon continues to provide ongoing training and technical assistance to the child welfare offices throughout the state with consultants from the various program areas in child welfare (Safety, Permanency, Well Being, Eligibility, ICPC, ICWA and so forth).

Specific training provided to community partners at Oregon's scheduled conferences during the course of this reporting period included:

August 7-8, 2016 Through the Eyes of a Child JCIP Conference

- Placement Disruptions and Higher Levels of Care
- Least Restrictive Placement Considerations

August 9, 2016 JCIP Model Court Summit on Child Abuse and Neglect Conference

- Performance Based Contracting

October 18-20, 2016 Indian Child Welfare Conference

- Let's Talk About Race
- Effects of Trauma on Children
- GRACE, Evolving to Oregon Foster Family Recruitment, Retention and Support Program
- Safe and Together: A culturally responsive model in DV intervention
- Tribal collaboration and Engagement Throughout the life of a case
- Family Mapping: Using genograms, ecomaps, and culturagrams to enhance work with families
- Documenting family history: 1270 form refresher

May 19-20, 2017 CRB Conference

- Concurrent Planning
- Keeping Kids Safe in Foster Care

### ***Any anticipated capacity building needs***

Oregon had an initial phone conference planning meeting with the Capacity Building Center for states on June 13, 2017. This meeting set the stage for identifying focused capacity building resources for PIP implementation.

Additionally, Oregon has a longstanding relationship with Casey Family Programs, which provides technical assistance and support for several strategic improvements in child welfare practice.

### ***Any QA, research, evaluation, management information systems implemented since the 2017 APSR***

As reported in that year's APSR, and in addition to the Round 3 CFSR review, child welfare has undergone several reviews over the past year. Related to the overall internal and external audits and reviews, the Department is conducting independent reviews of the implementation of Differential Response through the University of Illinois, the GRACE collaborative agreement, and the Title IV-E waiver project LIFE, conducted through Portland State University.

Concurrently, as was reported earlier in this report, Oregon's child welfare system has undergone significant administrative change over the course of the past 16 months, a search for a permanent child welfare director is currently underway, and a new Department of Human Services Director is scheduled to start in August, 2017. Through all the change, child welfare has remained committed to improving quality assurance and continuous quality improvement. Please see the key actions under the strategy for data driven strategic planning. The coordinated work of including case reviews, quality assurance reviews, and standardized local data indicators in developing local strategic plans for Oregon's child welfare Districts will focus improvement efforts specific to the identified needs in local areas of the state.

## **6. Consultation and Coordination between States and Tribes**

The Department collaborates with the Oregon tribes to prevent and reduce the number of Native American children placed into state custody. The Oregon tribes participate with DHS through the Tribal/State Advisory Committee, which meets quarterly and holds an annual conference. Oregon DHS has an established Tribal Affairs Unit including a full-time staff person assigned as its Tribal Affairs Director/Senior ICWA Manager, two ICWA Consultants and an executive assistant. The ICWA Advisory receives invitations in person and email to review and contribute to the APSR each year at the ICWA Advisory. Standing agenda items are federal reporting updates and federal policy information sharing. The Tribal Affairs Unit and the Oregon Tribes worked collaboratively on promulgating ICWA administrative rule, and filed temporary rules in February 2017. Permanent rule will be effective in August. The tribes and DHS are actively engaged in the revisions and improvements to the DHS child welfare procedure manual specific

to ICWA case management. The Tribal Affairs Unit, through the ICWA Consultants, the tribal Active Efforts liaisons, and the Tribal Affairs Director are actively planning statewide training on the ICWA revisions, and are intently focused on ensuring the ICWA is appropriately followed in Oregon and that the government to government relationship with the Indian child's tribe is honored throughout the case.

The current list for Oregon tribal contacts and the consultation areas in which the tribes have provided information and guidance is listed below.

**Burns Paiute Tribe**

Michelle Bradach

E: [michelle.bradach@burnspaiute-nsn.gov](mailto:michelle.bradach@burnspaiute-nsn.gov)

PO Box HC71 Burns, Oregon 97720

P: 541-573-8043 F: 541-573-4217

*Consultation and Guidance: Co-Chair of ICWA advisory 2016-17*

**Confederated Tribes of Coos, Lower Umpqua and Siuslaw**

Shayne Platz

E: [splatz@ctclusi.org](mailto:splatz@ctclusi.org)

1245 Fulton Avenue, Coos Bay, Oregon 97420

P: 541-744-1334 F: 541-888-1027

*Consultation and Guidance: ICWA QEW committee member*

**Confederated Tribes of Grand Ronde**

Kristi Petite

E: [kristi.petite@grandronde.org](mailto:kristi.petite@grandronde.org)

P: 503-879-2045

John Genera

9615 Grand Ronde Road, Grand Ronde, OR 97347

F: 503-879-2142

*Consultation and Guidance: ICWA Rule Promulgation 2016 -17*

*Consultation and Guidance: ICWA Procedural Update 2016-17*

*Consultation and Guidance: Co chair ICWA advisory 2017*

**Cow Creek Band of Umpqua Indians**

Michelle Moore

E: [mmoore@cowcreek.com](mailto:mmoore@cowcreek.com)

2371 NE Stephens St Ste. 100 Roseburg, OR 97470

*Consultation and Guidance: ICWA rule promulgation 2016-17*

*Consultation and Guidance: ICWA procedural manual 2016-17*

**Confederated Tribes of Siletz Indians**

P: 541-677-5575 F: 541-677-5574

Anita Bailor

E: [anitab@ctsi.nsn.us](mailto:anitab@ctsi.nsn.us)

Cheryl Duprau

E: [cheryld@ctsi.nsn.us](mailto:cheryld@ctsi.nsn.us)

*Consultation and Guidance: ICWA procedural manual 2016-17*

*Consultation and Guidance: CO-chair ICWA advisory 2017*

*Consultation and Guidance: 2017 Oregon ICWA conference host tribe*

**Coquille Tribe**

Amanda Barnhart

E: [Amandab@ctsi.nsn.us](mailto:Amandab@ctsi.nsn.us)

Yvonne Livingstone

E: [yvonnelifivingstone@coquilletribe.org](mailto:yvonnelifivingstone@coquilletribe.org)

P: 541-444-8236

Roni Jackson

E: [ronijackson@coquilletribe.org](mailto:ronijackson@coquilletribe.org)

Cathern Tufts

E: [CathernT@ctsi.nsn.us](mailto:CathernT@ctsi.nsn.us)

P: 541-888-9494 F: 541-888-3431

PO Box 549 Siletz, Oregon 97380

P: 541-444-8220 F: 541-444-9613

*Consultation and Guidance: ICWA Rule Promulgation 2016*

*Consultation and Guidance: ICWA QEW*

**Klamath Tribes**

Marvin Garcia

E: [marvin.garcia@klamathtribes.com](mailto:marvin.garcia@klamathtribes.com)

Candi Uses Arrow E: [candi.usesarrow@klamathtribes.com](mailto:candi.usesarrow@klamathtribes.com)

Lisa Ruiz E: [lisa.ruiz@klamathtribes.com](mailto:lisa.ruiz@klamathtribes.com)

P: 541-783-2219

PO Box 436 Chiloquin OR 97624

*Consultation and Guidance: ICWA QEW committee*

**Confederated Tribes of Umatilla Indian Reservation**

Julie Taylor

E: [julietaylor@ctuir.org](mailto:julietaylor@ctuir.org)

46411 Ti' Mine Way Pendleton, Oregon 97801

P: 541-783-2219 F: 541-783-2029

P: 541-429-7315 F: 541-278-5385

*Consultation and Guidance: ICWA Rule Promulgation*

**Confederated Tribes of Warm Springs**

[Cecilia](#) Collins (Interim Director of CPS)

E: [Cecilia.collins@wstribes.org](mailto:Cecilia.collins@wstribes.org)

PO Box C Warm Springs, Oregon 97761 P: 541-553-3209 F: 541-553-1894

*Consultation and Guidance: ICWA Conference host 2016*

*Consultation and Guidance: ICWA procedures*

An identified need in 2015-16 was the lack of tribal Qualified Expert Witnesses in court for ICWA eligible children. ICWA Qualified Expert Witness training was provided in coordination with local tribes, the Juvenile Court Improvement Project and the Department of Justice. The Confederated tribes of the Umatilla, the Siletz tribe, and the Klamath tribe were actively engaged in planning and recruitment of candidates.

The number of tribal members trained increased from 2 to 59 tribal affiliated members available now for ICWA QEW testimony. The Oregon tribes continue to work in active partnership with the

Department to develop a sustainable process for recruiting, engaging, and retaining tribal members who can provide qualified expert witness testimony.

The majority of Indian child welfare cases in DHS custody involve out-of-state tribes. The ratio is 3:1. There were 363 ICWA children in DHS care as of February 2017. Thirty-eight percent are Oregon tribal ICWA eligible, with the remaining being out-of-state tribal ICWA eligible children. DHS collects ICWA data monthly and this information is shared on regular basis with Oregon tribes specific to their children in DHS care. The state has supported individualized relationship with Oregon tribes. This kind of productivity in individual case staffing requires year round travel to the tribes and districts. The Tribal Affairs unit staffs cases in person for each of the 9 Oregon tribes at a minimum of 4 times a year.

Oregon is one of the only states to have an organized ICWA compliance design being built into the DHS information system (OR-Kids) that will incorporate specific data points for tracking Oregon child welfare practice and compliance with the ICWA. Design improvements for the tracking of ICWA data include the number of active efforts findings in court, how often the tribe is in agreement with those findings, the number of times a child is placed with a relative compliant with the ICWA, the number of times a QEW is used at specific hearings for ICWA, the number of tribes DHS contacts to verify ICWA eligibility, the number of times DHS provides ICWA notice to tribes of ICWA children entering our system, the length of time the ICWA children spend in our system, and the number of ICWA children exiting our system. Final approval for these design elements is scheduled for 2017-18. The Oregon tribes and DHS collaborated actively to identify data collection points for the purposes of measuring ICWA compliance and tracking continuous quality improvement in ICWA cases.

For details regarding Chafee collaborations with the Tribes, please refer to Section 12, CFCIP and ETV.

### **Notification of Indian Parents and Tribes of State Proceedings Involving Indian Children and Their right to intervene**

The ICWA mandates that in any state court proceeding for the foster care placement of, or termination of parental rights to an Indian child, the Indian custodian of the child and the Indian child's tribe shall have the right to intervene at any point in the proceeding.

The Agency implemented the following approved ICWA procedure in this last year:

Except for an emergency removal, notice must be provided prior to any initiation of a new child custody proceeding regarding the custody or termination of parental rights of an Indian child.

When the department knows or has reason to know an Indian child is the subject of any foster care placement, including voluntary custody/placement, guardianship, termination of parental rights proceedings, adoption proceeding, the department must:

1. Promptly send notice by certified mail with return receipt requested of each proceeding to:
  - a. Each tribe where the child may be a member or eligible for membership if a biological parent is a member;
  - b. The child's parents;
  - c. The Indian custodian, if applicable; -AND-
  - d. The grandparent or grandparents per Oregon law

2. The department must file with the court a copy of each notice sent with any return receipts or other proof of service.
3. If the department does not know the identify or location of a potentially interested Indian party to the proceeding the caseworker will send appropriate notice to the BIA regional director, in which case the BIA has 15 days to locate and notify the party.
4. Notice may also be sent via personal service or electronically but does not replace the certified mail requirement.

It is important to note that notice should be sent to the tribe even if the proceeding is voluntary, as the tribe may have exclusive jurisdiction or otherwise have the right to intervene.

The department records every notice sent to the child's tribe and to the BIA in the information systems automatically as letters of inquiry and verification of Indian status are documented.

Within 24 hours of the child being taken into custody, the caseworker shall make active efforts to contact the tribal social services program or the ICW representative of the Indian child's tribe to:

1. Notify the tribe that the child is in the department's custody and a dependency petition has been filed in state court concerning a child who may be a member or eligible for membership.
2. Provide comprehensive information that is specific to the removal of the child.
3. Provide all discovery, including the court report, as per branch protocol.
4. Ensure the court date, time and location has been communicated to the tribe.
5. Obtain tribal preference for who will appear and how they would like to appear at the court hearing.
6. Document that notice was provided in the department's information system.
7. Ensure consultation has occurred regarding the removal of the child and request input regarding placement preferences, AE and ICWA compliance.
8. Maintain compliance with the ICWA Checklist and document the request for tribal input regarding placement preferences. The worker shall follow (FORM to be finalized 2017-18).
9. Explore available services of the tribe that may address the safety needs of the child.
  - It is important to note, that tribes may have their own parenting curricula or family support models that the worker will inquire as to eligibility as to the parent's child to enroll. Tribes may also have mental health counseling services, prevention services, and drug and alcohol services available.
  - Each tribe may have its own tribal best practice model. The worker shall reach out to the identified tribe for specific culturally relevant services e.g. parenting, children's mental health, and/or parenting support.
10. Consult with the tribe regarding placement preferences. Request tribal input regarding additional relatives, family members or tribal foster homes for potential placement. It is important to note that the ICWA requires Relative search out to second cousin. ICWA placement preferences can be found in Rule 413-115-0090 - [http://arcweb.sos.state.or.us/pages/rules/oars\\_400/oar\\_413/413\\_115.html](http://arcweb.sos.state.or.us/pages/rules/oars_400/oar_413/413_115.html).
11. Ask the tribe if they have an identified QEW and secure testimony for the Shelter hearing.

Currently children who are identified as possibly ICWA eligible but pending verification are coded as "search underway". Data is collected each year that can be compared to the rate of search underway that results in ICWA eligible. The capacity to automate this analysis is not fully realized, the tribal affairs unit's ICWA consultants can conduct a hand count that compares ROM reports to OR-Kids data and review of all ICWA cases by district. The last ICWA hand-count was prompted by the need to provide accuracy in developing Department of Interior, Bureau of Indian Affairs responsive comments to the 2015 ICWA proposed ICWA guidelines. 2015 hand-count results indicated for every 8 children at search underway, 1/3 resulted in ICWA eligibility. Inquiry is conducted by the department by search clerks to assure tribes are notified a search is underway. Improvements (indicated by the hand-count) are needed in the notifying of both sides of the child's family of the search underway, and follow up by the case management staff in the department when additional information is needed to establish ICWA eligibility.

### **Placement Preferences of Indian Children in Foster Care, Pre-Adoptive and Adoptive Homes**

In determining the appropriate placement of the Indian child, the caseworker must:

- Determine the least-restrictive setting appropriate to the particular needs of the Indian child in consultation with the tribe by considering:
  - Most approximates a family, taking into consideration sibling attachment;
  - Allows the Indian child's special needs (if any) to be met; and
  - Is in reasonable proximity to the Indian child's home, an extended family member, and/or siblings.
- Explain the placement preferences to the parent, legal guardian, or Indian custodian and obtain input regarding placement.
- Notify the parent, legal guardian, or Indian custodian that active efforts will be made to notify the child's tribe and explore potential placement with the extended family members.
- Contact the child's tribe to determine if the tribe has established a different placement preference or has placement resources available.
- Within 30 days provide notification to all adult relatives and include information about how they can be helpful in addition to being a placement resources.
- Conduct a relative search throughout the life of the case to explore placement resources and provide the results of the search to the child's tribe.
- Work with the certification unit to identify potential homes that align with the ICWA placement preferences.
- If potential placements are located on the reservation, request tribal social services to conduct family assessment of these placements.
- Document all efforts and results of these efforts in the department's informational system, case notes, and placement.
- If placement departments from placement preference, the worker will Case note reason why child is placed outside placement preference in the departments information system, case notes, placement and court report if court involved.
- The department must inform the substitute caregiver that the child is an Indian child including explaining the ICWA, placement preferences, cultural considerations, and other unique considerations for Native children.



- If the child's tribe has not established a different order of preference, and the court has not determined on the record that there is good cause to depart from the ICWA prescribed placement preferences, preference must be given, in descending order to placement of an Indian child with:
  - An extended family member per the child's tribe.
  - A foster home that is licensed, certified, approved, or specified by the Indian child's tribe;
  - An Indian foster home licensed, certified, or approved by an authorized non-Indian licensing authority; or
  - An institution for children approved by an Indian tribe or operated by an Indian organization which has a program suitable to meet the child's needs.

### **Tracking Placement Preferences**

The agency is unable to track the placement preference procedures defined above at this time. The placement preference data elements have been designed and are waiting on the list of prioritized change requests to OR-Kids, with an estimated implementation date of 2017-2018.

### **Tribal Right to Intervene in State Proceedings, or Transfer Proceedings to the Jurisdiction of the Tribe**

As described above the agency must provide notices to the Tribe. Based on placement ending reason for FFY2017 there were seven (7) cases transferred to Tribal jurisdiction.

### **Title IV-E Agreements**

The Department maintains seven Title IV-E Agreements with the following tribes:

- Confederated Tribes of the Warm Springs Reservation;
- The Klamath Tribe;
- Confederated Tribes of the Umatilla Indian Reservation;
- Confederated Tribes of Siletz Indians;
- Confederated Tribes of the Grande Ronde Community of Oregon;
- The Coquille Indian Tribe; and
- The Burns Paiute Tribe.

All seven agreements are identical and closely follow Title IV-E requirements. The agreements provide administration, training, and maintenance costs reimbursement. Oregon pays the tribes' non-federal match for maintenance costs for any child in Tribal custody that is eligible for Title IV-E. The Tribal Liaison position mentioned above has been critical to ensure timely and accurate reimbursement to the Tribes.

All the Tribes have signed the amended Title IV-E Agreements. The Grand Ronde Tribe agreement was signed 10/20/16 and the Siletz Tribe agreement was signed 2/28/17. The Burns Paiute Tribe entered into a new Title IV-E agreement signed on 1/12/2017. DHS has met with the Burns Paiute Tribe three times to review the Title IV-E requirements and process. The Burns Paiute Tribes Social Services director and financial office have made developed their procedures.

The most significant struggle in administering the IV-E agreements is staff turnover within the Tribal Child Welfare programs. Casework staff changes are inevitable, however leadership changes can take at least a year before the program can recover and get back on track. This will cause a delay in Title IV-E administrative reimbursement because the new manager/program director has to learn everything that must be documented and submitted prior to reimbursement. Three of the seven Tribes with Title IV-E agreements have had turnover in management positions; therefore, the Federal Policy Planning and Resources (FPPR) Unit provides additional training and technical assistance by increasing the number of visits to the Tribal office.

FPPR completed compliance reviews of the all the Tribes who certify foster care homes to ensure the certification met all Title IV-E requirements, specifically looking at the federal safety requirements in support of Child Welfare's Title IV-E Foster Care Program Improvement Plan.

For information regarding the CFCIP/ETV outreach to tribes, please see Tribal Goals the CFCIP section of this report.

### **System of Care Agreements**

The Department has System of Care agreements with all nine Oregon federally recognized Tribes. Oregon's System of Care (SOC) child welfare model was initiated as a result of a collaborative agreement between the Department, the Juvenile Rights Project and the National Center for Youth Law. The agreement was in response to the concern that child welfare failed to meet the individual needs of children in the foster care system. The SOC funds are flexible funds to meet the individual needs of children and their families in order to promote safety, permanency and well-being, and to employ a Strength/Needs based philosophy and practice relative to child welfare. SOC is a state funded program and every biennium the Department allocates a portion of the SOC budget to the Tribes. The SOC agreements have an end date of September 30, 2017 and will be renewed. The Tribal allocation may be affected by legislative budget cuts. Renewals to these agreements are executed after the Department receives the final approved budget from the Governor. The Department uses each Tribe's population to evenly distribute the funds between the nine Tribes. The Department provides technical assistance to each tribe's Child Welfare Program director, workers and financial offices on the appropriate use of these funds. The Tribes use these funds to provide services to families to prevent removal or to provide services to parents in order to help children return home. In 2016, the Tribes used these funds to 283 clients and the most common services provided to children and families were:

- Housing, cleaning services, home repairs;
- Well-being and developmental needs; and
- Therapeutic and rehabilitative services.

## **SSBG Agreements**

Oregon has chosen to use Title XX, Social Services Block Grant (SSBG) funds within the Child Welfare program only. This allows the Department to allocate some of the SSBG funds to all nine Tribes. The Department uses each Tribe's population to evenly distribute the funds between the nine Tribes. The Department has agreements with all nine Tribes. The Tribes use these funds to provide social services to develop, plan and deliver services to target populations within their Tribes with the assistance of DHS. Services include youth advocacy; delinquency prevention; intervention in family dysfunction and distress; alcohol and drug abuse, family and mental health counseling; day care services; comprehensive support services to families; parent and foster parent training; community awareness on child welfare status; child protective services and emergency placements; short-term, intensive residential care; and provision of culturally relevant child welfare related employee training.

In 2016 the Tribes used SSBG funds to provide services to 419 clients. The SSBG funds are currently on the President's Budget cut list, therefore further allocation of these funds to the Tribes may cease if this funding source is eliminated.

## **Tribal IV-B - Subpart 2**

This is the first year that Oregon DHS have entered into Title IV-B Subpart 2 agreements with the nine federally recognized Tribes. In 2016 the Tribes used Title IV-B – Subpart 2 to provide services to 115 clients. The Tribes receive \$8,600 per year for Title IV-B Subpart 2. This allocation amount is based on the allocation the Tribes previously received from the Oregon Commission on Children and Families and later Early Learning Division. DHS is evaluating the allocation amount by looking at the Tribal population in comparison to the Oregon population to determine and calculate a fair allocation amount for the Tribes.

## **7. Monthly caseworker visit formula grants**

Oregon has continued to use some of these grant funds for Confirming Safe Environments training for casework staff. Beginning, July, 2017 this curriculum will be fully incorporated into the redesigned new caseworker training.

Oregon is utilizing some of the grant this year to pay for laptops to be utilized in the training environment as the Department teaches new staff how to document in the OR-Kids system all aspects of child welfare practice and the safety issues facing the child touched by our system. Specific focus will be given to conduct and documentation of face to face contacts with children in substitute care and how such documentation provides assurances that the caseworker has ensured the safety of the child and has discussed the case related and case planning information in a manner that is conducive to a child's developmental understanding.

The remainder of the grant resources will be utilized to partially fund the costs of iPhones for all staff. An internal review by a committee looking at caseworker responsibilities determined that the availability of technology to support ease of scheduling, communication with clients and providers, and electronic documentation of casework activities would enhance the caseworker's efficient use of time and ability to have meaningful contact with children in substitute care.

The Department is not in compliance with the required 95% of monthly face to face contacts. (Please reference pages 54-55 for additional comments on face to face contact) The Department believes the investments in technology outlined above will increase our ability to meet this standard.

## **8. Adoption and Legal Guardianship Incentive Payments**

Oregon received a total of \$752,000 incentive money for the FY 2015, and to date have received \$331,330 for the FY 2016, with a notice that this represents approximately 21% of the total FY 2016 award. Therefore, Oregon expects an approximate \$1.3 million in additional incentive awards in this fiscal year.

To date, the award has been spent on extending contracts with mediation vendors to establish post guardianship communication agreements between guardians and birth parents. Anticipated outcomes for the use of the grant award include increasing the number of cases achieving permanency, increasing timeliness to permanency and, most importantly, minimizing the child's loss of relationships and connections to his or her family, history and culture. 62 children have received this service to date.

## **9. Waiver Demonstration Activities**

Oregon's current waiver demonstration, Leveraging Intensive Family Engagement (LIFE), began July 1, 2015. The target population for the intervention are youth identified by a predictive analytic model 65 days after entering care who are more likely to become long-stayers (3+ years) in foster care. The identified youth and their families receive a package of specific case-planning services: an enhanced family find, structured case planning meetings with a specific focus on youth and family voice in planning, and a peer-based parent mentor for parents. There are three sites in Oregon that have implemented the waiver demonstration. The first implementation phase was Clackamas County and two branches in Multnomah County, beginning July 1, 2015. The second site, Jackson and Josephine Counties, started screening families January 1, 2016. Marion County was the last site to implement, and they have been screening cases for eligibility since July 1, 2016.

*Safety Outcomes 1 and 2: (a) Children are first and foremost protected from abuse and neglect; and (b) children are safely maintained in their own homes whenever possible.*

Children eligible for the waiver demonstration intervention have been placed in foster care. Each month, multiple aspects of the case plan are reviewed, including the adequacy of safety plans for both the in-home and out-of-home placements. We expect to see improvements in item 2 of the CFSR, as the monthly meetings provide a structured and specific time to assess when conditions for return have been met, and facilitated conversation to create and monitor safety plans when children are placed in home on trial home visits. Improvements in item 3 will be seen because the meeting schedule requires that risks and safety concerns are assessed and addressed for children in home, and in foster care.

*Permanency Outcomes 1 and 2: (a) children have permanency and stability in their living situations; and (b) the continuity of family relationships is preserved for children.*

The demonstration project was designed to drive toward permanency for the children participating in it, either by safe and timely reunification or a timely plan of adoption or guardianship. Additionally, the meeting agenda reviews connections and relationships for children on a monthly basis. The enhanced family find portion of the demonstration is finding and engaging as many relationships for children as possible. Placement stability (item 4) is impacted positively when the child's placement is reviewed monthly by the attendees of the family meetings. Each element of the demonstration project- the enhanced family find, the thoughtful engagement of children, parents, family and partners in case planning, the documentation monthly of the meetings and the to-do lists included, and the peer-based parent mentors- are documented, discoverable concerted efforts to achieve permanency for children in the demonstration in a timely way. The meeting agenda requires that along with documenting and tracking the progress or lack of progress toward reunification, the meeting attendees are discussing what the most appropriate concurrent plan is for the child(ren), and who the resource for the family would be in the event the children cannot safely reunify with a legal parent, which will impact findings on items 5 and 6 of the CFSR.

Sibling relationship, parent relationship, and visitation are reviewed during the monthly meetings. The caseworker is asked to describe the current visitation arrangements, and discuss why those are in the child's best interest. The parents and children's input is solicited and incorporated in to the visitation planning. This portion of the agenda will specifically impact items 7 – 11.

*Well Being Outcomes 1, 2, and 3: a) families have enhanced capacity to provide for their children's needs; b) children receive appropriate services to meet their educational needs; and c) children receive adequate services to meet their physical and mental health needs.*

For the third round of CFSR that Oregon just completed, item 12 was one of the lowest scoring items. There are several elements of the waiver demonstration that are expected to positively impact this item. Before each meeting, the facilitator has communication with the parent(s), foster parent(s) and child(ren) to discuss what agenda items they want to add to the meeting. They also have a pre-meeting with the parent's peer mentor if one is assigned. The peer mentors give an additional avenue for parents to be able to articulate their current status, and trauma-informed, positive assistance in making progress. The meeting preparation allows for assessment of needs, and monitoring the ongoing provision of those services from everyone's perspective. The agenda provides a clear venue to document needs that are identified, which party is responsible, and following up on those action items the following month. The structured, specific meeting preparation and facilitation makes concerted effort to involve parents and children in the case planning process on an ongoing basis (item 13).

As the facilitator is considering the agenda items for each meeting, the well-being section of the agenda has the prompts to potentially cover:

- Update from the youth
- Social/Emotional
- Education
- Attachment
- Medical/Dental
- Placement
- Service/support referral needs

This format supports early identification of needs, both from the foster parent and youth's perspectives, and a venue for follow through to ensure that the identified needs are being met, in all areas of the youth's life. The accountability that is built in to the demonstration model will positively impact items 16 – 18.

Also, please see attachment 13, the semi-annual report on the IV-E Waiver Demonstration Activities.

## **10. Quality Assurance System**

Over the course of the past year, despite the changes in child welfare administration, and the pause of implementation of Differential Response, the agency has continued to build upon and refine its quality assurance system in anticipation of utilizing several tools to measure progress toward achieving outcomes and improving child welfare practice.

The agency will continue to conduct CFSR case reviews post the Round 3 period. The Department will review a total of 220 cases each year which will be a sampling of cases throughout the state in order to continue a comprehensive review of child welfare practice statewide. This approved methodology will advance program improvement and continuous quality improvement more broadly than was possible during the 6-month period used during Round 3 where Oregon utilized a stratified schedule of selected districts and branches based on the urban/rural mix. The 220 cases reviewed annually will be proportional to the caseload population at each site relative to statewide data.

The agency has developed several Quality Assurance case review tools to review adherence to the practice models utilized in Oregon, which include: Screening/assessment fidelity, permanency fidelity, IV-E eligibility fidelity, SAFE home study fidelity. These fidelity reviews, conducted statewide over the course of a year, will be utilized in conjunction with the case reviews using the OSRI and standardized data sets aligned with Oregon's goals in safety, permanency and well-being to develop local improvement plans (please see Key Activity 5.2 in the Program Improvement Plan).

Child Welfare is currently reevaluating its Quality Assurance and Continuous Quality Improvement (QA and CQI) processes to assure they all align, and to minimize the burden on the field. A new position is being created to oversee all of the Child Welfare QA and CQI functions, manage the Program Improvement Plan, identify and develop regular reporting to inform our field District and Program managers, and lead the Quarterly Business Review. As the agency implements the Program Improvement Plan over the next six months, the new position described above is hired and the person has the ability to develop their team, the goal is to align our QA and CQI processes to make sure they capture information to support the agency's improvement efforts and inform our practice moving forward. An update will be provided in the PIP quarterly reporting and in the next APSR.

## 11. CAPTA State Plan (submitted 2011)

### ***Requirements and Update***

There have been no significant changes from the state's previously approved CAPTA plan. Please see below for the description of the use of CAPTA funds for the past year.

<b>Child Protective Service (CPS) Coordinators – 2 FTE</b>	
<b>CAPTA Sections 106(a)(1), (3), (4), (5), and 106(b)(C)(ii), (iii)</b>	<b>CPS Areas All 16 areas</b>

Child Protective Service (CPS) Coordinators play a critical role in the intake, assessment, screening and investigation of reports of child abuse or neglect. CPS Coordinators develop policies and procedures and provide training and consultation to program administration and staff to assure consistent and appropriate CPS response. This consultation and training also extends to the public and community partners.

CPS Coordinators also participate in the design, development and implementation of modifications and enhancements to OR-Kids. This is Oregon's DHS Child Welfare system of record, tracking reports of child abuse and neglect from intake through final disposition.

These positions work in partnership, under supervision and direction of the CPS Program Manager. The CPS Coordinators develop and implement strategies for more effective communication between the State's central program office and child welfare field offices on policy and practice issues. In addition, they focus on providing greater statewide consistency in child welfare practice through child welfare policies, administrative rules, procedures, forms, and guidelines. Both positions participate in quality assurance reviews of CPS practice and performance.

#### **Responsibilities:**

1. Provide statewide technical consultation to District managers, Child Welfare Program Managers, supervisors, child welfare caseworkers and community partners on CPS program and practice.
2. Evaluate effectiveness of CPS policy, performance, service delivery and outcomes.
3. Coordinate training with other state agencies.
4. Improve communication between the central program office and local field offices.
5. Participate in the State's child welfare Founded Disposition review process.
6. Conduct quality assurance reviews of CPS/Child Welfare practice, procedures and performance.
7. Provide technical consultation to community partners and the general public on sensitive, high profile and high-risk family abuse situations.
8. Provide support and technical assistance to the CPS program manager in research, policy and protocol development and legislative tracking.

#### **A. Child Protective Service Coordinator – Position 1**

## Summary of Activities from June 2016 through May 2017

- Coordinated and developed the spring, summer and winter CPS Quarterlies for CPS Staff around the state. Seven locations hosted caseworker, supervisors and program managers. Developed the PowerPoint presentation, coordinated the materials and provided Child Safety Program updates as needed.
- Partnered with Portland State University to develop CSEC training for all child welfare staff.
- Participated in the Family Support Services Application (304 form) design meetings for voluntary FSS cases and safety threat cases.
- Developed training in partnership with Oregon Department of Justice for the Juvenile law Training Academy.
- Ongoing participation in the Centralized Screening Steering Committee.
- Ongoing participation in the Training Redesign steering committee, workgroups and curriculum review.
- Attended ICWA Guidelines training in Seattle, WA.
- Completed comprehensive case reviews for quality assurance as part of a Differential Response review statewide.
- Reviewed and updated the seven Oregon Safety Model computer based training modules.
- Partnered with Portland State University in Child Welfare training redesign efforts.
- Partnered with the Child Welfare Partnership on updating the Field Follow-Up Review documents and disseminated those to the consultant team for use.
- Completed multiple comprehensive file reviews on child welfare cases that resulted in poor outcomes for children.
- Reviewed and edited portions of the Procedure Manual around new Indian Child Welfare Act (ICWA) rules.
- Completed Sensitive Issue Case reviews to identify practice issues.
- Participated in debrief sessions with branches once Sensitive Issue Case reviews were completed.
- Completed a comprehensive Critical Incident Review Team (CIRT) review and presented findings to CIRT committee.
- Participated in weekly Sensitive Issue Review Committee and assisted with development of new strategies to track and review these cases for practice trends.
- Participated in the ongoing Founded Child Protective Services (CPS) Assessment Disposition Review Committee (appeal process).
- Coordinated Results Oriented Management (ROM) training for the Safety Consultants to be used in data pull around timeliness to response and recurrence of maltreatment information from their individual districts.
- Developed Out of Home Care Review Tool and pulled data together for a comprehensive OHC review for District 5. Pulled data statewide around the number of OHC assessments compared to the number of certified foster homes by district statewide.
- Provided ongoing consultation and support to the Safety Consultants statewide.
- Developed Karly's Law Guide.
- Partnered with OR-Kids training team and coordinated efforts with the Child Safety Team to provide co-trainings statewide on practice/policy and OR-Kids issues.
- Presented training with OR-Kids training team on Improving Timeliness in CPS Assessments.
- Participated in Child and Family Services Review (CFSR) report out from federal partners and assisted with the development of the Program Improvement Plan (PIP) around Child Safety measures.



- Attended national webinar around Applying Safety Science Principles in Child Welfare and reported out the information to Child Safety Program Managers.
- Facilitated conversation to re-start statewide Screening Supervisors Quarterly, and coordinated consultant efforts to re-start the Quarterly.
- Developed talking points on new provisions of CAPTA/CARA related to substance affected infants. Communicated these to OHA and OMA partners. Researched the updates and how states have implemented the changes.
- Completed three day Train the Trainer event.
- Updated Procedure Manual with Oregon Safety Model tools.
- Assisted with the facilitation of Child Safety Program Meeting, specifically a joint Safety/Permanency Program Meeting.
- Assisted with the development of communication statewide clarifying the Department's position on vaccinations and the definition of child abuse/neglect.
- Represented the Child Safety Program on the Refugee Child Welfare Advisory Committee.
- Coordinated efforts in pulling data and creating assignments for Traditional Response case review statewide.
- Partnered with Interstate Compact on the Placement of Children (ICPC) unit on re-writing ICPC rule.
- Gathered information on how to assign Daycare investigations and communicated this to Safety Consultants statewide.
- Completed file reviews when concerning trends were found in cases regarding youth suicides within the state.
- Developed statewide communication and training plan around new updates to OR-Kids related to Sex Trafficking and Missing Children/Young Adults. Disseminated communication and training tools statewide. Partnered with OR-Kids developers and OR-Kids training team and provided training for staff around the state on the updates.
- Updating Child Welfare Procedure Manual to reflect changes around Sex Trafficking of Children and Young Adults.
- Became an iLearn Program Administrator and provided iLearn support for the consultant team on trainings provided statewide.
- Assisted with the development of Guidelines for Use of State Issued Smartphones.

This position also works on a variety of workgroups and committees, including:

- Oregon Child Welfare Training Advisory Committee
- Oregon Child Welfare Refugee Committee
- OR-Kids Design Team
- Consultant Quarterly Facilitator
- Child Welfare OAAPI Child on Child Abuse
- Centralized Screening Advisory Committee
- Permanency Advisory Counsel
- Child Welfare Redesign Evaluation Subcommittee, Steering Committee and workgroups
- Juvenile Court Improvement Project/OSM Training committee
- Central Office Founded Disposition Committee
- Trafficking Intervention Advisory Committee

## **B. Child Protective Service Coordinator – Position 2**

## Summary of Activities from April 2016 through May 2017

- Drafted amendments to Oregon Administrative Rules (OAR) to implement the sex trafficking related elements of HR4980. Put together and coordinated a rule advisory group to assist in reviewing the draft elements that consisted of representatives from varied agencies that partner with Child Welfare in addressing sex trafficking in Oregon.
- Modified OARs to continue to improve use of Oregon's Differential Response initiative.
- Began drafting amendments to OAR and creating new OAR to address Oregon senate bill 1515 pertaining to screening, investigation and ongoing safety and well-being of children and young adults in child caring agencies. Related to (10) below.
- Revised and drafted new sections of the Child Welfare Procedure Manual to address identification of a child or young adult as a sex trafficking victim, sex trafficking related services, and missing children and young adults.
- Created and revised forms and pamphlets, including forms for engaging families cooperatively and voluntarily, de-briefing a child or young adult who was on the run, developing a run prevention plan, and determining if a child or young adult is a sex trafficking victim or at risk of being a victim.
- Coordinated Founded Dispositions reviews.
- Served as policy expert in trials.
- Assisted with reviews of critical cases.
- Advised administrators on critical issues.
- Provided ongoing consultation within Child Welfare and to other State agencies and external agencies.
- In role of audit team member, reviewed the sufficiency of child abuse investigations involving Department of Human Services licensed child caring agencies and the process for ensuring the ongoing safety and well-being of children and young adults in these child caring agencies.
- Facilitated CPS case reviews for quality assurance.
- Reviewed child abuse and neglect fatalities.
- Analyzed legislation, as needed.
- Trained staff and community partners on mandatory reporting of child abuse, as well as trained staff on how to train on mandatory reporting of child abuse.
- Modified and continued to facilitate training on the documentation of CPS assessment dispositions and the founded disposition review process.
- Collaborated on enhancing the electronic information system to ensure consistency between OAR and the system that supports casework staff.

This position works on a variety of workgroups and committees, including:

- Administrative Rule Advisory Committees
- Rule writing workgroups
- CPS Assessment Disposition Review Committee
- Forms Committees
- Policy Councils
- Law Enforcement Data Systems meetings

- State Child Fatality Review Teams
  - Child Welfare, Office of Child Care, Self Sufficiency, and Background Check Unit cross-communication meeting
1. Legislative meetings
  2. Cross Department Information Sharing meetings

<b>Child Welfare Alcohol and Drug Addiction Education and Training</b>	
<b>CAPTA Sections 106(a)(1), 106(a)(6)(A) and (C), and 106(a)(13)(B)</b>	<b>CPS Areas All 16 areas</b>

The Oregon Department of Human Services (DHS) has continued contracting with nationally recognized trainer, Eric Martin, to deliver alcohol and drug education, and training modules for DHS child welfare caseworkers. In addition, legal advocates and DHS partners who refer, and work with, clients involved with Oregon’s child welfare system, receive this training. As drug trends change from time to time, legal marijuana and opiates have evolved as the most needed subjects for training. The retail sales of marijuana edibles, marijuana extract products and marijuana infused drinks began in June of 2016 and has created a new set of concerns, questions and training needs.

While Oregon’s decriminalization of marijuana and the potential for increased use creates a new need for accurate information, opiates remain the greater problem and Martin will continue to emphasize both opiate abuse, and the need to work with clients involved in Medication Assisted Treatment (MAT) in his Oregon trainings. Over the past eight years, Oregonians have continued to increase their use of illicit drugs, including opiates, prescription pills, and heroin. A barrier needing constant training is the acceptance of MAT and teaching caseworkers the many differences between traditional abstinence based treatment and MAT. Methamphetamine remains a primary drug of abuse in Oregon, and Martin continues to provide trainings on child safety and parental functioning issues related to the use of methamphetamine.

Mr. Martin also delivers education and intervention classes directly to parents in the child welfare system about the chronic use of marijuana. Martin has tracked these trainings and participants continue to report a very positive response in terms of how they think about their use of marijuana, what they know about the dangers of this drug, and how they will considerate it in their future. With recreational use legalized this class remains more important than ever.

The annual Citizen Review Board Panel reports is included in this report as attachment 4. The agency’s response to the panel reports is included as Attachment 5.

Justice for Victims of Trafficking Act of 2015 P.L. 114-22

Assurances related to this law were submitted in last year’s APSR (attachment 2 in the 2017 APSR report submission).

Comprehensive Addiction and Recovery Act P.L.114-148 (CARA)

In addition to the information below, attached is a Draft Program Improvement Plan because the department has not implemented all CARA requirements.

- Oregon's current policies

Oregon's Administrative Rule (OAR) 413-014-0114 (49) Defines substance in the following way:

"Substance" means any controlled substance as defined by ORS 475.005, prescription medications, over-the-counter medications, or alcoholic beverages.

Oregon law prohibits a CPS investigation unless a child was born however, OAR's allow the Department to document reports of prenatal substance abuse that may impact an infant once delivered.

OAR 413-015-0210 (4) (C) (i) Directs that a report will be closed at screening if the report indicates there are no children in the home and is about an expectant mother who is abusing substances during her pregnancy. Additionally, Oregon's Child Welfare Procedure Manual (Chapter 2, Section 9, Page 5) guides workers to notify hospitals when a report of this nature has been closed at screening. Below is an excerpt of the procedure manual:

"When a screener completes a closed at screening related to an expectant mother, consider sending a hospital alert letter. Although alert letters are not mandatory, they are regularly used by screeners. This practice is often revealed during screening reviews are conducted and screeners articulate that letters were sent. Additionally, it is not unusual for the Department to receive reports from medical staff as a result of receiving an alert letter. There is no metric regarding the number of times an alert letter is sent. Hospital alerts are directed to "public" or "private officials" at hospitals. These "officials" include licensed practical and registered nurses, psychologists, licensed clinical social workers, licensed professional counselors, and physicians, including interns, residents, and naturopathic physicians. The Department sends the letters to provide information to officials at the hospital where the child may be born so these officials can determine whether to make a mandatory or voluntary report to the Department."

The Procedure Manual also includes this tip for casework staff.

**TIP**

The alert letters:

Include information to identify the woman;

State that the woman's newborn may be subjected to child abuse, and in particular, threatened harm to a child, which means subjecting a child to a severe risk of harm to the child's health or welfare; and

Explains why the newborn may be subjected to danger.

Additionally, OAR directs that screeners must consult with a supervisor when a decision is made not to refer for assessment a report of a baby who is born with substances in his or her system.

When determining a disposition related to a child who has been exposed to substances in utero, Pursuant to OAR 413-015-1000 (3)(d)(A)(iii) unlawful exposure of a child to a substance that subjects a child to severe harm to the child's health or safety is considered a form of neglect

(physical neglect). Additionally, in order for a worker to conclude this type of disposition there must be a medical finding that supports this determination. This may include a positive drug screen or a determination by medical staff that the child is suffering from withdrawals which may occur in the absence of a positive drug screen.

Oregon Law specifically identified health care providers responsible for the care and delivery of infants affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder as mandatory reporters and these providers are required to immediately cause a report to be made.

In Oregon, a determination that a child suffers from FAS or is experiencing withdrawals is a medical diagnosis and as such, follow up care, including hospitalization is determined by medical staff.

The Comprehensive Addiction and Recovery Act of 2016 (CARA) was signed into federal law on July 22, 2016, which amended sections of CAPTA as related to substance abuse affected infants. The following changes were made:

- Removed the term “illegal” as applied to substance abuse affected infants;
- Requires that a Plan of Safe Care address the needs of both the infant and their affected family/caretaker;
- Increased data collection and monitoring.
- Multi-disciplinary outreach, consultation and coordination

Oregon Department of Human Services has reviewed the federal legislative changes, has prepared communication regarding the changes for partner agencies, has researched other states’ implementation of the new requirements of the CARA and has communicated the new requirements to partner agencies such as the Oregon Medical Association and the Oregon Health Authority. Communication has taken place with a multi-disciplinary Pregnancy and Opioids Workgroup comprised of OHA, OMA and medical provider partners and work is being done to update the Medical Guidelines document being created to reflect these changes to requirements around substance affected newborns. This workgroup will also assist with communication regarding these important legislative changes to the greater medical community. The safety program is in communication, reviewing procedure, reviewing OR-Kids and determining how to update systems to reflect the needed changes.

Over the course of the past two years the ROM OR.06 report indicates a slight increase in the number of children under 1 where the removal reasons included parent drug use. While this data reflects substance use by the parent, it does not imply a direct link to substance exposed infants. Nor does it reflect any clinical diagnosis of substance exposure or FAS/FAE. It is indicative of a potential population of young children who may need specialized care.

Work is also underway to have an early medical screening upon entry into care. Please see the data in the Health Care Oversight and Coordination Plan regarding the intake nursing assessment completed on all children entering care.

- Governor’s Assurance Statement

Although work is underway with the Oregon Medical Association and the Oregon Health Authority, Oregon is currently unable to certify that the state is able to fully comply with the

amended provisions of section 106(b)(2)(B)(ii) – (iii). The estimated date the Governor’s Assurance can be completed is July 1, 2018.

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## **12. Chafee Foster Care Independence Program**

### **Collaboration**

The Youth Transitions Team has implemented collaborative efforts to forward the goals of the Department for teens and young adults in care. Attachment 6 contains a list of the many partners involved in these collaborations. The Independent Living Program (5 FTE), Young Adult Program (2 FTE) and the Education Coordinator (1 FTE) compose the DHS Youth Transitions team. Additional details regarding those collaborations are outlined further in each related key activity or intervention below. However, there were four specific instances of youth involvement Oregon would like to highlight:

- Legislation:
  - HB 2344 – was put forth by the Department to modify requirements from the strict 40 hour productive time requirement, provide for time-limited exceptions, and included other technical changes/updates to the Oregon Revised Statute 418.475 for youth to participate in an independent living plan. Alexis, an Oregon Foster Youth Connection (OFYC) member and former Subsidy Housing participant, provided moving testimony in favor of the bill. Her testimony was instrumental in helping to move the bill forward. The Governor recently signed the bill into law (eff. 1/1/18).
  - HB 2216 – to establish a foster children’s bill of rights was sponsored by Senator Gelser and Representative McLain. However, the idea for the bill was a result of the OFYC Summer Policy Conference last year. OFYC championed the bill through both the House and Senate. Several OFYC members were present at the Governor’s ceremonial signing of the bill on May 17, 2017.
- Director’s Foster Youth Advisory and Advocacy Committee (FYAAC): The Department created the Director’s FYAAC in November of 2016. While this group is still in its formative stages, it is developing a formal charter and defining the parameters of the role of an advisory committee. The FYAAC was given the opportunity to review and provide feedback on the PIP prior to submission on May 4, 2017 and is participating in a focus group on new caseworker training.
- CFSR/PIP workgroups: Youth actively participated on the PIP workgroups as follows: Provider Training – 1 youth, Placement Stability – 2 youth, and Permanency – 1 youth.
- Youth Transition Planning Revisions: Each of the 9 ILP Providers who participated in the pilot phase of the Workgroup’s planning process included at least five (5) youth. The 45 to 55 youth involved participated in the new assessment and transition planning process. The youth were asked for feedback on the processes and forms. ILP Providers were able to include the youths’ feedback (along with their own) on the survey document for each modification of the process and forms.

## Update on Assessment of Performance

The Youth Transitions Team has adjusted measures over the course of this past year, in an effort to better align with the CFSR Items. The adjusted measures are listed in the Plans for Improvement and Progress Made to Improve Outcomes section below. Data collection efforts are currently underway and the Youth Transitions Team will continue to prioritize projects to align with goals set and other recommendations of the 5 year planning workgroups.

## Update to Plan for Improvement and Progress Made to Improve Outcomes.

Over the past year, the Youth Transitions Team has worked in conjunction with youth, Independent Living Program Contractors (includes local non-profit organizations, governmental agencies, and Workforce Innovations and Opportunity Act agencies), The Director's Foster Youth Advisory and Advocacy Council, Oregon Foster Youth Connection (OFYC), Runaway and Homeless Youth (RHY) Programs, education partners, management teams and others listed on Attachment 6 to obtain input on programming, and to refine goals, measures and benchmarks for the 5 year plan. Many of the community partners are assisting the Youth Transitions Team with implementation of key activities.

Revisions to Goals, Objectives and Interventions to align with the CFSR Items:

### Well-Being Outcome 1:

Item 12A: Needs assessment and services to children. (Current rating: 71% Strength)

**Key Activity/Intervention 1:** Improve youth engagement in the transition planning process.

Measure 1: Increase the percentage of youth, age 14 – 20, who participate in a life skills assessments each year.

*Benchmark 1: 75%, the current baseline of 5% was set using the FFY2016 NYTD Data Snapshot for Oregon (see attachment 7).*

**Key Activity/Intervention 2:** Ensure appropriate services are available.

Measure 2a: Increase the number of eligible youth and young adults receiving independent living type services (both paid and non-paid IL type services).

*Benchmark 2a: 60%, Baseline is currently 47.2% based on the number of eligible youth served (as reported by the Oregon NYTD Data Snapshot – Attachment 7).*

Measure 2b: Increase the number of foster youth and young adults receiving Mentoring services.

*Benchmark 2b: 25%, current baseline is 6.3% of youth in care received Mentoring services*

Measure 2c: Increase the number of youth who participate in the IL Housing Subsidy Program prior to exiting foster care.

*Benchmark 2c: 15%, Baseline is 8% based on the past 3 years of ILP enrolled youth, who accessed the IL Housing Subsidy Program.*

Measure 2d: Increase the number of youth who participate in the Chafee Housing Program after exiting foster care.

*Benchmark 2d: 25%, Baseline is 13.3% based on the past 3 years of youth who left custody at age 18 or older, who accessed the Chafee Housing Program.*

Measure 2e: Create an appropriate array of housing options to meet the needs of the young adults accessing extended foster care, or who may re-enter foster care (when the option becomes available).

*Benchmark 2e: Baseline to be set in December 2018.*

**Progress and Activities Planned:**

Intervention 1, Measure 1: Oregon showed a significant decrease in life skills assessments in FFY2012 (from 10% to 4%). There has been a very slow increase through FFY2015 (7%). However, FFY2016 shows another small dip in life skills assessments to 5 percent. Oregon anticipates a significant increase in life skills assessments due to the new process and training being rolled out during 2017. While a life skills assessment should always be part of an initial youth transition plan, until 2017, it was not required to re-assess a youth. New procedures now requires the life skills assessment to be updated every six months. The new Youth Assessment Summary Form CE69 (Attachment 8) allows for improved tracking of a youth's progress over time. This will not only provide better data on youth progress, the form will also assist the Department to set baselines as Oregon moves toward performance based contracts. However, before baselines can be set, the OR-Kids system will need to be updated to capture the new data. A Developer's Guide has already been created and a request submitted for prioritization. Progress will be updated in next year's report. The OR-Kids system will be able to capture the new Assessment completions. The label for the data field will still refer to the Assessment as the CLSA, even though we are using a new assessment process.

Intervention 2, Measure 2a: Of the total 4,147 current and former foster youth eligible for ILP services, 1,956 youth received at least one independent living type service (paid or non-paid) in FFY2016, according to the NYTD Data Snapshot. The NYTD data indicates 83 percent of youth served were in foster care. Therefore, 17 percent (332) of the youth served were former foster youth, or youth who were not in foster care. This may be reflective of the young adults who are no longer in care and accessing the Chafee ETV services, Chafee Housing services and contracted ILP services.

If you compare the NYTD data above, with the number of youth served by an ILP Provider below, there appears to be 648 youth who received an "IL type" service by means other than an ILP Provider. The 648 youth may be 14 and 15 year olds, or older teens/young adults who are not enrolled in ILP services. The youth may have accessed ILP Discretionary Funding for transition plan related services or items; youth who participated in the Summer Jobs program;



youth who attended an ILP funded summer event; or youth who received a service by their caseworker, foster parent or other community partner paid for by the Department.

**FFY 2016 Youth Served in ILP by Race**

Primary Race Label	Number	Percent
African American	147	11.2%
Asian	12	0.9%
Caucasian	875	66.9%
Hispanic(Any Race)	194	14.8%
Native American	70	5.4%
Pac. Islander	7	0.5%
Unable to Determine	3	0.2%
Total	1308	100.0%

**FFY 2016 Total Children Served in Foster Care by race**

Primary Race Label	Number	Percent
African American	706	6.3%
Asian	133	1.2%
Caucasian	7,790	69.6%
Hispanic (any race)	1,788	16.0%
Native American	578	5.2%
Pac. Islander	196	1.8%
Unable to determine	n/a	n/a
Total	11,191	100.0%

The above chart indicates 1,308 youth were served by an ILP contractor in FFY2016. This would reflect 31.5% of the eligible population received contracted ILP services. This number may be deceiving, as the youth eligible for most ILP services are age 14 through 20 (may be served up to 23<sup>rd</sup> birthday if receiving ETV). However, only youth age 16 through 20 are eligible for contracted ILP services. Additional data is needed in order to determine the correct percentage of eligible youth receiving contracted ILP services, as well as breakdown of current foster youth versus former foster youth receiving each type of service.

The ILP Providers are currently undergoing Program Reviews. The Human Services and Research Institute (HSRI) has been contracted to lead the Reviews. This process will help the ILP Coordinator to better understand the local branch offices process for referrals, staff understanding of the services and whether the services are meeting the youth's needs. The reviews are schedule to be completed by the end of January 2018. The results will be reported in next year's reports.

Following are the outcomes achieved for youth served by an ILP Contractor (1,418 – however this number may contain duplicates as youth move from one service area to another service area within the report period), as reported by the ILP Contractors for youth served, from July 1, 2015 through June 30, 2016 (see attachment 9 for the full report):

ILP Provider	Outcomes
221	Graduating with diploma (Regular or Modified)
39	Obtaining a GED
356	Vocational Training or College Enrollment
561	Employed (Full / Part-Time)
1216	Healthcare Access
1025	Healthy Relationships
898	Community Connections
858	Permanent Connections
1075	Adequate / Appropriate Housing
1184	Increased Skills
50	Vocational Training or College Completion (License, Certificate or Degree Obtained)
819	Housing Stability
214	Youth living without agency maintenance

Youth completing high school with a diploma has increased slightly (7.8%) since last year, and GEDs have decreased (11.3%). College enrollment has increased for the first time in several years (by 37.4%), while employment has decreased (8.8%) since last year. The Chafee Education and Training Voucher data does not reflect this. It appears youth who are working with an ILP Provider are more frequently continuing their education. There is fluctuation between many of the goals when compared to last year's report. One issue may be one ILP Provider did not submit a report. Kairos terminated their contract early and did not provide a report. They served approximately 70 youth during the year. However, one area with a significant increase was Vocational Training or College Completion which shows a 72.4 percent increase from last year (29 versus 50 this year). This increase in completions seems to be in line with the OSAC Chafee Graduation Rates reported. The number of first time ETV recipient completion rates more than doubled (from 6.7% to 13.91%). The largest increases came from students attending a 4-year private institution (83.3% completion), followed by 4-year public institutions (46.7%). The poorest completion rates were for students attending a proprietary institution at only 0.07%. For a full report of completion rates, see Attachment 11.

Intervention 2, Measure 2b:

<b>Children Age 14 and over Receiving Mentoring Services</b>	<b>FFY 2014</b>	<b>FFY 2015</b>	<b>FFY 2016</b>
Children in Foster Care age 14 or older at start of FFY period and served by one or more Mentoring Services during the period	109	155	185
Total Children in Foster Care age 14 or older at start of FFY period	2,487	2,465	2,363
Percent of Children in Foster Care age 14 or older at start of FFY period and served by one or more Mentoring Services during the period	4.4%	6.3%	7.8%

FFY2016 Data downloaded 5/10/2017, FFY2015 Data downloaded 5/13/2016, FFY2014 Data downloaded 6/16/2015

While minimal, there was an increase of 1.5 percent in the overall percentage of foster youth who were provided mentoring services, as indicated in the chart above. Unfortunately, the discussions with Institute for Youth Success (IYS) have stalled as there would be a fiscal requirement to implementing the Natural Mentors Project. DHS would need to be able to provide a meeting facilitator. At this time there are no funds in the budget for such a position. Conversations have occurred as to whether the ILP Providers could serve as the meeting facilitators. However, the ILP Providers also do not have funding to carve out such a position. IYS has submitted and were awarded a two year grant. Year one will be devoted to re-developing and revising their curriculum to better meet the needs of foster youth; creating an advisory committee, obtaining input from foster youth via focus groups, and identifying ILP Providers to participate in year two implementation. IYS will pilot the program to provide 'natural' mentors to foster youth ages 14 and 15 during year two. IYS will target those youth who are not yet eligible for contracted ILP services. Progress will be reported in next year's report.

Something to note, based on the chart above and ROM Report OR.03 Children Entering & Exiting Foster Care, the older teen population is shrinking. Per the mentoring chart above, there were 22 fewer youth age 14 or older in care in FFY 15 and 102 fewer youth in care in FFY2016. Youth age 15 or older are leaving Oregon's foster care system more frequently than they are entering the system. During FFY2016 (10/1/2015 – 9/30/16), youth age 15 and older entering the foster care system equaled 394 youth. However, older teens who left the foster care system during FFY2016 equaled 729. Those numbers indicate an overall decline of 335 ILP eligible youth. Conversely, there was an overall increase in the total number of children remaining in foster care of 164 youth during this time period. The trend appears to continue during FFY2017 (10/1/16 – 6/30/17), there was a decline of 358 youth age 15 and older, yet there was an overall gain of 166 youth when looking at the entire foster care population. While other age groups had small declines (ages 9-11 show a decline of 29 youth and ages 3-5 show a decline of 44 youth), the age group with the largest increase are the 0 – 2 year olds with an overall increase of 526 children. More research is needed in order to determine why fewer youth ages 15+ are entering care or why the 15+ year olds are leaving foster care at a higher rate than other age groups. However, this does begin to explain why the number of youth receiving ILP services has declined.

Intervention 2, Measure 2c:

Housing Service	2014 Count of Children	2015 Count of Children	2016 Count of Children	2016 Amount Expended	Total Subsidy amount Expended	2015-2016 Difference in Expenditures
One-time Housing - Subsidy	4	7	1	\$ 930.89		
Subsidy Emergency/Start-Up	66	42	47	\$ 31,380.91		
Youth on Housing Subsidy - Monthly Payment	133	116	106	\$ 274,498.00	\$ 306,809.80	\$ (77,749.45)

While the number of foster youth accessing the Subsidy Program have decreased each year, the decline has mirrored the overall decline in the percentage of youth receiving ILP services. With the passage of HB 2344, the Department will be creating a workgroup to update policy and procedures. With the added flexibility in the productive hours, more youth will be able to qualify for the service. The housing workgroup will also discuss and create a maternity leave policy for youth who are accessing either of the ILP housing programs (Subsidy or Chafee). While the Department has had a practice of allowing six to eight weeks leave, any additional time off work or school required a doctor's note. The ILP program will be asking the workgroup to research best practice and determine if this is an appropriate practice or if an adjustment is needed. The ILP Coordinator will ensure current and former foster youth/young adults who have experienced maternity leave while on the housing program are at the table when the new policy is developed. Their experience and insight will be invaluable to the discussion and updates to be made. Anticipated date of completion is January, 2018. Progress will be reported next year.

Intervention 2, Measure 2d:

Housing Service	2014 Count of Children	2015 Count of Children	2016 Count of Children	2016 Amount Expended	Total Chafee amount Expended	2015-2016 Difference in Expenditures
Chafee Housing - Monthly	41	48	54	\$ 121,694.00		
CHAFEE Housing Emergency/Start-Up	12	11	8	\$ 5,200.00		
One-time Housing - Chafee	11	5	5	\$ 5,581.00	\$ 132,475.00	\$ 16,728.07

**FFY 2016 Youth Exiting Foster Care on/after Turning 18, by Month and Age**

Age	18	19	20	21	TOTAL
Statewide Total	154	78	57	41	330

\*From obi dw

The above chart indicates how many youth have left the foster care system after reaching the age of 18. Based on the past three years' data of youth exiting the foster care system who remain eligible to access the Chafee Housing Program, the rates of access has shown a small increase each year of one to two percent. In FFY 2016, the 54 youth accessing the Chafee Housing program equaled 16.3 percent of the youth who had left foster care at age 18 or older. With the planned updates to the IL Subsidy Program mentioned above, Oregon anticipates the Chafee Housing Program requirements to also be reviewed and adjusted. With more flexibility in the required productive hours, more youth may qualify to access the program. The anticipated date for the housing updates to be finalized is January 2018. Progress will be reported next year.

Intervention 2, Measure 2e:

The Young Adult Transitions (YAT) Coordinator has researched best practice nationwide and has been attending nationwide roundtables on extended foster care. The YAT Coordinator has started information and idea gathering with multiple caseworkers who work with this population for their input and need (currently 5 different units from across the state).

Communication with Title IV-E unit is occurring to discuss potential barriers, loopholes, etc., with this population and housing barriers the youth experience. The YAT Coordinator is in conversations with The Inn Home and their transitional living program for foster youth, the Molalla House (Clackamas County). Currently, District 15 is contracting with The Inn Home's Molalla House. However, the Young Adult Transitions Coordinator sees this as a possible setting to implement a more structured transitional program for youth who remain in DHS care and custody. The Young Adult Transitions Coordinator has also had conversations with Hearts with a Mission (Jackson County) about implementing an apartment program to assist foster youth transitioning into the community (very early stages of discussion).

The YAT Coordinator has started to conduct outreach regarding Family Unity Program (FUP) vouchers for young adults. Unfortunately, only a handful of Public Housing Authorities (PHA) offer FUP vouchers. Multnomah County (Home Forward) seems to be the most robust. The District 3 branch and Salem Housing Authority (SHA) have a relationship and agreement (and a designated caseworker who assists in applications and approvals). However, the SHA has only offered one voucher so far. The YAT Coordinator has recommended to the SHA that their next 5 vouchers go to the FUPY program. Efforts to engage Public Housing Authorities with greater regularity have been occurring. Efforts to outline the importance of being preventative, as opposed to reactive, and highlighting while it may seem like many foster youth have support, a portion of foster youth end up as homeless within the first few years of leaving care. Plans are underway to present to city leaders, in at least one city so far, about the need for this population.

Conversations regarding a potential pilot for Transitional Foster Homes have begun. The YAT Coordinator is still obtaining feedback as to whether people see a value in the pilot. This is an interesting concept that will take much more discussion and research to implement. Policy would need to be updated and training materials created for specialized foster homes or transitional foster homes. Projected implementation date for a pilot is December, 2018.

### **General Services and Progress:**

In addition to these specific interventions and measures to ensure appropriate services are available to youth, the Department also provides the following, on a statewide basis:

Support for age or developmentally appropriate activities:

- ILP Discretionary Funds – \$100,000 has been allocated to the Districts and Tribes to allow youth to access items or participate in activities. Types of items or activities funded include: camps (sports, cheerleader, horse, clubs, leadership, cultural), apartment application fees/deposits, bicycle/gear, boxing/gym membership, bridesmaid dress, bus pass, cell phone/minutes, musical instruments (partial payment), bedding, computer, CPR/First Aid class, school credit recovery, driver's permit/license, supplies for Job Corp/NW Youth Corp, food handlers card, GED fees, graduation packets, passport, housing start-up kits, ID cards/replacements, interview clothing (former foster youth only), work clothing/equipment, personal safe, printer, prom outfit/dress, Rent Well class, school/sports fees, swim lessons, vehicle repair/parts and cultural/ community connections (pow wows, Regalia, Quinceanera dress/party, etc.). The following outlines youth served by the ILP Discretionary funds:
  - July 1, 2014 – June 30 2015: 556 youth served
  - July 1, 2015 – June 30, 2016: 791 youth served
  - July 1, 2016 – April 30, 2017: 490 youth served (partial year)
- Driver's Education Course fees – up to \$50,000 is available through an Oregon Department of Transportation grant. The ILP has also set aside \$25,000 for youth who do not meet the ODOT eligibility criteria (age 18+).
  - Youth served by ODOT Funds (youth under age 18)
    - 7/1/13 – 6/30/14, 47 youth
    - 7/1/14 – 6/30/15, 29 youth
    - 7/1/15 – 6/30/16, 36 youth
    - 7/1/16 – 3/31/17, 15 youth (Partial year)
  - Youth served by ILP Funds (primarily, youth age 18 and older)
    - 7/1/13 – 6/30/14, 33 youth
    - 7/1/14 – 6/30/15, 27 youth
    - 7/1/15 – 6/30/16, 35 youth
    - 7/1/16 – 3/31/17, 27 youth (Partial year)
- Oregon Foster Youth Connection (OFYC) – DHS has extended the contract agreement with Children First for Oregon/OFYC through 8/30/2017. The contract has been increased to \$189,560 (from \$165,750) and includes the following activities:
  - Organizational Capacity (\$65,663)
  - Coordinated, supported and training engagement of youth (\$38,176)

- Program Based Tasks (\$20,750) - both the training video regarding Reasonable & Prudent Parenting and the informational flyer regarding savings accounts have been completed.
- Leadership Development (\$54,971)
- Director's Youth Advisory and Advocacy Committee (\$10,000) – this is a new addition

Following is a chart showing a history of OFYC membership:

OFYC Members	2011	2012	2013	2014	2015	2016	2017
Active Members	38	30	47	29	31	25	38
Interested/Inactive Members	35	60	67	145	52	119/67	128/77
Adult Advisors	10	8	9	9	13	6	10
Interested/Inactive Advisors	5	2	4	14	7	10	19/7
Active Community Supporters	2	27	38	32	24	19	3

**Support for GLBTQ and Transgender Youth:**

People Respecting Individual Differences Everywhere Employee Resource Group (PRIDE ERG) for the Department of Human Services (DHS) continues to meet monthly and make positive improvements to the child welfare system by: supporting DHS in assuring safe, affirming, and equitable service provision and care for LGBTQ identified youth and families; providing resources and tools; supporting staff; enhancing foster parent recruitment; partnering with community based service providers; and raising awareness and skills of our staff and caregivers regarding sexual orientation, gender identity and gender expression (SOGIE) by creating relationships, organizing LGBTQ specific training and events, and disseminating information.

**Placement Expectations Agreement:**

The Youth Transition Specialist has finalized the Placement Expectations Agreement and has been able to incorporate the document as Appendix 4.31 in the Child Welfare Procedure Manual, Chapter IV, Section 29. The document has also been incorporated in the existing NetLink and in person trainings related to transition planning. This item has been achieved and will be dropped as a goal.

The chart below, identifies the number of youth who obtained a credit report. The Department continues to run a birthday batch. The birthday batch looks at the child's birthday month and the following month, as the report runs the month after the youth's birthday. This should catch any delays in data entry of new cases.

**Number of Youth Who Obtained Credit Reports**

Age Group of Youth	October 1, 2014 – September 30, 2015	*October 1, 2015 – September 30, 2016	October 1, 2016 – April 30, 2017**
14 and 15 years old	55	170*	601
16 and 17 years old	697	204*	363
18 to 20 years old	105	46*	516
<b>Individual Request</b>	<b>180</b>	<b>66*</b>	<b>107</b>

**Item 13:** Child involvement in case planning. (Current rating: 61% Strength)

**Key Activity/Intervention:** Improve youth engagement in the transition planning process.

Measure: Youth are involved in transition activities which are documented in the case record.

*Benchmark: 75%, current baseline of 57.8% was set using corrected FFY2015 data. (OR-Kids Transition Tab.)*

**Progress:**

**Children with Completed Youth Transitions on the Permanency Plan by Federal Fiscal Year**

	FFY 2013	FFY 2014	FFY 2015*	FFY 2016
Number of children in foster care age 14 or over on last day of FFY	1,933	1,892	2,182	1,943
Number of children in foster care age 14 or over on last day of FFY with at least one entry on the Youth Transitions tab of their Permanency Plan	1,486	1,348	1,262	995
Percent of children with at least one entry on Youth Transitions tab	76.9%	71.2%	57.8%	51.2%

Data Source: OR-Kids and Administrative Data. FFY 2016 data downloaded 5/15/2017, FFY 2015 data downloaded 5/13/2016, FFY 2013 and FFY 2014 downloaded 6/8/2015.

\* Error discovered 5/17/17. These are the correct numbers for FFY 2015



**Children with Completed Youth Transitions on the Permanency Plan FFY 2016 by Age Group**

	Age Group 14-15	Age Group 16-17	Age Group 18-20	Total Age 14 to 20
Number of children in foster care age 14 or over on last day of FFY	603	727	613	1,943
Number of children in foster care age 14 or over on last day of FFY with at least one entry on the Youth Transitions tab of their Permanency Plan	90	396	509	995
Percent of children with at least one entry on Youth Transitions tab	14.9%	54.5%	83.0%	51.2%

Data Source: OR-Kids and Administrative Data. Data downloaded 5/15/2017.

The drop in FFY2015 was anticipated as it was the first year requiring youth age 14 and 15 to have transition plans. However, the overall drop in FFY2016 was unexpected. The completion rate for youth transition plans has decreased by 6.6 percent over the past FFY. While there appears to be a decrease across the age groups, the group with the lowest completion rates, and the most significant drop in completions from last year (by 12%), are the 14 – 15 year olds (decreased from 26.9% in FFY2015). This drop may be due to the fact youth cannot be referred for contracted ILP services until age 16. The DHS caseworkers are required to complete the transition planning process with any youth age 14 or older, and are not being served by an ILP Provider. All youth served by an ILP Provider should participate in developing a transition plan within the first 90 days of service, which may explain why the 16 – 17 year olds jump to a completion rate of 54.5 percent (a decrease of 4.8% from last year) and the 18 – 20 age group shows a completion rate of 83 percent (a 2.7% decrease from last year). The recent work to revise the assessment and transition planning process should result in a significant increase in plan completions for all youth for FFY2017. Following is an overview of the participants involved in the piloting of the new process and forms, as well as the outcomes achieved over the past year and a half:

**Youth Transition Plans Outcomes Workgroup:**

- Members included Rosemary Iavenditti, ILP Coordinator; Carrie vanDijk, Youth Transition Specialist; Jennifer Blakeslee, Portland State University Researcher; approximately 50 youth and (9) ILP Provider Agencies represented by the following staff:
  - Tillamook YMCA, Jenny Burt and Lydia Sterba (Clatsop/Columbia/Tillamook Counties)
  - New Avenues for Youth, Megan Giles (Multnomah County)
  - Impact NW, Dana Talbert-Spears and Tina Needham (Multnomah County)
  - Lifeworks NW, Michelle Hardaway (Washington/Clackamas Counties)
  - CAPECO, Susie Stuvland (Umatilla/Morrow counties)
  - Community Services Consortium, Joan Fisher (Lincoln/Benton/Linn Counties)
  - Bob Belloni Ranch, Juliet Davison (Coos/Curry/Douglas Counties)
  - Integral Youth Services, Bev Hassell (Klamath/Lake Counties)
  - J Bar J, Sarah Rajnus and Meg Boyland (Crook, Deschutes, Jefferson Counties)

- Lincoln County DHS Staff (multiple staff participated in the pilot)
- Approximately 50 Youth involved with the above agencies participated as part of the pilot implementation process. Youth provided feedback on forms and processes.
- Outcomes Achieved:
  - New life skills assessment process, including Stages to identify and track a youth's knowledge, skills, and abilities over time, see Chafee Attachment 8.
  - Form CE69B provides a list of Oregon's top 10 (to 15) knowledge or skills within each domain all youth should have proficiency in prior to exiting the foster care system. See Attachment 9, IL Skills Planning Check List.
  - Revisions to all youth transition planning documents and ILP Provider documentation requirements
  - Identified Youth Decision Meetings as the model to use to improve youth engagement in transition planning.
  - Addition of the Youth Engagement service for ILP Contractors implemented during the first 90 days of services (provides additional funding and requires increased face-to-face meetings and time spent on youth engagement).
  - Updating of the DHS Procedures Manual, Chapter IV, Section 29. (available at: [http://www.dhs.state.or.us/caf/safety\\_model/procedure\\_manual/ch04/ch4-section29.pdf](http://www.dhs.state.or.us/caf/safety_model/procedure_manual/ch04/ch4-section29.pdf))

The Youth Transitions Team completed updates to the DHS Procedures Manual, Chapter IV, Section 29, in November. Unfortunately, there was a delay in finalizing the format and posting on the DHS Website. The implementation date was March 1, 2017. As mentioned previously, several introductory or awareness raising videos have been created. The Youth Transition Specialist will continue working with the Training Unit to implement computer based training for staff, caregivers and youth. While the above efforts should generate more youth involvement in case planning (Item 13), Oregon also anticipates positive impacts on CFSR Items 20 (Child has a written case plan) and 21 (Case reviews every six months). Data will be updated in next year's report.

## Well-Being Outcome 2

**Item 16:** Education needs of the child. (Current rating: 91% Strength)

**Key Activity/Intervention:** Improve foster youth preparation for high school completion and pre-college/career readiness.

Measure 1: Complete implementation of the Every Student Succeeds Act, relating to education of children in foster care:

*Benchmark 1: Baseline will be determined in early 2018.*

Measure 2: Increase access to academic supports and career preparation programs.

*Benchmark 2a (Academic supports): 70%, the current baseline of 51% was set using the FFY2015 NYTD Data Snapshot for Oregon (see attachment 7).*

*Benchmark 2b (Career Preparation): 65%, the current baseline of 46% was set using the FFY2015 NYTD Data Snapshot for Oregon (see attachment 7).*

Measure 3: Increase percentage of foster youth participating in paid employment

*Benchmark 3: 15% The current baseline is 10% for the 17 year olds.*

*50% The current baseline is 41% for 19 year olds.*

*75% The current baseline is 65% for 21 year olds*

Measure 4: Increase the number of foster youth who are enrolled in Workforce Innovations and Opportunities Act (WIOA) funded programming.

*Benchmark 4: Baseline will be determined in 2017.*

Measure 5: Participants are increasing their salary if employed. (This requires an MOU or data sharing agreement with Employment Dept. for data).

*Benchmark 5: Baseline will be determined in December, 2017.*

## **Progress and Activities Planned:**

### Intervention 1, Measure 1:

The Education Coordinator is working collaboratively with the Oregon Department of Education (ODE) to implement the new federal law (Every Student Succeeds Act) relating to education of children in foster care. Following are the tasks to be addressed or achieved over the next year:

- Keep more foster students in school of origin
- Inter-Agency Agreement for shared cost of transportation
- Foster Care Points of Contacts
- Adding foster students to statewide ODE Report Card/Data Sharing
  - Once this step is implemented, Oregon will be able to see graduation rates, absenteeism, on track to graduate, special education, discipline, etc.

Much of the above work will become a priority for both DHS and ODE once Senate Bill 20 passes. This bill would align Oregon Statutes with provisions of the Every Student Succeeds Act. The Measure and Benchmarks may become more specific after the data sharing agreement with ODE and DHS has been implemented. Anticipated completion date for the data sharing agreement is January 2018.

### Intervention 1, Measure 2a:

Academic Supports: The NYTD Oregon Snapshot for FFY2016 indicates a slight increase (2%) in Academic Supports. The ILP continues to fund events such as the DREAM Conference, Western Oregon University's Fostering Success Project, and Portland Community College's Fostering Success days. The Education Coordinator is a member of the C3 (Career, College, Collaborative) workgroup. The Education Coordinator, ILP Coordinator, and ILP Post-

Secondary Analyst all participated at the ASPIRE/C3 Summer Summit by providing two foster youth related workshops and hosting an information table for over 300 high school and college counselors. Of the youth served by an ILP Contractor, 334 received post-secondary information or training through a special activity, outing or conference. The number of youth who participated in graduation celebrations equaled 141, 84 youth attended career fairs, 119 youth attended a college tour and 50 youth attended a Job Corp tour (per the ILP Provider Annual Report, Attachment 10). There are also additional education efforts/supports outlined in the Chafee ETV section of this report.

Intervention 1, Measure 2b:

Career Preparation: During FFY2016, approximately 48 percent of all youth who received an independent living type service, received Career Preparation services, an increase of approximately 2 percent (see Attachment 7 for a history of independent living type services captured through the NYTD Data Snapshot). Oregon anticipates this number to rise as more youth take advantage of the ILP funded Summer Jobs Program (see Measure 3 below for more details).

Intervention 1, Measure 3:

Based on the NYTD Data Snapshot for FFY2016, the percentage of 17 year old foster youth who were employed increased by two percent, to 12 percent. However, the percentage of 19 year old youth dropped to 38 percent, a decrease of 3 percent. Use of the NYTD Data Snapshot can be misleading, as the rates will depend on how many youth actually complete the NYTD Survey. For instance, Cohort 1, which set the baseline for each age group only represents the percentage for 86 19-year olds who completed the survey (or 35 youth employed) whereas Cohort 2 represents 173 19-year olds who completed the survey (or 65 youth employed). This is one reason for including Measure 4 below. Measure 4 will provide an actual count of youth who are able to access the WIOA funded providers. The two measures should help determine if Oregon is increasing the percentage of foster youth who participate in paid employment.

Intervention 1, Measure 4:

Discussions with the Higher Education Coordinating Commission (HECC) related to data sharing has stalled. Therefore, Oregon is not able to report on the actual number of youth who have been served by the WIOA programs. Senate Bill 395 caused some confusion as it specifically requires the HECC to track and report current foster children at each college or university, which is another piece of the data sharing MOU the Department is attempting to implement. The deadline for establishing the baseline was extended to 2017, when the Department hopes to finalize a data sharing agreement with the HECC.

<b>Total Youth Served</b>	<b>Total Youth Hours Worked</b>	<b>Total Wages Paid</b>
93	12,649.14	\$138,848.20

*Per 2016 Final Statewide Report by Jennifer Denning, HECC Office of Workforce Investments*

Per the above chart, the ILP has partnered with the HECC Office of Workforce Investments and the local Workforce Development Boards to implement a summer jobs program. During the summer of 2016, 93 youth were provided with employment readiness skills and job placement. While there is not as much funding available for this year's program, Oregon anticipates approximately 80 youth will be able to experience employment this summer through the ILP/HECC summer jobs program.

The DHS Self Sufficiency Program/TANF is anticipating implementing a summer jobs program as well. Child Welfare hopes to refer eligible foster youth and former foster youth to the TANF summer jobs program to increase the number of youth able to obtain summer employment. The ILP Providers also collaborate with local employment entities such as: Employment Office, One Stop Centers, Vocational Rehabilitation Services/Youth Transitions Programs, Job Corp., Goodwill Industries, Apprenticeship Programs, Career and Professional programs. See Chafee Attachment 6 for details on other collaborations and outcomes achieved by the ILP Contractors.

Intervention 1, Measure 5:

With the change in the Young Adult Transitions Coordinator position last year, this item fell to the bottom of the priority list. Oregon hopes to establish a baseline in 2017, after the Department is able to enter into a data sharing agreement with the Employment Department.

**Systemic Factors**

**Item 26:** Initial Staff Training. (Current rating: Not in substantial conformity)

**Key Activity/Intervention:** Improve attendance of new workers at introductory trainings related to youth services, policy requirements and transition planning.

Measure: Increase the percentage of caseworkers attending training on basic level transition planning and ILP services (100 series of youth trainings).

Benchmark: *Baseline will be determined in December 2017.*

**Progress and Activities Planned:**

ILP Services	
Course Date	Completed Users
1/7/2016	10
3/8/2016	6
9/6/2016	7
3/7/2017	11

Youth Transition Planning	
Course Date	Completed Users
2/11/2016	6
5/3/2016	3
11/1/2016	11
2/2/2017	12

The number of staff attending the ILP Services NetLink remained steady at 34. There was a slight decline in the Youth Transition Planning training of 5 percent, from 38 last year to 32 participants this year. However, if February and May's attendance was any indication, attendance is on the increase for the Youth Transition Planning training, as there were 12 participants in each of these trainings. The June ILP Services NetLink had 34 people registered. Unfortunately, due to connectivity issues at the Training Center the training has been rescheduled to July. The ILP staff have also been conducting in-person trainings as requested by Branch Offices. The in-person trainings are not included in the above chart.

The ILP Youth Transition Specialist and ILP Coordinator will work with the Training Unit over the next several months to identify existing NetLink trainings for ILP services and transition planning that can be turned into computer based training (CBT) modules for staff, youth, and foster parents. The CBT modules will include where caseworkers enter the transition plans in OR-Kids, appropriate entry of ILP service opening and closings and understanding the new life skills assessment and staging process, in addition to basic service eligibility. Progress will be reported in next year's report. However, the ILP Coordinator, Youth Transition Specialist and Jennifer Blakeslee, Portland State University Researcher, have already created several videos to promote awareness of the recent changes to transition planning. The videos can be found on the ILP website at: <http://www.oregon.gov/DHS/children/fostercare/ILP/Pages/Index.aspx>

In addition to the above training tools, the ILP Coordinator attended the annual CRB conference, Through the Eyes of the Child in May 2017. The ILP Coordinator was part of a panel presenting on transition planning. Panel members included a foster parent and former foster youth. The video mentioned above for judicial staff was created and sent to the Leola McKenzie, Juvenile Court Improvement Program Manager, and Megan Hassan, Juvenile Law and Policy Counsel, for review prior to finalization. The final version was sent to Leola McKenzie, Juvenile Court Improvement Program Manager, for distribution to judges, CRBs and CASAs. The link has been distributed to 163 people. The CRB is also planning to send the link to their 280 CRB members for distribution to judges, CRBs and CASAs.

There was also a Multnomah County CAPTA Citizen Review Panel focused on transition planning for older foster youth in FFY2016. Reference Attachment 4 for the specific list of recommendations for Multnomah County DHS. As noted within this section of the APSR, DHS

is currently engaging in Program Reviews of each ILP Provider. Those reviews will include interviews with foster youth, DHS caseworkers, and foster parents. Each ILP Provider will be required to submit a program improvement plan. The ILP Coordinator will visit each Provider every six months to review progress on achieving goals set forth in the improvement plans. The ILP reviews should also identify any barriers to communication between DHS and ILP providers. Methods for removing those barriers should also be included in the program improvement plans each Provider submits. Progress on removing barriers to communication and achieving the other improvement goals set will be reported in the next APSR (in the Chafee Section). Also, the planned CBT modules should help address some of the recommendations. The ILP Coordinator will work with District 2 staff to determine additional steps the Multnomah DHS offices may need to take to address the remaining recommendations regarding ILP referrals and communication issues with the ILP Providers.

The videos posted to date related to the new transition planning process are as follows:

- Youth Transition Planning – Judicial (posted 5-14-17, 3888 views)
- New ILP Worker Training (posted 5-13-17, 45 views)
- New Youth Transitions Process Overview (posted 2/1/17, 169 views)
- Oregon ILP Reports Training (posted 1-30-17, 152 views)

Progress in identifying, prioritizing, amending the training plan and creating the CBT modules will be updated in next year's report.

**Item 27:** Ongoing Staff Training. (Current rating: Area needing improvement)

**Key Activity/Intervention:** Improve attendance of caseworkers at advanced level youth related trainings.

Measure: Increase the percentage of caseworkers attending training on the 200 series of transition planning and ILP services.

*Benchmark: Baseline will be determined in December 2017.*

**Progress and Activities Planned:**

As mentioned above, the ILP Youth Transition Specialist and ILP Coordinator will work with the Training Unit over the next several months to identify existing NetLink trainings for ILP services and transition planning that can be turned into computer based training (CBT) modules for staff, youth, and foster parents. Progress will be reported next year.

**Item 28:** Foster and Adoptive Parent Training. (Current rating: Area needing improvement)

**Key Activity/Intervention:** Improve attendance of foster and adoptive parents at youth related trainings.

Measure: Increase the percentage of foster and adoptive parents attending training on transition planning and ILP services (both 100 and 200 level trainings).

*Benchmark: Baseline will be determined in December 2017.*

**Progress and Activities Planned:**

As mentioned above, the ILP Youth Transition Specialist and ILP Coordinator will work with the Training Unit over the next several months to identify existing NetLink trainings for ILP services and transition planning that can be turned into computer based training (CBT) modules for staff, youth, and foster parents. See Attachment 14 for a summary of foster parent training attendance.

**Item 31: Agency Responsiveness to the Community**

State engagement and consultation with stakeholders pursuant to CFSP and APSR. (Current rating: Strength)

**Key Activity/Intervention:** Include youth, Providers, and other community stakeholders on policy committees, workgroups and advisories.

Measure: Youth members are included on Rule Advisory Committees (RAC) and assist with updating or creating policies and forms related to teens and young adults in foster care.

*Benchmark: 60%, Number of RACs in which youth are members is <50%.*

**Progress and Activities Planned:**

There were seven RAC meetings held since August 2016. Two pertained to youth. One was canceled, but arrangements had been made to include a youth. The other did not contain youth as part of the RAC, as it was an urgent request and approval had been obtained to rush the review (conducted via email). However, youth were a part of the pilot process that created the updates to the Transition Plan Process reviewed by the RAC. There was also a new staff person in charge of tracking the RAC meetings, who was not aware Oregon is tracking this data. The Rules Coordinator will make sure to recommend all RACs involving youth related issues, include youth on the review committees.

The Director's Foster Youth Advisory and Advocacy Committee was created in November 2016. A primary focus has been on policy discussions. DHS Child Welfare amended its contract with Children First For Oregon (CFFO) to include funding to ensure youth would be able to attend (outreach/transportation) and be prepared to participate at the FYAAC meetings. While current youth membership consists strictly of OFYC members, plans are underway to expand youth membership to include youth from across the state to ensure the involvement of a diverse group with varying experiences.

**Item 32: Coordination of services with other federal programs. (Current rating: Strength)**

**Key Activity/Intervention:** Coordinate services with other federal programs when possible.

Measure: N/A

Benchmark: N/A

**Progress:**

While coordinating services with other federal programs is a goal, it is difficult to quantify. It is difficult to know when or if a youth is accessing other federally funded programs. The Youth



Transitions Team will continue to collaborate with other federal programs, as reflected in the Collaborations list (see Attachment 6). The collaborations will be described in various goals or sections of this report.

Activities **planned** for FY2018 (not already mentioned above) include:

**Improve access to employment services.**

- Continue monitoring the Summer Jobs Program and outcomes being achieved by youth served. Hold focus groups and create a workgroup to review outcomes. Determine if Oregon is able to secure stable funding for the future (the ILP is anticipated to receive a \$300,000 decrease in federal funds). If able to fund, implement contracting and referral process by March of each year. Will continue quarterly DHS Workforce Roundtable meetings to brainstorm ways to coordinate funding, programs and populations. Refer eligible youth to the TANF summer jobs program.

**Summer Events:**

- Continued support for the following activities: Annual Teen Conference, DREAM Conference, Native Teen Gathering, and Camp to Belong.
- Continue support and outreach to youth in efforts to increase attendance at the OFYC Summer Policy Summit and Legislative Day Convening (events occur in alternating years).
- Determine if the Surf Lessons Project achieves the intended outcome. If so, determine if existing partners are willing to continue supporting the project in future years.

**Support for age or developmentally appropriate activities:**

- ILP Discretionary Funds - \$100,000.
- Driver's Education Course fees – up to \$50,000 ODOT Grant/\$25,000 ILP funds
- Oregon Foster Youth Connection (OFYC) – Contract expires August 30, 2017. Continue to support OFYC, monitor activities and projects.
- Create a youth welfare program for the young adults remaining in foster care/extended foster care.

**National Youth In Transition Database (NYTD)**

The NYTD data has been shared, and will continue to be shared, with stakeholders in the following manner:

- ASPR – continue use to gauge progress achieved on measures.
- Youth – Teen Conference, OFYC Policy Conference, FosterClub activities (contracted to conduct at least 6 events across the state to share the data and encourage survey participation)
- ILP Providers - Provider Retreat and email notices
- Child Welfare Staff: Child Welfare Program Manager meeting, and email notice to all Child Welfare staff.
- Tribes – ICWA Quarterly, ICWA Conference, and email notices.
- Community Partners – email notice.
- ILP Workgroups have and will continue to receive updates as they become available.

- Posted on the DHS ILP website.
- Incorporated in trainings – both in person and NetLink. Will also work to incorporate into computer based trainings.

The NYTD data collection has significantly improved over the past couple of years – increased Cohort 2 Baseline by 114 percent. The Follow-Up 19 year old population for Cohort 2 was increased by 101 percent over Cohort 1. Investing in the contract with FosterClub has yield significant improvements and awareness. The primary use of the data over the past year is to set a baseline for many of the Benchmarks for the Department’s goals related to teens and young adults. As previously mentioned, some of the data has been incorporated into the NetLink Trainings (Youth Transitions; ILP Services). The data has also been shared with the ILP Providers at the ILP Provider Forums held over the past year and a half. This spring, a specific workshop topic was data. Looking at the trends for youth entering and exiting care, along with the outcomes being achieved and IL type services being provided.

Analysis of the data: To date, there has not been significant stakeholder involvement in the analysis of the data. Even though the data was shared statewide with many stakeholders, and will continue to be shared over the summer with youth, not much feedback has been received. Oregon was in the first round of the NYTD Assessments. No new assessments have occurred. Oregon has struggled to submit a report that did not need to be corrected. The ILP Coordinator continues to work with the Office of Business Intelligence, OR-Kids Business Analyst, and the Solution and Delivery Office to find solutions to the issues.

The 19-year old report was correct and now populates and runs on schedule (this was not occurring last year). The ILP staff continue to manually obtain youth contact information to assist FosterClub to conduct outreach directly to youth on certain cases. The Office of Business Intelligence is working on an Exception Report to help with the delays of data entry by the field. While reports identifying the youth needing to be surveyed each report period run on a monthly basis, delayed data entry can cause youth to be reported late or remain on the list longer than necessary (left foster care, so no survey is required). The Exception Report would catch these issues by running weekly (providing much more timely updates). This is especially important when conducting outreach to the baseline population where 45 days can quickly pass. Plans are to submit the 2017A corrected file by August 1, 2017. Hopefully the initial 2017B report will be submitted successfully (without need for a correction).

**Collaboration with Youth and Other Programs:**

Review the Collaboration chart (Attachment 7) as well as the Progress Measures for the following goals:

- **Key Activity/Intervention 2**
- Item 13
- Item 16
- Item 31
- Also see Attachment 9, ILP Provider Report for connections with other federally funded programs and community organizations.

## Homelessness Prevention

The Runaway and Homeless (RHY) program at DHS has continued to support youth serving organizations around the state who work with youth not in the custody of DHS. \$3.1 million (primarily State General Funds and some SSBG funds). There have been no changes to the 14 organizations that have been providing services such as; street outreach, day drop-in, job development/mentoring and overnight shelters for unaccompanied minors under the age of 18, as well as shelters for those young adults up to age 21.

The RHY Program Coordinator continues to represent the State of Oregon at the West Coast Convening, a group of providers, advocates, community stake holders, and researchers who meet every six months to share best practices and brainstorm new solutions to help our nation's homeless youth live healthy, self-sufficient, stable lives. The RHY program will continue to engage contractually with youth-serving organizations who are funded by the Runaway and Homeless Youth Act (RHYA) throughout the next year and explore expanded provision of technical assistance opportunities in accordance to the allotted RHY budget.

The Homeless Youth Advisory Committee (HYAC) continues to meet on a quarterly basis. The HYAC advises the Department with respect to policies and procedures to coordinate statewide planning for delivery of services to runaway and homeless youth and their families. The goal of the HYAC is to build a strategic plan for the establishment of a sustainable statewide system for homeless children and youth.

In an aggressive timeline from April – July 2016, DHS and the contracted consultant completed focus groups in three locations across the State - The Dalles, Roseburg, and Tualatin - in an effort to maximize input from both Oregon's rural and urban centers. Individuals from as far away as La Grande and Medford provided input at the focus groups. Interviews were also completed with those who could not be in attendance. Twenty total youth and young adults were also involved in these focus groups. These participating youth and young adults came from a wide cross-section of youth involved in state services:

- Youth/Young Adults in detention facilities
- Youth/Young Adults involved with Child Welfare
- Unaccompanied Youth residing with friends
- Unaccompanied Youth residing with friends in shelters
- Unaccompanied Youth residing in host homes

Focus group attendees presented information and data points in an effort to provide a big picture understanding of issues across the State. Additionally, key gaps in services and policies were identified to address the needs of runaway and homeless youth in Oregon.

Following the focus groups and interviews, gathered information was combined with a synthesis of existing data and research on homeless youth in Oregon and nationally to create "Oregon's Runaway and Homeless Youth: An Overview and Strategic Framework". This comprehensive document highlights the causes and characteristics of youth homelessness, and the types of services and interventions that are needed to address this growing issue. It highlights the causes and characteristics of youth homelessness and best practices for services and interventions. Topics included:

- Causes, characteristics, needs, geography, and numbers of homeless youth in Oregon
- Impacts of youth homelessness
- Best practices for services and systems to address youth homelessness
- Gaps in Oregon’s homeless youth services and systems
- Addressing youth homelessness in Oregon
- Additionally, recommendations were made in regards to:
  - State System needs
  - Resource needs
  - Policy and System Changes
  - Data and Information needs

The document was ratified by the Homeless Youth Advisory Council at the quarterly meeting held on July 29, 2016, and a “Call to Action” cover letter was added. As a result, subsequent workgroups were created surrounding two priorities - “System Components, Alignment and Supports” and “State-level Framework and Resources”. These workgroups began their work during the month of September 2016 and continue every 1-2 months. Upcoming workgroups include presentation planning for statewide and local funding entities, as well as accurate data and outcome measuring.

DHS became involved with the A Way Home America and their newly formed collaboration meeting between states doing work with runaway and homeless youth. DHS’ first attendance with this group was in March 2017 and connections were started with the states of Colorado, Minnesota, Montana, Connecticut, as well as non-profits (Center for Social Innovation, True Colors Fund, Raikes Foundation) and funding entities (Melville Charitable Trust, Funders Together to End Homelessness). This group will meet with more frequency throughout 2017.

### **EXITO Project**

The Youth Transitions Team is partnering with Jennifer Blakeslee, PSU School of Social Work, to implement the EXITO Pilot Project. The EXITO Project will “support network assessment and intervention development to promote psychosocial functioning of transition age foster youth.” Dr. Blakeslee has received a grant from PSU to conduct the research project over the next year (7/1/16 – 6/30/17). The project will include the following activities:

- Provide a representative sample of 50 youth from across the state to be contacted and recruited for the study, with the aim of support network assessment with approximately 30 Oregon youth in care. At this writing, 22 interviews have been conducted.
- Promote recruitment of youth for the study, in terms of messaging from the youth transition team to caseworkers and providers of potential youth participants.
- Help facilitate recruitment of caseworkers, foster parents, and ILP providers (at least 10 from each group) for focus groups related to support networks and intervention strategies.
- Accommodated focus group activities as part of the ILP provider retreats.

Remaining activities include:

- Helping facilitate recruitment of caseworkers for focus groups related to support networks and intervention strategies.

- Convene leadership from DHS to present the initial study findings and plan for the next stage of intervention testing.

Progress on the pilot will be reported next year.

### **Consultation with Tribes**

Consultation with Indian tribes in Oregon happens on both an individual and collective level. Oregon DHS holds monthly ICWA calls and holds quarterly ICWA Advisory Council meetings. The Youth Transitions team participates in these calls (when invited) to ask for opinions, solicit participation, and report on the status of programs and services.

In addition, each Indian tribe in Oregon has been contacted and provided an update to the NYTD Data and the ILP summer events, including the Summer Jobs Program and the Surf Lessons Project. During conversations last year it was noted that employment was a major concern of some tribes. The final report from HECC/OWI was received late and the ILP Coordinator has not had the time to comb through the reports to determine if the services were accessed by the Tribes and Native American youth in DHS care. Once the 2017 Summer Jobs Program is completed, both years' data will be reviewed and outcomes reported next year.

All Native American youth, whether under tribal or state custody, are given the same opportunity and access to Independent Living services, with one exception. The Confederated Tribes of Warm Springs Reservation receives Chafee funding directly from the Federal Government and while youth are in the custody of the tribe, Oregon does not provide access to Independent Living Services. However, if the youth leaves tribal care at age 16 (and spent at least 180 days in foster care after age 14), the youth can access ILP services through DHS (life skills training, Discretionary Funds, ETV). In addition, if the tribal youth left care at age 18 they can access the Chafee Housing Program (but not at the same time as accessing ETV). The ILP Coordinator does include the Warm Springs ILP Coordinator in all ILP notices and Warm Springs' youth are welcome to attend all ILP statewide events. The ILP Coordinator recently met the Warm Springs Fiscal Manager, William L. Sam, at the ILP/ETV Coordinator's Meeting in Washington D.C. This connection should improve collaborations with the Warm Springs ILP on activities like the summer jobs program.

The Independent Living Program does appear to be serving Native American youth on a slightly higher rate (0.2%) than the overall Native American rates of all children in foster care. When one considers there are many Native American children under the age of 13 in the overall foster care rate, it would indicate the ILP is actually serving Native American teens at an even higher rate. Attempts will be made to obtain the number of Native American teens age 14 and older that are in foster care to allow for a more accurate determination of service rates. This data will be updated in next year's report.

Planning is currently underway with the Confederated Tribes of Grand Ronde and the Native Wellness Institute for hosting the Native Teen Gathering. Grand Ronde is being very generous with their staff's time and expertise. Activities will include a traditional welcoming by elders, activities hosted in the Long House, tipi set-up/tear-down, canoe trip and teachings, traditional games, and equine therapy.

The Youth Transitions Team will invite members of Oregon's federally recognized Tribes into the planning process once workgroups are launched for both the Subsidy/Chafee Housing program revisions and foster care re-entry. The ILP Coordinator and Young Adult Transitions Coordinator will take the opportunity to share resources with Tribes over the next year to discuss services for older teens and young adults in care, and former foster youth.

### **Education and Training Voucher Program**

Oregon continues to have a streamlined system; there are no changes in how the program is administered. The ILP Post-Secondary and Fiscal Analyst maintains a list of contacts at each college and university for the Chafee ETV awards and the Tuition and Fee Waiver eligible youth. These contacts have proven valuable when youth have questions about their ETV or Waiver awards. The Chafee ETV awards were increased to the maximum award amounts for all applicants (\$5,000), regardless of age. This change was implemented as there are fewer youth attending college, which allows for a larger award to be issued and still fund all eligible applicants.

The Measure below has been identified previously in the CFCIP section of this report. However, there are several bills currently moving through Oregon's legislative process that, if passed, would provide significant educational supports to foster youth. Therefore, the Well-Being Outcome 2, Measure 2, will be positively impacted should the Senate Bills pass.

*SB395 - Requires Higher Education Coordinating Commission to, on annual basis, work with Department of Human Services, each public university and each community college to determine number and graduation rates of former foster children and current foster children at each college or university*

*SB 396 – establishes foster youth success centers in public universities, including peer support programs, and outreach and mentoring to foster youth who are attending high school.*

*SB551 – HECC to develop and implement pilot program to assist foster youth transitioning from a community college to public university.*

### **Well-Being Outcome 2**

**Item 16:** Education needs of the child. (Current rating: 91% Strength)

**Key Activity/Intervention:** Improve foster youth preparation for high school completion and pre-college/career readiness.

Measure 2: Increase access to academic supports and career preparation programs.

*Benchmark 2a (Academic supports): 70%, the current baseline of 51% was set using the FFY2015 NYTD Data Snapshot for Oregon (see attachment 6).*

### **Progress and Activities Planned:**

DHS is still working with HECC to finalize a Memorandum of Understanding to obtain data related to the Tuition and Fee Waiver, as well as the number of youth accessing WIOA services and ASPIRE Mentors. Senate Bill 395 would significantly help to move this forward. If the measure is passed, an MOU should be in place by January 2018. Progress will be reported next year.

DHS has been partnering with a public community college (Portland Community College - PCC) and a public university (Western Oregon University - WOU) to implement the types of supports Senate Bill 396 would require, if passed. Both PCC's Foster Success program and WOU's Fostering Collegiate Success are showing promise as critical supports for improving a foster youth success as students at their post-secondary institution. Following is a quote from our WOU lead, Dr. Emily Plec, Communications Studies:

"The returns are small but not insignificant. We have helped students access resources to facilitate graduation, started building a sense of community, aided students in accessing support during transitions to and from the university, and done a great deal to educate our faculty and staff. On top of all that, we've been able to become part of the statewide and legislative conversations about foster care and are building momentum to make this a real movement across Oregon."

WOU received a \$5,000 grant to help support training of staff and outreach to students. PCC received financial support by way of DHS paying for the lunches during the Fostering Success Day event last summer and planned again this summer (6/14/17 and 7/12/17). Both the Education Coordinator and Youth Transitions Coordinator have provided support for the programs and offered technical assistance. The local Independent Living Program Contractors have also been vital supports for both the PCC and WOU projects.

WOU is also planning to collaborate with Polk Youth Services, the entity hosting the annual DREAM Conference (focus is post-secondary, both education and employment) to expand the Conference's reach on the WOU Campus. WOU believes the DREAM Conference will also provide an opportunity to continue conversations with other higher education stakeholders regarding creative supports for their students who are in foster care or recently exited foster care.

In July 2016, the DREAM Conference served 78 youth (82 had registered) and 34 adult chaperones, for a total of 112 participants of the week-long event. Youth ranged in age from 16 to 20, with the majority being ages 17 – 19. The event was kicked off by Joshua Morgan-Griggs, University of Washington, Office of Minority Affairs & Diversity, Academic Advisor; Motivational Speaker; and an Oregon former foster youth. Workshops throughout the week included: registering for classes; how to prepare for college academically; resume (part 1, and part 2); interview prep; housing; OSAC; importance of networking; financial aid 101; landing a job, now what; career exploration; and campus resources. The event also offered a one-day option for those youth who could not attend for the full week. This is the day of the College, Career and Resource Fair. The Fair included 23 different schools, employers, and agencies (including 4 universities, 4 community colleges, 2 trade schools, Airforce, Job Corps, clubs, CRB, Juvenile Dept., Mental Health, OFYC, DHS Human Resources, etc.).

WOU held a training for their staff related to foster youth and the barriers they face on day 3 of the DREAM Conference. The training began as a full group activity (DREAM participants and WOU Staff). Shannon Simich, Polk Youth Services ILP Supervisor, provided a creative way to

begin the WOU training, as well as teaching youth leadership skills. Youth had learned (over the previous 2 days) a skit called “Nuts and Bolts of Foster Care.” Every youth participated in the half hour skit which outlined the reasons youth enter care, types of placements, number of moves, and number of high schools a youth may attend while in foster care. The presentation was engaging and very impactful for all in attendance. The WOU staff then split off for their training then rejoined the full group for a lunch presentation by 1 current and 3 former foster youth. The panel discussed transitions, supports, college life (academic and social) including their personal stories of struggles and success; providing a very real look at the different things foster youth in Oregon experience as they transition to college. As mentioned above, WOU is planning to partner with Polk Youth Services again for the 2017 DREAM Conference. The partnership will look a bit different this year. Outcomes will be reported in next year’s report.

One of the academic supports most frequently requested is a laptop. Therefore, a new service has been implemented for youth who have been awarded an ETV grant; the Promoting Academic Success (PAS) Laptops. DHS has an agreement with CDW-G, allowing for the lowest prices possible on the laptops. The PAS Laptop program has provided 21 students with laptops in calendar year 2016, and 61 students with laptops in 2017, as of 5/31/17. Feedback from students and ILP Providers is very positive. Youth indicate the laptops have increased their ability to complete assignments, track class syllabus schedules, complete on-line courses, and connect with other students for study groups. Oregon will track completion rates to determine if the PAS Laptop program is having a positive effect.

Other supports occurring for foster youth include efforts in District 2 on the following projects:

1. EXITO Project (see the CFCIP section above for details)
2. Better Futures – Offers one-on-one coaching to prepare youth for transition into post-secondary education. PSU will be accepting 15 new youths into the 2017-18 cohort and all youths will receive the service. See details at: <https://www.pathwaysrtc.pdx.edu/p2c-better-futures>
3. FUTURES - Offers one-on-one coaching to assist youth in exploring their higher education and career goals. PSU will be accepting 50 youths into the 2017-18 cohort and half of the youths will receive the coaching and the other half will be in the non-coaching group. See details at: <https://www.pathwaysrtc.pdx.edu/p1-project-futures>



Following are details on awards issued during the past two federal fiscal years:

*Total payments of services that had a transaction date and service date between 10/1/2015 and 9/30/2016*

ServiceTypeTitle	FFY2015 Total count of Children	FFY2015 Total Amount Funded	FFY2016 Total count of Children	FFY2016 Total Amount Funded
Chafee Ed/Training Voucher	125	\$37,847.08	98	\$ 34,848.34
Chafee ETV Gran - OSAC	247	\$734,661.00	202	\$792,460.00
Chafee ETV OSAC admin fee	0	\$100,078.28	0	\$ 96,482.72

The above chart shows the decline of youth accessing Chafee Education and Training vouchers and grants for FFY2016. The above chart is not by academic year, but federal fiscal year. Therefore, it reflects funding that was issued over multiple academic years. For instance, Summer Term and Fall Term could be covered in the same fiscal year, but be part of two different academic years. See Attachment 10 for details on the number of youth served by academic year and Attachment 11 for the types of schools attended by ETV recipients.

The number of new ETV recipients has declined by 13.5 percent, from 126 youth in academic year 2014-15 to 109 in 2015-16. The overall number of youth accessing Chafee ETV awards has decline by 10 percent. Which would indicate the retention rate is approximately 88 percent. The drop in enrollment could be reflective of the improved economy and ability to find a job. However, it may also be reflective of the decrease of older teens in foster care. The number of youth ages 14 – 20 in foster care dropped by 10.9 percent in 2016. This is a statistic Oregon will monitor over the next year.

Data for Oregon’s Tuition and Fee Waiver indicates approximately 4,777 youth were potentially eligible for the Waiver (includes youth as young as age 16, who are in foster care, as well as young adults who have not yet turned age 25). Of those youth, 814 completed a FAFSA. Of those youth 780 identified at least one participating school (public university or community college). Following is data on the number of youth who received a Waiver:

**Foster Youth Tuition Waivers**

	2014-15		2015-16	
Community Colleges	#	\$	#	\$
Blue Mountain	0	\$0	1	\$463
Central Oregon	0	\$0	1	\$59
Clatsop	0	\$0	0	\$0
Lane	2	\$85	1	\$133
Mt Hood	0	\$0	0	\$0
Portland	1	\$617	1	\$160
Chemeketa	0	\$0	1	\$4,136
Southwestern Oregon	0	\$0	0	\$0
Treasure Valley				
Umpqua	0	\$0	0	\$0
Clackamas	0	\$0	0	\$0
Linn Benton	0	\$0	0	\$0
Rogue	1	\$2,065	0	\$0
Klamath	0	\$0	0	\$0
Columbia Gorge	0	\$0	0	\$0
Tillamook Bay	0	\$0	0	\$0
Oregon Coast	0	\$0	0	\$0

<b>State System Schools</b>				
Eastern Oregon	1	\$490	6	\$6,950
Western Oregon	3	\$2,195	3	\$3,041
Oregon State	12	\$14,349	14	\$14,074
OR Inst of Tech	2	\$2,100	0	\$0
Portland State	22	\$28,399	19	\$48,504
Southern Oregon	0	\$0	3	\$2,327
Univ of Oregon	2	\$3,535	1	\$7,414
Oregon Health/Science	1	\$10,295	0	\$0
Totals:	47	\$64,130	51	\$87,261

The numbers are low for students receiving a Waiver. However, that may have to do with the fact the Waiver is a “last dollar, bill” – meaning, a school is able to apply the youth’s federal financial aid (minus the Chafee ETV), Oregon Opportunity Grant, and other aid the school may award PRIOR to calculating the Waiver. As a result more students receive waivers at public universities, and most waivers at the community colleges are for Summer Term (when OOG is not offered and most Pell Grants have already been used in the previous 3 terms). In addition, the Waiver requires 30 hours of community service; some students may not feel the Waiver amount is significant enough to warrant 30 hours of their time. Particularly if the amount waived is less than what the student would earn from working 30 hours at minimum wage (currently \$292.50). However, the number of Waiver awards did increase by 8.5 percent and the amount awarded increased by 36 percent. The largest Waiver provided was \$7,414.00 and the smallest amount was \$59.00. If SB 395 passes, more data will be available on both the Waiver and Chafee ETV students. Progress will be reported next year.

The OSAC Chafee Graduation Rates report shows the number of first time ETV recipient completion rates more than doubled (from 6.7% to 13.91%). The largest increases came from students attending a 4-year private institution (83.3% completion), followed by 4-year public institutions (46.7%). The poorest completion rates were for students attending a proprietary institution at only 0.07 percent. For a full report of completion rates, see Attachment 11. While this data is helpful, it only tells part of the picture. The OSAC report does not capture those students who may start college and stop and re-start again. DHS has obtained a subscription to the National Clearing House. This subscription will allow DHS to pull data for all students with foster care history. Next year’s report should provide a more detailed view into current and former foster youth’s success in completing their postsecondary education and training.

Oregon recently received an invitation from the Education Commission of the States to bring a team to their Strengthening State Support for Foster Youth in Postsecondary Education event, held on September 13-14, 2017, in Austin, Texas. Oregon is currently determining which of the staff and Legislators invited will be able to attend. This will be an excellent opportunity to solidify Oregon’s commitment to supporting foster youth with postsecondary completion. Outcomes of the event will be provided in next year’s report.

### 13. Targeted Plans within the 2015-2019 CFSP

#### *Foster and Adoptive parent Diligent Recruitment Plan – Progress Report*

##### **A. Department goal remains:**

**Goal 2:** Children in Oregon have permanency and stability in their living situation; family and sibling connections are preserved during the course of a child welfare intervention in the family and children achieve timely permanency.

**Objective 2.1** Oregon will increase stability of children in foster care settings in order to achieve permanency.

**Intervention #2:** Improve recruitment, training, support and retention of substitute care providers.

##### **B. Data at a Glance: Comparison to Baseline Data FFY 2013**

Number of children experiencing at least one day in Foster Care			
FFY 2013	FFY 2104	FFY 2015	FFY 2016
12,113	11,443	11,238	11,191

Primary Reason Children Enter Foster Care			
FFY 2013	FFY 2104	FFY 2015	FFY 2016
63.8%	64.3% Neglect	70.3% Neglect	71.1% Neglect

Age of children served in foster care				
	FFY 2013	FFY 2014	FFY 2015	FFY 2016
Ages 0-5	38.7%	37.4%	38.5%	39.4%
Ages 6-12	32.2%	33.4%	33.0%	32.9%
Ages 13-17	21.7%	21.1%	20.6%	20.4%
Ages 18-20	7.5%	8.1%	7.8%	7.3%

Gender of Children served in foster care				
	FFY 2013	FFY 2104	FFY 2015	FFY 2016
Boys	50.5%	50.7%	51.7%	52.2%
Girls	49.5%	49.3%	48.3%	47.8%

Child served in Foster Care by Race				
	FFY 2013	FFY 2104	FFY 2015	FFY 2016
Black or African American	7.0%	6.7%	6.6%	6.3%
Asian/Pacific Islander	1.2%	1.2%	1.1%	1.2%
White	68.6%	69.7%	70.0%	69.9%
Hispanic (any race)	16.4%	16.2%	15.6%	16.0%
American Indian or Alaska Native	4.5%	5.6%	5.3%	5.2%

Unable to determine	2.2%	0.6%	1.4%	1.7%
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Number of certified foster homes on September 30 <sup>th</sup> . – point in time.			
FFY 2013	FFY 2104	FFY 2015	FFY 2016
4229	4006	3847	3881

**C. Targeted areas to address**

**I. A description of the characteristics of children for whom foster and adoptive homes are needed.**

The Data at a Glance section noted above provides an overview of the reason the children come into foster care including age, gender, and race. The department primary focus is to reunify the children with families and 58.2 percent of the children who exit foster care exited to reunification with their families. Efforts must continue to prioritize reunification. Of the children who exited to Adoption from foster care 20.4%, the vast majority were adopted by the very foster parent or relative caregiver who was caring for them. 82.3% of the children adopted were adopted by the foster parent or relative caregiver. The actual number of children adopted were 748 and 616 were adopted with their relative or foster parent. The remaining 134 children achieved adoption through Child Specific recruitment methods.

An additional 7.7% (282) of the children exited foster care to Guardianship again with the majority of these being with relatives and most who were the relative caregiver while in foster care.

The children who come into foster care will reunify with their family (58.2%), or exit to Adoption (20.4%) likely with their foster parent or relative caregiver (82.3%), or move to Guardianship (7.7%) with the majority placed with their relative who was the relative caregiver.

The characteristics of the children do not reflect much change between entering care, being fostered or moving to adoption or guardianship with the exception of age. Clearly by the time reunification is ruled out, adoption is ruled out and Guardianship is achieved the child is older. The increasing length of time to achieve adoption in Oregon will continue to see increase in age.

Oregon maintains a fairly broad definition for Special needs which has allowed 99.2% of the children moving toward adoption and guardianship to do so with the assistance of Adoption or Guardianship Assistance services and supports.

**II. Specific strategies to reach out to all parts of the community;**

The department utilizes various print materials to reflect the communities of Oregon and the children needing care which allows the department a way to reach various parts of the community. This is demonstrated by print materials which reflect different age groups, sibling groups, various races, and sexual orientations. In addition, the Public

Service Announcements that were run in the spring of 2017 were on local TV and local radio. The department was able to have the radio PSA translated for Spanish speaking communities and ran on Spanish speaking radio programs.

The department believes that a good strategy is for staff, foster parents and other entities who assist the department in recruitment efforts to be in the community and engaged in community events such as; local community events and celebrations, PRIDE parade and resource fair, State Fair, speaking with faith communities, partnering with schools and other places where families congregate.

Foster parenting and Adoption is a relationship based process from beginning to end so having a Centralized recruitment model or intervention has not proven to be effective over the years. The best success the department has found is when staff are consistently engaged within their community and connecting inquiring families with other families caring for children is essential.

### **III. Diverse methods of disseminating both general information about being a foster/adoptive parent and child specific information;**

Oregon has utilized multiple strategies to ensure information is readily available within communities across Oregon. This has included; websites, social media, print materials (flyers, posters), and in person presentations to communities about the need for foster and adoptive families.

During the first quarter of 2017 the department worked with a multi-media group to create a few Public Service Announcements for TV and Radio. The department then worked with the Oregon Broadcasters Association to obtain free air time on TV and radio. These TV and Radio spots ran from April through early July targeting the national Foster Care Month in May. More details noted below with the web-link to the PSA.

While Oregon has traditionally been able to obtain a Proclamation from the Governor's office for National Foster Care Month this year it included a public in-person signing which we were able to bring foster parents, media, and legislators together for the event.

Child specific recruitment remains a significant strategy in Oregon and is focused first and foremost on identifying relatives and friends of the families who know the child(ren) in need of care. Often Child Specific recruitment when relatives are not available are being identified through the schools, family's church or neighbors. Some of the older youth may even assisted in identifying their peers/friends families who may decide to foster.

This practice of Child Specific recruitment is consistent in the recruitment for Adoptive families for children. While it has already been noted 82.3% of the children adopted are being adopted with their foster parent or relative caregiver Child Specific recruitment remains for the remaining children needing adoptive families.

Oregon utilizes an array of Child Specific recruitment efforts for Adoption (in further detail below) through; Oregon Adoption Exchange, the Northwest Adoption Exchange, Adopt USKids exchange, a Wednesday's Child program, two Heart Galleries, and a Child Specific Recruitment contract with an Oregon Adoption Agency.

**IV. Strategies for assuring that all prospective foster/ adoptive parents have access to agencies that license/approve foster/adoptive parents, including location and hours of services so that the agencies can be accessed by all members of the community;**

In Oregon the majority of foster care recruitment and serving children through family foster care comes through the state agency across the state. The department maintains a 1-800 phone line available for foster or adoption inquiries with a contract with Boys and Girls Aid Society. What we are experiencing is a drop off in calls through this line and a significant increase in communication through other Social Media opportunities. More analysis and decision making must occur with the department to ensure the limited resources are targeted specifically to the areas with the greatest returns.

Specific to adoptions the department also maintains a contract with the Boys and Girls Aid Society to lead the Special Needs Adoption Coalition in Oregon while partnering with other licensed adoption agencies in Oregon.

<http://www.oregon.gov/DHS/CHILDREN/ADOPTION/Documents/SNAC-Agencies.pdf>

**V. Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations;**

The department has been investing in additional training and staffing models over the recent few years in an effort to address some of these barriers or gaps in services and connection to the community. This can be seen in targeted recruitment for staff through our Human Resources department for a more diverse workforce, the creation a few years ago of the DHS Office of Equity and Multicultural Services and Child Welfare Cross Systems & Equity Coordinator. All who provide a level of support, consultation and training to staff in Central Office and field offices.

**VI. Strategies for dealing with linguistic barriers;**

In addition to the ongoing efforts to address barriers through TTY phones, print materials in various languages the department has moved toward a more unified plan for workforce skill sets in various languages.

The department has started a certification of staff to demonstrate competency in written and verbal skills in second languages. Prior to this year demonstrated skills was not required. These individuals must pass a competency test and receive their certification. Once this is done they receive a 5% salary differential to perform these duties. Two of these individuals are within the Centralized Adoption services to assist with International adoptions specific to Spanish speaking families and organizations.

The department continues the option of obtaining publications in various languages and with Spanish being the most sought after so many materials are readily available. There has been an increase in Foster Parent Training class offerings in Spanish as well.

Oregon has found success is creating a Support group for Spanish speaking families in our Marion County area which has been utilized for training, coaching and support of families.

## **VII. Non-discriminatory fee structures;**

The department does not require any fee's to become certified as a Foster Parent, Relative Caregiver or Adoptive family through Oregon.

Adoptive applicants who chose to go through private adoption agencies in Oregon may pay fees for the Private agency services such as home study preparation or training. If the adoptive family then adopts child(ren) through the department they may be eligible for up to \$2,000 of non-reoccurring expenses to offset their initial costs. (Reimburse for home study, court filing fees, etc.)

The department does contract with and provide a flat fee to the private agency from DHS for placement supervision while the adoption is being finalized up to 6-months supervision. There has been some Private adoption agency who may require additional fees from the adoptive family in addition to what the department is providing. Additional analysis is necessary to ensure this is not a barrier to adoption in Oregon.

## **VIII. Procedures for a timely search for prospective parents for a child needing an adoptive placement, including the use of exchanges and other interagency efforts, provided that such procedures ensure that placement of a child in an appropriate household is not delayed by the search for a same race or ethnic placement.**

Oregon continues to provide adoptive parent recruitment through its Oregon Adoption Exchange, and for harder to place children, the Northwest Adoption Exchange, Adopt USKids exchange, one Wednesday's Child program, Heart Galleries, and a Child Specific Recruitment contract. During the FY 2016 Oregon placed 82% of its children for adoption with their relatives or current caretakers, leaving 18% or 134 children for whom recruitment of an adoptive placement was necessary. During the 2016 calendar year, 185 waiting families registered themselves on Oregon's recruitment website.

Historically Oregon has had more families waiting for adoption than there are available children. The exception is for Oregon's harder to place children who are generally older or have higher medical, behavioral, or emotional needs. For that reason, Oregon has put much of its recruitment resources into child specific recruitment for those children rather than generalized or targeted recruitment strategies.

The Oregon Adoption Exchange is operated through a contract with Northwest Resource Associates. All children receiving recruitment have bulletins on the exchange which is password protected and available for use by DHS caseworkers, Oregon private adoption agencies, and Oregon families with an approved home study

The Northwest Adoption Exchange (NWAE) also operated through a contract with Northwest Resource Associates serves children for whom adoption recruitment may be more difficult. Once children are placed on the NWAE website, permission is given for other public websites to use the bulletins and photo listings for their own websites; Adopt US Kids is one example. In addition to photo listing services, NWAE provides a permanency focused training each year to DHS caseworkers on topics mutually identified by NWAE and the Department.

Oregon has three nationally recognized Heart Galleries operated by three private adoption agencies. When a child is approved for expanded recruitment outside the



Oregon Exchange, each Heart Gallery has the opportunity to feature the child in community venues and on their Heart Gallery websites. Two of the three Heart Galleries also offer Oregon foster children free professionally produced recruitment photos.

Oregon has one Wednesday's Child television recruitment program; provided for free by Portland's KOIN station. Wednesday's Child films recruitment segments with a news anchor and features the segments on the Wednesday evening news.

Oregon currently has eight Child Specific Recruiters in seven positions (two are half time) that are part of the Boys and Girls Aid Contract. Oregon funds three of these recruiters, and the other four are funded by a Dave Thomas Foundations Grant. Because BGAID is both the DTF grantee and the Department's contractor for recruitment, the Department receives substantial in-kind services from DTF. These include training, ongoing technical assistance, and statewide metrics. Child specific recruitment focuses on the unique placement needs and challenges of a specific referred child or sibling groups. A specific recruitment plan is developed and includes, but is not limited to, file mining, family find, permanency preparedness and life story work, and specific plans for advertising and other recruitment activities unique to each case.

#### **D. Where we have been 2016-2017**

##### **What do we know?**

The State of Oregon has struggled over the past year with having an adequate supply of placement resource options for all children in need of care regardless if they are involved with the Child Welfare system or not. Private Child Caring Agencies, Juvenile Justice, Intellectual and Developmental Disabilities, Child Mental Health Services and Child Welfare programs have across the board all struggled to identify, support and retain an adequate supply of placement resources within families and agencies.

The Department of Human Services – Child Welfare has struggled with having enough family foster care and adoptive family capacity within the system for the last 2 years and while many efforts are underway there is not a quick answer or a quick turnaround to these issues. There are many thoughts, ideas, and hypothesis internally and externally as how to answer these questions.

Initial reaction by internal and external stakeholders and the community at large is to recruit more foster families for children and youth. While this will most certainly help in the overall placement matching and placement stability, recruitment of a general foster parent applicant from the community is not likely to be the family that will be able to care for the child or youth with significant Mental Health or developmental disability needs which has been the most identified barrier to securing placement resources.

The Child Welfare office is in constant communication with the leadership of the Office of Developmental Disability Services and the Oregon Health Authority who govern the programs and contracts for services to children with developmental delays and higher levels of Mental Health care including Psychiatric and Sub-Acute placement resources. Both of these systems have experienced capacity reductions in the last 2 years which is

impacting all placement resources for children. This reduction in higher levels of care for children and youth is pushing the children and youth in need of higher levels of care further down into the community based levels of care such as family foster care, impacting overall family foster care capacity, increasing placement disruptions and instability, limiting effectiveness of placement matching and negatively impacting retention of foster families. But, the families and communities of Oregon continue to step forward to help.

In comparison of federal fiscal years (FFY) 2015 to 2016;

- Child Welfare; the total number of family foster care homes is up a total of 34 additional foster families on 9/30/2016. There were 3847 in 2015 and 3881 in 2016.
- Relative placements are up from 44.5% in FFY 2015 to 46% in FFY 2016 for those children substitute care placed in a family foster care setting.
- Fewer children in FFY 2016 than in 2015 were in;
  - Treatment Services through Treatment Foster Care and Residential Care
  - Trial Home visits
  - Office of Developmental Disability Services certified placements
  - Pre-Adoptive care
- More children entered care 3,808 than exited care 3,679 after a three year trend of more children exiting then entering.
- Placement stability numbers are shifting slightly to more instability; in 2015, 33.9% of children had only 1 placement and in 2016 the percentage decreased to 33.6%. A larger percentage of children experienced 3 placement settings from 14.1% to 14.9%.

## E. What have we tried?

### I. Statewide Foster Care Work Group

The Department has been utilizing lessons learned from our federal cooperative agreement; Growing Resources and Alliances through Collaborative Efforts, GRACE. As a result of the GRACE program leadership and shifting some of their focus toward sustainability of the model the Department has engaged a wide range of internal and external advocates, stakeholders to begin the **Statewide Foster Care Work Group**. This first large group convened in January 2017 and the next large group will convene June 2017. The intent is to move this group to a quarterly meeting, but due to the multiple workgroups for the Federal Program Improvement Plan which utilized of some of the same members, the April quarterly meeting was canceled. The next meeting is scheduled June 7, 2017.

### II. GRACE Sustainability Work Group

Sustainability Work Group is a sub group of the Statewide Foster Care Work Group. Membership of this subgroup is comprised of those in the larger statewide work group. This subgroup meets and develops plans in between the larger Work Group quarterly meetings and then reports back up the larger work group for approval, direction, and an actual ability to infuse the plans developed. The goals of this group are to complete the

Sustainability work sheets and plan for sustainable action beyond the grant. This group convened 4/7/17 and will meet again mid-May prior to the next Statewide Foster Care Work Group.

### III. Statewide Technical Assistance and Training

Statewide Recruitment Gathering: November 2016 GRACE Program Director Billy Cordero convened the 3<sup>rd</sup> Annual Statewide Recruitment and Retention Gathering. The purpose of these bi-annual gatherings is to Inspire, Inform and Motivate DHS staff, foster parents, and community partners. Also to educate about the GRACE initiative, its accomplishments and the sustainability plan which includes a statewide roll out of some of the components of the project. In attendance were DHS staff, DHS middle managers, our new Child Welfare Director Lena Alhusseini, Child Welfare Deputy Director Laurie Price, Foster Care Program Manager Kevin George, Foster Parent Association reps, Foster Parents, GRACE Coordinators and community/contracted Recruitment and Retention partners.

GRACE Technical Assistance Consultant Dr. Susan Quash-mah delivered training in two Districts in 2017; ***Having Difficult Conversations***: designed for Caseworkers to have the difficult conversation with a foster family regarding placement, placement changes, grief and loss for the foster parent.

GRACE Program Director created a customer service training based on the NRCDR's January 2013 booklet. This training has been mandatory for all staff in the GRACE counties and includes working with Child Welfare management prior to training to inform of concept, agency assessment and workgroup required as well as post training direction for action beyond training to institute a culture of Customer Service to staff and Foster Families. Based on feedback from previous trainings and input from the GRACE Sustainability work group, this training has been revised and updated. In process: Curriculum developed into a training curriculum format that can be shared. District 10 will participate in this training in June 2017 and District 5 in the fall 2017.

The Department has utilized technical assistance through the National Resource Center for Diligent Recruitment (NRCDR). Ongoing consultation with NRCDR consultants has proven to be fruitful for the GRACE grant. NRCDR Consultants Marie Youngpeter and Maureen Hefernen came to Oregon for an onsite visit in January and participated in our inaugural Statewide Foster Care Work Group. They are currently planning to return for another site visit in June 2017.

### IV. Tribal Partnership Efforts

Foster Care Program Manager Kevin George has been able to rejoin and attend the Statewide Quarterly ICWA advisory Committee with the Oregon DHS Director of Tribal Affairs and leaders from the 9 Federally Recognized Tribes in Oregon. Re-establishing relationships is a critical element of our work with tribes.

In 2017, the ICWA advisory Committee due to other Foster Care program funds being available the Department was able to offer the tribes an opportunity to contract to work on recruitment or retention projects that would be geared to increase foster home

capacity. Interest from Confederated Tribes of Umatilla and Klamath Tribes is currently being pursued.

The ICWA Unit in District 2 (Multnomah) has identified and has been working to mitigate challenges with Relative Care Placements and Native Foster Homes.

- Relative Foster Homes
  - Relatives inability to be certified as foster parents due to historical issues
  - Sub-standard housing due to poverty issues preventing placement of children with relatives. (Sleeping space for children, structural repairs needed etc.)
- Native Foster Homes
  - Recruitment efforts yield names of potential homes, but does not produce certified foster families
  - Lack of “hand holding” through certification process for potential Native American foster families
  - Lack of cultural sensitivity of certifiers/trainers specifically in regards to Native American culture.
  - Families may have negative perception of DHS due to their own involvement or involvement of family or friends with DHS.
  - Healthy families may have history with DHS that would prevent them from becoming foster parents.
  - No tracking of race through the certification process

#### V. Public Service Announcements

- The Department contracted with a media company Dwightly for Foster Parent recruitment films and radio ads. They have developed videos; short and longer versions for use.
- The Department contracted with the Oregon Association of Broadcasters. OAB is broadcasting these Foster Care Recruitment PSA films and radio ads for a reduced fee from April 2017 through July 2017 on 35 television stations and over 200 radio stations.
- These short films have reached a large social media audience. Early reports for the film Bedtime Story: 109,869 people reached 54,000 viewed the video, 518 shared the video, 425 “likes”. The film The Letter: 56,427 reached, 21,000 views, 283 shares, 226 likes. The Film Every Child: 13,953 reached, 4,500 views, 47 shares, 74 likes.
- The Foster Parent Recruitment PSA’s can be found:  
<http://www.oregon.gov/DHS/CHILDREN/Pages/Foster-Care-PSA.aspx>

#### VI. Growing Resources and Alliances through Collaborative Efforts, GRACE

The Department has learned, utilized and benefitted greatly from the GRACE Cooperative Agreement with the federal office over the last 3-4 years. GRACE has been tested and implemented in five Districts representing the South/Western Oregon counties. The federal report for GRACE is submitted every six-months and can be made available for additional review but is not being added to this federal report for efficiency since the federal office already receives the reports.

Oregon applied for the Cooperative Agreement with the full understanding that building a practice model such as GRACE would take time and require staff, management and communities who are relentless with the desire to build a sustainable model of Foster Parent support, retention and recruitment through a Customer Service approach.

Model Highlights:

- The GRACE evaluation is beginning to show the “Grace effect” where GRACE districts are experiencing a higher rate of inquiries and applicants to foster care.
- GRACE provides a team of individuals who work diligently each and every day to build a sustainable model. While this current grant is providing only a ½ time staff person per District it is clear their role is critical and should be expanded to full-time or identify another staffing structure to ensure each county has adequate support for the Practice model.
- GRACE Action Team (GAT) is the coming together of local advocates, supporters and the Department to jointly plan for local community support, retention and recruitment.
- Oregon Foster Family Recruitment Retention and Support (OFFRRS) plans are developed at the local level through the GAT for shared ownership, investment and support.
- GRACE has benefited from and informed the **Every Child** model while working together in 3 different counties.

Local GRACE Highlights:

- District 5; Lane county Organized Thanksgiving food basket give away for 50 Lane County Foster families
- Lane County presented at High School and Elementary schools for staff and/or parent clubs about foster care needs in their community.
- District 7; Coos and Curry Counties; starting Foster Parent Night Out – Respite Program
- The GAT’s from both Counties came together in February and the GRACE PD facilitated an OFFRRS update planning session to update the Diligent Recruitment plan. In attendance were community partners, CW managers/staff, Tribal representatives and Foster Parents.
- District 8; Jackson and Josephine Program Manager will attend the Foster Parent Association meeting to open the lines of communication for feedback/support.
- Jackson County had a very successful news piece that covered a Q & A session about foster parenting.
- D10 Jefferson, Crook, Deschutes - Developed Email Response System to manage the increase in Inquiry Calls; system based in Google Docs providing localized information and ability to take “next steps” immediately online
- Recruited Executive Director for new Foster Parent Association and helped launch association; Central Oregon Foster Parent Association (COFPA)
- D-11 Klamath Falls and Lake Counties; providing opportunity to meet with City School principals meeting. We talked a lot about being more present at events like the Spring Fling or parent teacher conferences. They are on board with Fostering Klamath’s Future.
- Eagle Ridge High School to create our 15 second commercial advertisement that will air at the Pelican Cinemas for 3 months

## VII. Every Child

*“The Every Child initiative brings awareness and education around foster care in Oregon while recruiting highly committed foster parents to care for vulnerable children.”*

**Every Child** is a customer service model developed as a result of the success from the Portland Leadership Foundation (PLF) in the development of their model **Embrace**. Every Child was created as a pilot program and developed in conjunction with three counties who are implementing GRACE model. As a result of this success PLF and DHS have entered into a statewide roll-out of Every Child over the next five-years. The expansion of Every Child throughout the state of Oregon by 2022. Currently Every Child is involved with intentional support and development in 11 counties.

DHS and Every Child have seen an incredible growth in community awareness, engagement and actual the stepping forward of communities to be foster parents, volunteers and to support foster parents and to support DHS staff in caring for children.

The Department is currently working with Every Child to develop a comprehensive data sharing agreement that will support data informed decision making as we (DHS and Every Child) move forward over the next several years.

Every Child <http://everychildoregon.org/>

News coverage that has come from the Every Child kickoff event:

- <http://www.statesmanjournal.com/story/news/2017/01/29/there-could-soon-more-ways-help-foster-children/97096080/>
- <http://www.opb.org/news/article/oregon-foster-parent-recruitment-initiative-expand-statewide/>
- <http://www.kptv.com/clip/13055477/dhs-teaming-up-with-local-nonprofit-as-part-of-new-initiative-to-help-foster-kids>
- <https://kobi5.com/news/every-child-foster-program-45567/>

## F. What is the Data telling us?

In order to better understand the need for diligent recruitment of families for children it's important for the Department, stakeholders and workgroups to make data informed decisions. Unfortunately developing a robust data system for foster care providers has been limited due to other priorities. There is reassurance from DHS - Office of Business Intelligence that the Provider section for data and reports is being planned for build over the next 12-18 months in our Results Oriented Management System (ROM). The public site does not currently have provider information readily available nor does the internal site. [https://rom.socwel.ku.edu/Oregon\\_Public/MyHome.aspx](https://rom.socwel.ku.edu/Oregon_Public/MyHome.aspx)

In addition the Department was able to complete and release some new changes in how data and information is captured within OR-Kids about foster care providers which over the

next 12 months we will begin to see more clear data that can be used for analysis and reporting.

I. Overall numbers:

Total number of foster family homes on September 30, 2016 is 3,881 certified families an increase of 34 families since 2015. In Oregon the Department has two distinct groups of certified foster families;

- Regular Certified foster home are those individuals coming forward from the community to care for children. In 2016 they represent 44%.
- Child Specific Certified foster home are those individuals who are relatives or other individuals known to the child or family. In 2016 they represent 56%.

In 2016 more children entered foster care than exited.

- Entered care 3,808
- Exited from care: 3,679
- Net gain of 129 more children in foster care.

Where are the children coming from?

- 27,661 Child Protective Service investigations were completed in 2015 as compared to 37,320 in 2016.
- Neglect remains the primary type of maltreatment 44.9% (2015) and 42.9% (2016).
- There was a significant increase in the children served in their own homes from 5,793 children in 2015 to 6,066 in 2016. This is an important data field to focus on to ensure children are not being removed into foster care as a first service response.

Where are the children exiting care to?

- Reunification of children from foster care has remained fairly steady over the last few years with 2016 achieving 58.2% which is up from 56.1% in 2015.
- Adoption: In 2016 there were 9% fewer adoptions which is the second year of fewer children exiting foster care to adoption. This can also be seen as a 32% reduction from Oregon's all time high of 1104 children being adopted in 2009.
- In the past year the median length of time to adoption increased again from 34.6 in 2014 to 35 in 2015 and 36 months in 2016. A three year trend of increasing the length of time.
- Guardianship: in 2016 the numbers of children achieving guardianship decreased 14% from 2015.

Understanding the state's capacity of the foster families available to care for the children is one element. Obtaining a more clear understanding as to what are the drivers on the system capacity such as entrance and exits of children helps to better inform the Recruitment and Retention strategies for the Department. The Department cannot "recruit" our way out of having a significant number of children in foster care if the numbers coming in rise and simultaneously the exit opportunities for children are

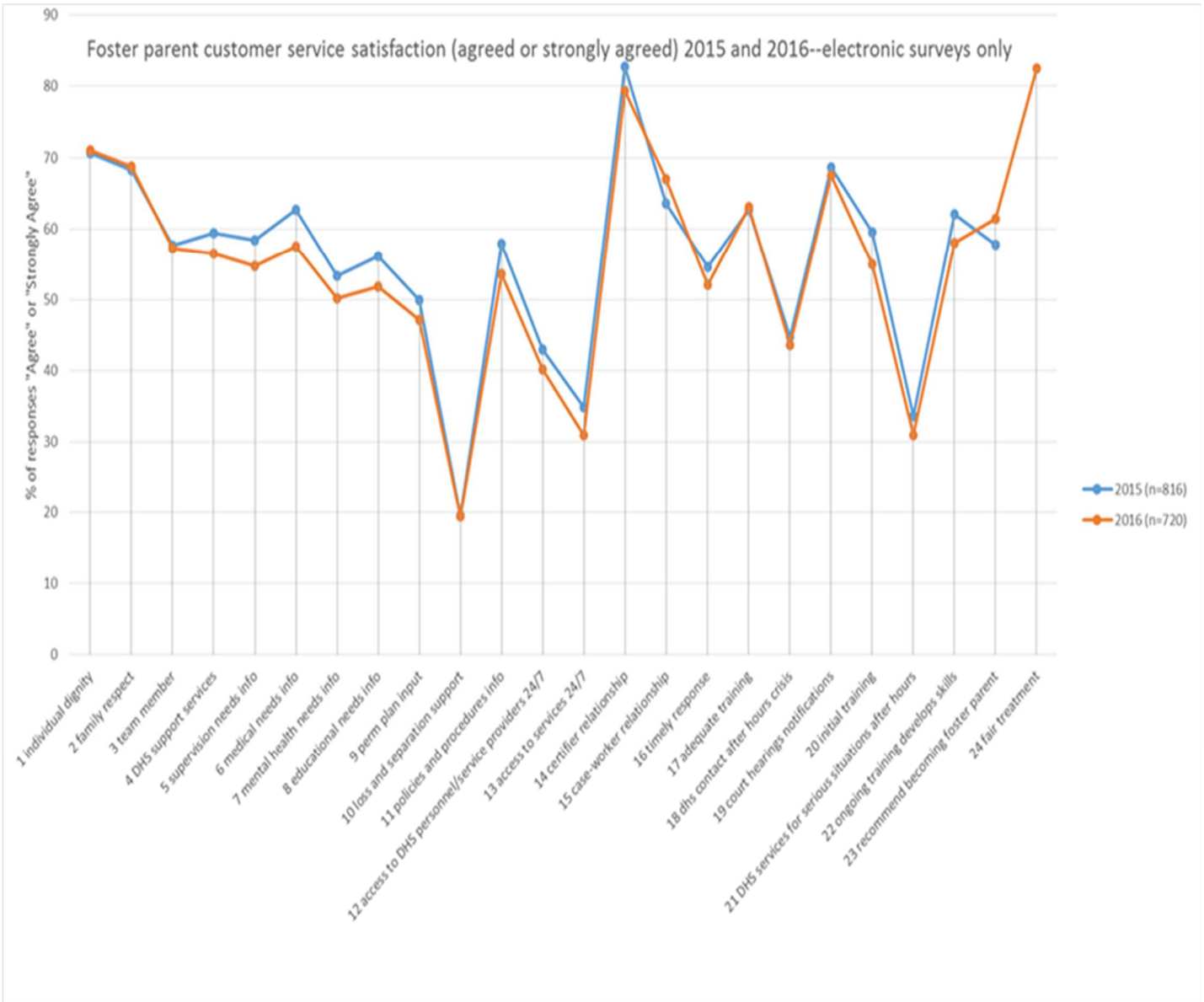
decreasing. We must create a focus on serving children within their families as identified by the increase in children served in-home in 2016, but we must simultaneously focus on reversing the trends of fewer children exiting care and the length of time to adoption increasing for the third year in a row.

This data alone does not answer all the question as to the need for Increase foster care capacity but it most certainly has an impact of the capacity to need issue that is prevalent in Oregon's foster care system.

## II. Retention

The Department has been conducting an Annual Foster Parent Survey in part for the GRACE Cooperative Agreement but has now been moved statewide. Monitoring for foster parent satisfaction is critical element of diligent recruitment of foster and adoptive families.





In response to the survey and some of the challenges the Department started an Information and Referral line that Oregon foster parents can get the guidance they need, when they need it, from trained experts through the new Foster Parent Support Line. The Support Line is available 24-hours a day, seven days a week, from anywhere in Oregon, 211info.

<http://www.oregon.gov/DHS/CHILDREN/FOSTERCARE/Pages/foster-parent-support-line.aspx>

### III. Department Infrastructure

GRACE model implementation has assisted the Department to better understand the need for having dedicated staff readily available to meet the community when and where they are ready to join us in the care for children. The GRACE staff are only allocated at part-time currently but it is clear more time is necessary once we become embedded within the community. DHS must be an active participant in the community coming forward and having only part-time staff who are covering more than one county is not sufficient.

Every Child is demonstrating the need to have an Every Child liaison or dedicated staff person at the local DHS office who can be made available to streamline questions and answers coming from the community or potential foster parents. The community and potential foster parent is not interested in trying to navigate the Child Welfare system on their own. Having a guide or navigator is essential.

The Department has been conducting Staff workload survey's periodically over the last several years. The foster home certification staffing model has never had a comprehensive model developed so the surveys are limited to only what a Certification staff is doing rather than what they should be doing.

The survey results are also clear that there is not adequate understanding of the roles and responsibilities for Certification so in 2015, the Foster Care program had the opportunity to assist in developing more specific questions. Since this time the staff are reporting spending time covering 6 core tasks.

- Recruitment – 15%
- Training - 6%
- Assessment - 52%
- Placement - 10%
- Retention - 9%
- Other Tasks 8%

The survey data is then translated into a foster family certification staff carrying an average of 27 foster families. The Department current allocation is 143 certification staff statewide but as recently reported to the Legislature this is 35 foster family certification staff short of what should be allocated using the workload model. The

Department is only funded by the Legislature for a percentage of the identified workload across all Department staff which is why there are 35 staff short in this program area.

#### IV. **Where are we going 2017-2018**

The Department has been involved in various audits, studies and evaluation over the past one to two years and often the lack of Placement Resources for children comes forward as a critical element in which to address and direct resources and staff to address. As a result multiple plans and efforts have come forward and the challenge at this time is to use the synergy from these plans into one targeted effort rather than multiple individuals plans.

The Department will be utilizing the **Statewide Foster Care Work Group** to guide and coordinate these multiple efforts.

- I. Child and Family Services Review – Program Improvement Program (Still under development with the Administration for Child and Families) An emphasis on Retention and a Customer Service approach will be included.
- II. DHS Unified Child and Youth Safety implementation Plan  
Task 2.2 CW: place all children in a safe placement the same day when the need for a new placement is identified (presumes a standardized continuum of care statewide while keeping congregant care numbers low)
- III. Growing Resources and Alliances through Collaborative Efforts – GRACE  
GRACE team is working through the GRACE Sustainability Worksheet as a function of the Cooperative Agreement. As a result the Department will be seeking to implement this sustainability plan and merging other efforts; PIP, Unified Plan, Every Child.
- IV. Every Child  
The Department and **Every Child** have a projected five-year roll-out plan that will guide us forward but may change based on Statewide Foster Care Work Group recommendations and guidance. In addition, navigating the CFSR-PIP, Unified Plan, and GRACE will impact Every Child roll-out plan as well.
- V. Workload model  
There is growing interest and potential opportunities currently being explored to conduct a thorough workload analysis and develop a model of Foster Home Certification so the Department can fully integrate a staffing and workload model to address the need.

#### Recent planning discussions with Casey Family Programs

- Provide technical assistance to support an improved workforce to ensure an adequate numbers of skilled staff are available for recruitment and retention of foster parents across the state. Proposed in April 2017.

Capacity Building Center for States

- The results of this assessment will result in tailored services being provided to Oregon to assist us in addressing the identified area(s) of need. One area that has been briefly discussed is to have the CBC assist in developing a Re-Organizational structure for Child Welfare. This re-organization may lend itself to identifying and infusing core structures in place for Recruitment and Retention staff and/or Community Outreach and Development staff. The CBC will conduct an initial assessment consultation mid-June 2017.

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Secretary of State Audit

- Oregon Secretary of State is currently assessing and developing a scope to audit of the foster care system and staffing models and management systems has continually been as an area needing further exploration. The Department should receive final confirmation as to the scope in late May 2017.

VI. Contracted treatment beds for children

- Over the next two years the Department is investing general fund resources with current providers which will yield 85 additional Behavior Rehabilitation Services Shelter, Basic Residential, or Intensive Residential beds along with a gain of over 140 treatment foster care homes.
- Additionally the Department is contracting with the Treatment Foster Care Collaborative as the base through which to conduct outreach, marketing and recruitment statewide to increase resources in treatment foster care systems.

VII. Adoptive Families recruitment is an area that has not been well vetted thus far and a thorough and comprehensive analysis, and focus on the recruitment of Adoptive families is necessary.

The Child Specific approach to recruitment of adoptive families for Oregon children is not sustainable as currently designed. In Oregon only 134 children in 2016 achieved adoption through Child Specific recruitment efforts that included; efforts on behalf of the Oregon Adoption Exchange, Northwest Adoption Exchange, Adopt USKids exchange, Wednesday's Child program, Heart Galleries, SNAC and a Child Specific Recruitment contract with Boys and Girls Aid Society that includes the equivalent of 7 full-time employees funded between DHS and a Dave Thomas Foundations Grant.

While the pool of waiting children for adoption needing the assistance of Child Specific recruitment efforts most certainly includes children with high special needs or complex needs the actual cost of investment into acquisition of Adoptive families is unknown. Adding additional Child Specific recruiters, additional photo listing and exchange models, etc... over the last few years has not thus far demonstrated increased numbers of adoptions for children.

This may be an area the department will need to obtain assistance from the Capacity Building Center to better understand, analyze and strategize as to how to increase the number of available adoptive families for children. This is likely not an issue of assessing the value of photo listings or exchange's, or dedicated staff for Child Specific recruitment that is promoted through Adopt USkids programs but a analyze of a system to achieve adoption. Fewer children being adopted, of those adopted most come with their adoptive family from foster care and the length of time to achieve adoption continues to grow in Oregon.

### ***Health Care Oversight and Coordination Plan***

#### Health, Mental Health and Dental Care

Oregon DHS continues to partner with the Oregon Health Authority (OHA) and its contracted Coordinated Care Organizations (CCOs) to assure timely physical, dental and mental health assessments are obtained for children in care. The OHA has included incentive measures in their contracts with CCOs in an effort to hold them accountable to providing timely assessments for children in foster care. The CCO incentive measure reports whether a child in foster care received the required assessment within 60 days of coming into substitute care. The measure over a three year period is showing slow but steady improvement in timeliness.

<b>Year</b>	<b>% of children in care receiving timely assessment</b>
2014	27.9%
2015	58.4%
2016 (6 months) <sup>2</sup>	67.5%

Efforts are being made around the state to establish a collaborative relationship between DHS Child Welfare branches and local CCO's to ensure that all children are being seen for their assessments within the timelines established by DHS policy.

In August, 2016 DHS expanded the personal care program which is now known as Health and Wellness Services. In addition to the personal care assessment, registered nurses make home visits to complete a comprehensive intake nursing assessment on every child shortly after coming into foster care. Nurses are required to contact the foster parent within 72 hours of receiving a referral for this assessment. The nurses are able to address any immediate health needs of the child and coordinate care with the child's primary healthcare provider. The nurses provide medical case management for medically fragile children in foster care. They are available for medication management, teaching and training of foster parents and field staff, and can be utilized in trial reunifications and differential response cases to assess the health of the child and connect the family to community resources. Nurses deliver a health and wellness

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<sup>2</sup> Second half of 2016 data will be available later this month.

packet during their in-home visits to promote nutrition and a healthy lifestyle using national campaigns such as Choose My Plate and 5210, and educate foster parents on the effects of childhood trauma on the physical health of a child (ACE's). They also prompt the foster parent and caseworker to schedule all required health, dental and mental health assessments as part of their nursing interventions. The Intake Nursing Assessment does not take the place of the required screenings and assessments for children coming into substitute care.

Two Medical Assistance Resource Coordinators (MARC's) have been added to the Health and Wellness Services team in order to address access to healthcare and services that children in foster care may encounter and to assist foster families with navigating the healthcare system.

### Psychiatric Medication Monitoring

Oregon monitors psychotropic medication use for children in care through an extensive annual psychotropic medication review process. Every child identified as being prescribed a psychotropic medication is reviewed by a pharmacist, registered nurse and when deemed necessary, a child psychiatrist. In 2016, 819 reviews were completed. Of those, 194 received an additional records review, 65 received a psychiatrist's review, and 45 (of the 65) reviewed by the psychiatrist were referred for an OPAL-K consultation (physician to clinician consultation). Of the 819 children who had records reviewed, 774 required no further review or intervention, 45 required consultation with the prescribing physician.

Physician to physician telephonic consultation is available as part of the review process through a partnership with the *Oregon Psychiatric Access Line about Kids* (OPAL-K). OPAL-K is a collaboration between OHSU's Division of Child and Adolescent Psychiatry, the Oregon Pediatric Society (OPS) and the Oregon Council of Child and Adolescent Psychiatry (OCCAP).

### ***Disaster Plan***

See attachment 12.

### ***Training Plan***

Please see Attachment 2 which reflects the Department's current training plan matrix. The Department will implement a revised training plan next year with the implementation of the redesigned new worker training and the progress in focus areas of training planned for the PIP.

Updates to the Training (New training not previously provided)

### **Commercial Sexual Exploitation of Children**

**Syllabus:** This training has been developed to help advance Oregon's efforts in creating a comprehensive response to the commercial sexual exploitation of children and young adults. Knowledge and awareness is key to keeping these children and young adults safe. It is through knowledge and awareness that we, as a child welfare workforce, will develop the competencies and skill sets necessary to engage with these young people for meaningful and effective solutions.

### **Learning Objectives**

1. Enhance child safety by gaining an understanding of the dynamics of commercial sexual exploitation of children and young adults.

2. Identify Indicators of children and young adults who are, or are at risk of becoming victims of commercial sexual exploitation.
3. Use trauma informed, gender specific, and culturally responsive engagement skills when addressing the needs of children and young adults who are victims of commercial sexual exploitation
4. Enhance practice related to commercial sexual exploitation of children and young adults by becoming familiar with child welfare procedure.

**Allowable IV-E Administrative Function:** social work practice, cultural competency related to children and families, impact of child abuse and neglect on children, communication skills required to work with children, and training on referrals to services.

**Training Setting:** Classroom

**Duration of the Training Activity:** Ongoing

**Description of Provider of Training Activity:** DHS-CW Program consultants

**Hours of the training:** 3.5 hours

**Audience receiving training:** Required training for all Social Service Assistance (SSA), Social Service Specialist (SSS1) case carrying workers, supervisors

**Estimated total cost:** Initial statewide training costs: \$ 319,436.60 (includes consultant/training salary time, and staff salary training time estimates), ongoing training effort: \$33,737

**Cost allocation methodology applied to training costs:** RMS

## ***13. Statistical and Supporting Information***

### ***Information on the Child Protective Service Workforce***

In 2011, the Oregon Legislature passed legislation that led to Oregon Revised Statute (ORS) 419B.021 which requires any new CPS worker employed after January 1, 2012 to have a degree.

#### Social Service Specialist 1

A Bachelor's or higher level degree in Social Work/Human Services or a closely related field; OR A Bachelor's degree in a field not closely related (to Social Work/Human Services) and one year of human services related experience (i.e., work providing assistance to individuals and groups with issues such as economically disadvantaged, employment, abuse and neglect, substance abuse, aging, disabilities, prevention, health, cultural competencies, inadequate housing).

#### Principal Executive Manager C (Supervisory position)

Five years of experience in supervision, staff-technical, or professional-level work in social work human services or related field. One year of this experience must have included supervision and management of a program, section, or unit which included one or more of the following areas: a) development of program rules and policies, b) development of long- and short-range goals and plans, c) program evaluation, or d) budget preparation.

(NOTE: A Bachelor's degree or equivalent course work (144 quarter or 96 semester hours) in a field related to management, such as Business or Public Administration, or a field related to the program of the employing agency, may be substituted for three years of the required experience, but will not substitute for the one year of specialized experience.)

The table below identifies the number Social Services Specialists 1 (caseworkers) who have degrees and the types of degrees as of May 19, 2017. This information is a reflection of all caseworkers (CPS, On-Going, Permanency, Adoption Worker, Certifier, etc.). Job classification narratives for each Child Welfare position posting specify the degree and/or certificate requirement for that position.

<b>Number of employees</b>	<b>DEGREE CODE</b>	<b>DEGREE CODE DESCRIPTOR</b>	<b>CLASS</b>	<b>CLASS TITLE</b>
4	AAN	Associates in a Non-Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
3	AAR	Associates in a Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
175	BAN	Bachelors in a Non-Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
929	BAR	Bachelors in a Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
19	MAN	Masters in a Non-Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
78	MAR	Masters in a Related Field	C6612	SOCIAL SERVICE SPECIALIST 1
86	MSW	Masters in Social Work	C6612	SOCIAL SERVICE SPECIALIST 1
22	NOD	No Degree	C6612	SOCIAL SERVICE SPECIALIST 1
82	UNK	DEGREE CODE UNKNOWN	C6612	SOCIAL SERVICE SPECIALIST 1
1398	Grand Total			

The table below identifies the number of Social Service Specialists 1 (caseworkers) who are identified specifically for Screening, Intake, and Protective Services role in the Department.



Screener	109
CPS	439

CPS worker training Requirements:

ORS 418.702 Training and continuing education for mandatory reporters; notice to persons required to report child abuse. (1) The Department of Human Services shall implement a training and continuing education curriculum for persons other than law enforcement officers required by law to investigate allegations of child abuse. The curriculum shall address the areas of training and education necessary to facilitate the skills necessary to investigate reports of child abuse and shall include but not be limited to:

- (a) Assessment of risk to the child;
- (b) Dynamics of child abuse, child sexual abuse and rape of children; and
- (c) Legally sound and age appropriate interview and investigatory techniques.

Required Courses for CPS Staff:

1. CORE-Fundamentals of Child Welfare (Two week course that covers all fundamentals of child welfare work)
2. CORE-Life of a Case (Two week course that includes risk and assessment tools, screening, child interviewing, case planning, all aspects of Oregon Safety Model, and engagement skills)
3. Advocating Educational Services (on line class)
4. Confidentiality in Child Welfare (on line class)
5. Multi Ethnic Placement Act (on line class)
6. Adoption and Safe Families Act (on line class)
7. Trauma Informed Practice Strategies (TIPS) (2-day class)
8. CW Practices for Cases w/Domestic Violence (on line class)
9. DV 101 (3 hours)
10. Confirming Safe Environments (one day class)
11. Sharing of Information between Child Welfare and Self-Sufficiency (on line class)
12. Oregon Safety Model (a series of 7 on-line classes, total of 6 hours of training)
  - Information Gathering in the Six Domains
  - Present Danger and Protective Action Plans
  - Impending Danger and Initial Safety Plans
  - Moderate to High Needs
  - Safety Planning
  - Conditions for Return
  - Expected Outcomes

Please see Assessment of Performance section of this report for additional information regarding course completion for casework staff. Currently new casework staff must complete both sections of CORE training to be eligible to complete CPS assessments.

The table below details the demographic data for child welfare caseworkers and supervisors.

Demographic Data for Case Workers and Supervisors As of 05/23/2017							
Ethnicity							
Asian	Black	Declined	Hispanic	Native American / Alaska Native	Native Hawaiian / Pacific Islander	Two or More Races	White
31	54	11	137	21	2	80	1262
Gender				Disability			
Female	Male			Non-Disabled	Disabled		
1251	347			1575	23		
Age Range							
20-29	30-39	40-49	50-59	60-69	70+		
270	590	433	226	77	2		

Oregon does not have specific requirements for average number and maximum number of cases per child protective service worker and supervisor.

### ***Juvenile Justice Transfers***

In FFY 2016 there were 38 children who were transferred to Juvenile Justice. This information is from the OR-Kids placement ending reason. The placement ending reason of “Custody Transferred to the OYA” is counted as an exit to Juvenile Justice. For the APSR data, the Office of Business Intelligence completes a query where the placement ending date occurs in the specific APSR reporting period.

### ***Sources of Data on Child Maltreatment Deaths***

Child maltreatment fatality information in Oregon is gathered from multiple sources including:

- Child Abuse reports from mandatory and voluntary reporters
- Child Protective Services Assessment (including interviews of parents, children and others familiar with the family as well as observations)
- Child Protective Services history
- Law Enforcement Investigations (collaboration and reports)
- Medical Examiner reports
- Medical documentation if related doctor or hospital visit
- Oregon Health Authority, Division of Public Health (Vital Statistics is within Public Health, but the information gathering is from multiple sources within the Division)
- State Child Fatality Review Team (a multi-disciplinary team including state level representation)
- Local Child Fatality Review Teams ( a multi-disciplinary team including local representation from the community where the death occurred)

- Child Death Review Data System

### ***Education and Training Vouchers***

Please see attachment 10.

### ***Inter-Country Adoptions***

Oregon's Title IV-E, IV-B agency does not provide services for inter-country adoptions. Oregon does not serve families who have adopted internationally. The Department is aware of two children adopted from other countries entering Oregon foster care during this past year.

### ***Monthly Caseworker Visit Data***

This information will be reported separately to Children's Bureau no later by December 15, 2017.

## ***14. Financial Information***

### **Payment Limitation: Title IV-B, Subpart 1:**

For comparison purposes, submit the amount of Title IV-B, Subpart 1 funds that the State expended for child care, foster care maintenance and adoption assistance payments in FY 2005.

The amount expended in FY 2005 was \$2,737,077.

### **Payment Limitation: Title IV-B, Subpart 1:**

For comparison purposes, submit the amount of non-Federal funds the state expended for foster care maintenance payments and applied as match for the Title IV-B, Subpart 1 program in FY 2005.

The amount of foster care maintenance payments applied as match in FY 2005 was \$938,153.

### **Payment Limitation: Title IV-B, Subpart 2:**

Provide State and local expenditure amounts for Title IV-B, Subpart 2 for FY 2012 for comparison with the State's 1992 base year amount, as required to meet non-supplantation requirements.

#### **State Budget FFY 1992**

\$ 59,196,600 GF  
\$ 112,531,846 TF  
\$ 3,283,022 Title IV-B

At that time, Title IV-B funds made up 2.9% of the Child Welfare Total Fund Budget.

#### **State Budget FFY 2015**

\$ 234,726,070 GF  
\$ 480,714,494 TF

\$ 4,093,734 Title IV-B, Subpart 2 expenditure amount for 2015

The Title IV-B, Subpart 2 amount for 2015 is 0.9% of the Child Welfare Total Fund Budget versus 2.9% of the budget in 1992. This demonstrates that Title IV-B, Subpart 2 funds have not supplanted other program costs in the 2015 federal period.

### **FY 2017 Funding – Revised CFS 101-101 Budget Request**

Please see attachment 15.

### **FY 2018 Budget Request – CFS 101 Parts I and II**

Please see attachment 15.

## **15. Attachments**

1. Oregon PIP Submission
2. 2017 Training Matrix
3. New Case Worker Training
4. 2017 CAPTA Panel Report
5. 2017 Department Response to CAPTA Panel Report
6. Chafee Collaboration
7. Chafee NYTD Snapshot
8. Chafee 0069 Step 2
9. Chafee 0069 Step 4
10. Chafee Attachment E
11. Chafee Annual Report ETC Awarded (Federal Attachment E)
12. Chafee Award Statistics
13. Disaster Preparedness Plan
14. IV-E Waiver Semi-Annual Report: July – Dec. 2016
15. Revised CFS-101 Budget Request and CFS Part II and Part III