



Oregon Department of Human Services Child Welfare: Foster Care Program

Statewide Strategic Plan 2020 – 2024

Foster Care Program
November 29, 2021





Table of Contents

- Message from the Foster Care Program Staff 3
- Alignment with Child Welfare’s Vision for Transformation..... 5
- Strategic Goals, Objectives, and Strategies 11
- Strategic Goal 1: Improve Certification of Foster Parents..... 12
 - Objective 1: Foundations Curriculum Redesign, Development and Evaluation..... 12
 - Objective 2: Research the Effectiveness of the Structured Analysis Family Evaluation (SAFE) Home Study Model and Research other Home Study Practice Models that can better serve our families 13
 - Objective 3: Review the current Structured Analysis Family Evaluation (SAFE) Home Study Model with an Equity Lens and provide Recommendations 15
 - Objective 4: Assessment of Child-Specific Certification Practices..... 16
 - Objective 5: Create an Orientation Training for Potential Resource Parent Applicants 18
 - Objective 6: Review and Revise the Criminal Administrative Rule..... 19
- Strategic Goal 2: Improve Resource Parent Support..... 21
 - Objective 1: Improve On-going Training for Foster Parents..... 21
 - Objective 2: Research opportunities or work with the Employee-Related Day Care (ERDC) Program for Childcare Payments for Resource Parents 22
 - Objective 3: Research and draft a Business Plan for a formalized Respite Care Program 23
 - Objective 4: Implement KEEP Program to support Resource Parents Statewide 24
- Strategic Goal 3: Improve Recruitment for Resource Parents 27
 - Objective 1: Design an Online Portal for Resource Parent Inquiry, Application and Tracking..... 27
 - Objective 2: Create and Utilize Geo-Mapping to focus on Recruitment..... 28
 - Objective 3: Implement Every Child Statewide 29
 - Objective 4: Create and Develop the Resource Parent Retention and Recruitment Unit (Hiring and On-boarding the Resource Parent Retention and Recruitment Champions)..... 30
 - Objective 5: Create a Standardized Recruitment Policy 32
 - Objective 6: Implement the Oregon Resource Parent Recruitment Retention and Support (ORFRRS) Diligent Recruitment Planning Tool..... 34
- Additional Foster Care Program Initiatives..... 38
 - Initiative 1: Create a Plan to change “Foster” to “Resource” Terminology..... 38
 - Initiative 2: Resource Family Inquiry, Certification, and Training (FPRT) Project..... 39
 - Initiative 3: Create, design, and implement a statewide Respite Program 41
- Appendices..... 44



| Version | Date | Author / Reviewed By | Description |
|---------|------------|----------------------|---|
| 1 | 03/05/2020 | Choua | Initial draft |
| 2 | 03/14/2020 | Choua | Feedback provided from GW, RC |
| 3 | 05/11/2020 | Choua | Feedback from FCCs incorporated, draft of final version |
| 4 | 05/18/2020 | Choua | Final version, submitted to ELT - Saved as FCP_Statewide Strategic Plan_v3_FINAL_05-18-20 |
| 5 | 09/02/2021 | Choua | Updated with version control tracking, project status update / outcomes tracking for yearly report - Saved as FCP_Statewide Strategic Plan_2021 UPDATES - Provided updates to each stated project in comments section |
| 6 | 11/16/2021 | Choua | Updated Strategic Plan with embedding Closing Documents to projects that have been completed |
| 7 | 11/22/2021 | Choua / Stacey | Revised structure of strategic plan, incorporated Retention / Recruitment dashboard links, updated current project |
| 8 | 11/29/2021 | Choua | Incorporated feedback, submitted 2021 updates to CW Leadership |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |



Message from the Foster Care Program Staff


The Oregon Department of Human Services (ODHS) / Child Welfare Foster Care Program is a sub-section of the Office of Child Welfare Division and works to uphold the department's values and mission of service to Oregon's children and families. Our goal is to advance the Foster Care Program with the lens toward disproportionality, institutional racism, inclusivity, and equity. Through our strategic development of programmatic services, we strive to ensure that children and families connected to child welfare and those that are providing the service of foster care are supported and lead with the most current, forward leading, holistic, and inclusive thinking. This program works cross-programmatically with all other ODHS Child Welfare Programs. We are a program of highly dedicated professionals who continue to develop Oregon's strong foster care program.

The Foster Care Program staff focus on the programmatic work regarding the recruitment, retention, and certification of resource parents and relative caregivers, as well as providing support and consultation to field staff. In addition, the program includes a small mobile certification team which supports local districts to certify waiting general applicant resource families.

Overall Goals/Objectives of Foster Care Program:


The Foster Care Program seeks to provide effective program development and consultation to field offices in order to:

- Have clear and consistent statewide certification processes
- Have a certification process that is equitable and culturally agile, including a home study model which supports the assessment of a diverse pool of applicants who reflect the backgrounds and can meet the needs of a diverse range of youth
- Have a home study model which provides a check on personal biases
- Have a certification process that supports relative caregivers
- Have a system that provides on-going support and resources to certified families
- Deliver evidence-based training and supports to resource parents to ensure they have the skills, confidence, and community to provide high-quality substitute care over the long term.
- Have certification staff that are well-trained for certification work
- Have an effective, consistent training curriculum for applicants and certified families
- Have an ongoing caregiver training curriculum meeting the needs of both resource parents and relative caregivers

- 
- Provide certification and training in a flexible and mobile way to applicants and certified families in offices or virtually throughout the state in order to move waiting families through the certification and training processes.
 - Have a statewide, effective Retention and Recruitment Plan (Retention/Recruitment team has a separate Strategic Plan)

The unit is led by the Foster Care and Youth Transitions Program Manager has 3 components:

- Policy Analysts/Foster Care Coordinators
 - Consultation to field staff, including certifiers/caseworkers; supervisors; Program and District Managers
 - Organize Certifier/Adoption worker Triannual gatherings
 - Administrative Rule development, writing, amending
 - Development, writing and review of procedure
 - Legislative tracking/analysis
 - Caregiver Training Design
 - Programmatic Training
 - Quality Assurance Reviews
 - Audit Prep
 - Stateside implementation and Coordination of KEEP Program
 - Current Staff as of 11/2021:
 - 5 Regional Foster Care Coordinators
 - 2 Central Office Foster Care Coordinator
 - 1 KEEP Coordinator
 - 1 (pending) Respite Program Coordinator
- Mobile Certification Team
 - Coordination of Quality Assurance process (supervisor)
 - Coordinate with child welfare districts on certification home study completion
 - Statewide travel to districts to complete the certification process for waiting resource parent applicants
 - Current 11/2021 Staff:
 - 1 Supervisor
 - 3 Certifiers
- Retention and Recruitment Team
 - Development of Local Retention and Recruitment Plans through data analysis and collaboration with stakeholders, community partners and staff

- 
- Development of Community Action Teams to consult and develop culturally informed and customer centered retention and recruitment initiatives
 - Provide education, training and coaching to staff for improved service delivery and family engagement
 - Current 11/2021 Staff:
 - 1 Manager
 - 1 Central Office Policy Analyst/Champion
 - 15 Regional Policy Analysts/Champions

The Foster Care Program Manager also oversees the Independent Living Program and the CW Well-Being Program.


Alignment with Child Welfare’s Vision for Transformation

The Foster Care Program currently has projects underway that supports Child Welfare’s Vision for Transformation. Foster Care Program’s work emphasizes around:

3. “If foster care is needed, ensure it will be family-based, time-limited, culturally responsive, and designed to better stabilize families, rather than just serving as a placement for a child,
4. Establish that children and youth, and young adults will be placed in the care of family, friends, and neighbors whenever possible, and help children maintain connections to their cultures, communities, and Tribes; and
8. Guarantee our workforce is supported and has the resources, training, coaching, and services needed to support our children, families and communities”.

The Child-Specific workstream concluded their research around the value of Kin/Kith Caregiver placements for children in our care. The research findings, along with what was learned from a site visit in Pennsylvania (2020) resulted in recommendations to how Oregon can do better with the certification process for Kin/Kith Caregiver placements. The next step from this workstream is to look at the certification process from start to finish and determine how Oregon can improve the way we work with Kin/Kith Caregivers by reviewing Lessons Learned, defining Current State, and determining Future State of where Oregon should be heading.

The current work in standing up a Retention and Recruitment Unit within the Foster Care Program stresses the importance of retaining current resource families through engagement and empowerment. In addition, when recruiting for resource families, Retention and Recruitment Champions (Champions, hereafter) are trained and coached



to recruit families from communities that reflects the demographics of where a child/ren is from. Targeted recruitment of resource families is intentional to hopefully decrease the disproportionate services that exists within our current system, but more importantly, to reach the goal of ensuring that a child is placed in a home that is reflective of the community the child is from as well as aligning with the needs and values of that child.


It is important that Champions are supported with an agency focusing on workforce development. To better support resource families and children and youth in care, Retention and Recruitment Champions, along with field staff, will need current knowledge and training, on-going coaching, and mentoring, along with a supportive learning and development frameworks to continue the work of supporting families holistically. This means that Child Welfare staff will need knowledge and skills that will allow for agility, flexibility and adaptability when working with children and families – a lessons learned from the COVID-19 pandemic. COVID-19 has forced our staff to shift into a “new” normal of work when supporting and providing services to children and families, which reflects the staff’s abilities to pivot and eagerness to learn to continue providing support and services.


The Foster Care Program is making strides in supporting:

- Guiding Principle 1: Supporting Families and Promoting Prevention, particularly around “Foster Family Recruitment, Training, Support and Retention: Oregon is making significant investments in the recruitment, training, support and retention of resource families to meet the needs of our children, youth, young adults and communities”;
- Guiding Principle 2: Enhancing our Staff Infrastructure around “A Supported Workforce: Improved onboarding employees and Implement RiSE”; and
- Guiding Principle 3: Utilizing Data with Continuous Quality Improvement Systems around “Continuous Quality Improvement and Quality Assurance systems evaluation and treatment services based on evidence-informed data.”

The following workstreams supports these principles by focusing on


- strengthening and preserving connections to family and community, engaging with the community, being culturally responsive, becoming trauma-informed, and working from a trauma-informed lens by using a strengths-based approach;
- recruiting and hiring new staff, workforce development, retention, and succession-planning practices; and

- 
- clear, uniform metrics that can produce meaningful and valuable data in a timely and accurate manner to inform improvement opportunities, shifting the way we do work to a data-driven agency in measuring progress, outcomes, and metrics relevant to children, families, agency partners and Tribes.
 - The creation and development of the Retention and Recruitment Unit, inclusive of hiring Retention and Recruitment Champions specifically assigned to each District. Hiring is intentional to ensure that the Champions hired locally, understand the interconnectedness of their community to other community partners, Tribes, and the agency. The Retention and Recruitment Unit is developing a structure in supporting the Champions' use of data and metrics to better understand the gaps, address the needs and propose solutions with actionable outcomes of success. These metrics will be used to guide conversations with the agency and community partners to not only support families, but also focus on targeted recruitments that reflects the dynamics and demographics of where the child/ren (in our care) comes from. The Retention and Recruitment Unit Manager is intentional in how the Champions are on-boarded. Coaching is a part of the on-boarding structure where a newly hired Champion is paired with a current Champion and mentoring is provided through this collaborative effort and Thursday Learning Labs. Since all Champions will be sitting locally in their district areas, it was imperative that the unit structure emphasizes on the interconnected relationship in supporting one another as a team.
 - The Retention and Recruitment Unit is updating current tools to assist in gathering data and metrics specific to their district area to help inform the work that needs to be done and how to do it. The tools are the Oregon Foster Family Retention and Recruitment Support tool which also includes the Community Action Team and an evaluation section that can be used to assess progress at six-month intervals. The information collected in this tool becomes the District's specific Retention and Recruitment Plan, which the Champions will assist in documenting and supporting the work. It is imperative to note that with the use of data and metrics to make better informed decisions in supporting local communities, community partners and Tribes, Champions need a workforce development plan that not only supports their training needs but the needs to increase their skills set and knowledge as their work continues to expand, particularly around targeted recruitment inclusive of an equity, customer service and use of the RiSE framework in approaching the work.
 - Currently, with the support of a Data Analyst from the Child Welfare's Project Management Office (CW-PMO), more data and metrics are being pulled from




various sources – OR-Kids, data warehouses, surveys, etc. – to help inform Foster Care’s work overall. Having the Data Analysts support has been extremely helpful in understanding the current work as well as using the data to inform how to do the work differently. For example, the Temporary Certification Dashboard was a collaborative effort between CW-PMO’s Data Analyst and the Foster Care Program to inform the number of temporary certifications exist and the length of time from start to finish in getting a resource family certified. With the data being pulled into PowerBI, this will allow Foster Care Coordinators to review the data for the districts they provide consultation to easily understand where the gaps/needs are and what support that local branch or District may need. As we move forward to a “new” normal, continued learning opportunities to learn these new skills is important in the way a “new” business operation will exist moving forward.

- The Child-Specific workstream has concluded on their research that a child thrives at a much higher rate when they are placed with a Kin/Kith caregiver relative. A project request stemming from this workstream is to review the current certification process and assess points in the process where the agency has opportunities to improve and empower Kin/Kith Caregiver Relatives. This request will review the certification process from start to finish, identify the issues or barriers, and provide a recommendation on how to be more inclusive with Kin/Kith Caregiver relatives, inclusive of our local Tribes and communities and working closely with the Office of Equity and Multicultural Services office to ensure the recommendation is inclusive from an equity lens. This ensures that the work is intentional in including voices and experiences from families, communities and groups who are most impacted by the current certification process the agency has in place.
- For valuable impact to be made, training will also need to be looked at. Currently, the Orientations Training is being revamped to be readily accessible via an online format. The Orientations Training provides an overview of what to expect if an individual or family decides foster care is an interest and would like to pursue. The Orientations Training would provide the foundation of “what to expect” should becoming a resource family become an interest. The Orientation Training, just like the Foundations Curriculum Re-Design project, is developing curriculum that is inclusive of and representative of the families we serve, as well as developing with trauma-informed care and a strengths-based approach in mind.
- Currently, the Foundations Curriculum Re-Design project is a collaborative partnership with the Portland State University co-op, focusing their re-design of 30 total hours (15 hours online modules and 15 hours in-person), based on



feedback gathered in the last few years to improve the curriculum as well as accessibility for resource families. As mentioned above, the curriculum is designed and developed from a trauma-informed lens using a strength-based framework. The modules are as follows:

- Module 1: Introduction to Caregiving
 - Module 2: Supporting Children Impacted by Trauma
 - Module 3: Promoting Healthy Sexuality
 - Module 4: Supporting and Promoting Racial Equity and Inclusion
 - Module 5: Using a Strengths-Based Approach to Support Reunification and Lifelong Connections
- Current collaborative work is in progress in the ways resource families are being supported. This includes the expansion of Every Child statewide, assisting in the recruiting process as well as collaborating with the agency on their data collection efforts, providing information that will assist with recruiting families or if needed, targeted recruiting for families that aligns with the child/ren’s needs and demographics.
 - Oregon Social Learning Center Developments, Inc. (ODI, hereafter), operates KEEP and is currently expanding KEEP statewide as part of a collaborative effort with the agency. KEEP is a resource family and caregiver relative support framework, focusing on providing courses that helps coach and mentor through the resource parenting process. As COVID began to hit Oregon, KEEP has been instrumental in successfully shifting all their in-person sessions onto a virtual platform using Zoom – a platform that allows for ease of collaboration with the families they support – within a two-week period. This ability to shift in such a short period of time to ensure continuity of services and support is provided to resource families and caretaker relatives is due to the Tele-KEEP versions, provided to rural areas.
 - Current work is being focused on the SAFE Home Study Assessment tool. This workstream is focused on reviewing the SAFE Home Study Assessment from an equity lens as well as opportunities for improvement around how the assessment is utilized in the way the “new” normal of work will look like. This includes collaboration with the Consortium on Children, field staff and supervisors, Tribes, Resource Parents, Foster Youth, and other community partners that will help inform the recommendations. Once updated to meet the needs of Oregon’s “new” normal of work, the SAFE Home Study Assessment tool will be used as the foundation on how to inform, train, coach, and mentor the workforce, from staff to supervisors and so on. The training will focus on using the assessment as a guide on how to ask the questions or how to conduct the dialogue, but mostly, to utilize the tool from



a trauma-informed lens using a strengths-based approach. This workstream will require collaborative efforts from other impacted units, such as Permanency, the Interstate Compact on the Placement of Children and Child Welfare Training Unit.

As the Foster Care Program continue to work through their projects and workstreams, each of these efforts will move forward in support of and alignment with Child Welfare's Vision for Transformation.



Strategic Goals, Objectives, and Strategies

The Foster Care Program's efforts falls within four overall strategic goals to improve the goals of the program which includes retention of currently certified resource parents and recruitment of prospective resource parents; and resources in providing on-going support to resource parents. These strategic goals are:

- Strategic Goal 1: Improve the Resource Parent Certification Process
- Strategic Goal 2: Improve Resource Parent Support
- Strategic Goal 3: Improve the Resource Parent Recruitment Process
- Strategic Goal 4: Collaboration and Improvement Opportunities

Each of the Foster Care Program's strategic goals are supported by objectives and strategies to support Child Welfare's mission of ensuring that "Every child and family is empowered to live independent, safe and healthy lives" by:

- Increasing retention and recruitment efforts
- Monitoring the rate at which new resource parents are recruited and the capacity of local offices to assess new applicants
- Quality, evaluation, and fidelity of the Foundations training statewide
- Reviewing the certification process to determine if processes are efficient and effective
- Improve resource parent supports by proposing a Respite Care Program Business Plan
- Increasing satisfaction of resource parents through a collaborative partnership



Strategic Goal 1: Improve Certification of Foster Parents

Child Welfare: Foster Care Program is making significant investments in the certification process of resource parents. The Foster Care Program is working on several initiatives to make the certification process more streamlined, equitable, consistent, and timely statewide, to improve the ability of certified families to meet the safety, health and well-being needs of children who experience foster care. This includes work provided around consultation with and trainings provided to support field staff.

Objective 1: Foundations Curriculum Redesign, Development and Evaluation

The current pre-service Foundations Training for current and prospective resource parents was developed over ten years ago through a partnership with Portland State University's (PSU) Child Welfare Partnership program. Since implementing the curriculum, review of the content and delivery to ensure for consistency with the agency's current mission, values and goals, quality, and fidelity assessment has never been done.

Strategies:

- Collaborate and strategize with stakeholders and workgroups throughout the re-design process of the Foundations curriculum
- Developing new curriculum that meets the needs of the population of children and young adults in care
- Developing online curriculum to allow families to take training on their own time
- Participate in larger Learning Management System workgroup to ensure accessibility for resource parents statewide as well as tracking of trainings started, in progress or completed to consolidate training records
- Redesign and develop course evaluations in partnership with PSU's Child Welfare Partnership to assess content, delivery, and feedback
 - 15 hours in-person content
 - 15 hours online content
- Implement evaluation measures of online and classroom content, trainer's facilitation skills and delivery, and timeliness of classroom offerings; measures help inform training content and support offered to trainers

Performance Goals:

- Increased number of resource parents completing trainings timely
- Progress of training tracked for timely completion
- Improved data collection of resource parents completing / not completing training

- Course Evaluations to collect data on content and delivery of trainings
- Curriculum updated regularly to align with current policies and procedures
- Standardization of training content and delivery to support fidelity statewide

Projected Timeline & Milestone:

Timeline: January 2019 – April 2022

Milestone: Upcoming milestone is to finalize draft of key content and learning objectives by 02/27/2020, with curriculum development to begin 02/28/2020. Curriculum development will occur between February 2020 and November 2020 with multiple vetting points with Subject Matter Experts from internal DHS Child Welfare and Community.

Project Health:

| Stage: Executing | | Status: On Track | Risk Level: High |
|------------------|--|------------------|------------------|
| Date: | Comments: | | |
| 05/18/2020 | The project is two-fold, updating the Foundations Curriculum as well ensuring a viable Learning Management System that is easily accessible by current and potential resource parents. The project is Off Track and at a High risk due to delays in getting responses that impacts the project moving forward. | | |
| 10/2020 | To align with Child Welfare’s Vision for Transformation, Child Welfare Executive Leadership Team shifted this project to the Equity, Training & Workforce Development Project Portfolio. All training and equity-related efforts were placed within the Equity, Training and Workforce Development portfolio to align with the Vision for Transformation’s goals around Workforce Development. The project lead is working closely with the Foster Care Program to ensure the redesigned curriculum meets the needs of prospective resource, current resource, and adoptive parents. | | |

Objective 2: Research the Effectiveness of the Structured Analysis Family Evaluation (SAFE) Home Study Model and Research other Home Study Practice Models that can better serve our families

The Structured Analysis Family Evaluation (SAFE) is a home study methodology that provides a suite of comprehensive home study tools and practices for the description and evaluation of potential resource and adoptive families. Currently, the SAFE model is being reviewed through an equity lens with collaboration with the Office of Equity and



Multicultural Services (OEMS) and is also being assessed around value-impact to the resource parents.

Strategies:

- Partner with Casey Foundations to provide current evidence-based research on what other practice models are being utilized
- Collaborate with the Interstate Compact on the Placement of Children (ICPC) manager to gather any additional research or practice models used on other jurisdictions
- Collaborate with ICPC, Permanency, and Mobile Certification units to ensure all lens are represented for the SAFE Home Study assessment or review of another tool

Performance Goals:

- Draft Proposal to Child Welfare Leadership, recommending the most effective and efficient Home Study or practice model for Oregon’s utilization

Projected Timeline:



Timeline: December 2019 – September 2021

Milestone: Determined the right representatives for this project workstream, upcoming milestone is to discuss opportunities of improvement to the current SAFE Home Study Assessment tool or other practice models

Project Health:

| Stage: Executing | | Status: CLOSED | Risk Level: High |
|------------------|---|----------------|------------------|
| Date: | Comments: | | |
| 05/18/2020 | <p>The project is Off Track and at a High risk because it was determined that the project workstream required representatives outside of the Foster Care Program. The project was re-initiated in January 2020 to also include project leads from the Interstate Compact on the Placement of Children (ICPC), Permanency and the Mobile Certification and Training Team.</p> <p>Please note, due to the COVID-19 Pandemic, re-initiating the project also meant moving the project forward with no budget to consider another or alternative home study assessment tool. The project team will need to look at the current tool ODHS / CW utilizes and a) determine how staff can better engage with relatives, b) empowers and</p> | | |



| | |
|------------|---|
| | support affirming parents for the diverse groups of children in our care and, c) look into opportunities of collaboration with the Consortium for Children. |
| 09/14/2021 | <p>This project is anticipated to close 09/30/2021. The final drafted version of the “Analysis of the SAFE Home Study Tool: Considerations for Enhancing Practice” was submitted to the Foster Care Program Manager for review and to provide any additional feedback before the document is finalized for submission.</p> <p> FCP_Analysis of SAFE Home Study Tool_FIN.</p> |
| 09/30/2021 | <p>The project is closed. The SAFE Considerations have been placed into the Foster Care Coordinator’s TEAMS Channel, utilizing the “Planner” app to track and monitor the considerations.</p> <p> FCP-SAFE Considerations_Closin</p> |

Objective 3: Review the current Structured Analysis Family Evaluation (SAFE) Home Study Model with an Equity Lens and provide Recommendations

The Structured Analysis Family Evaluation (SAFE) Home Study Assessment has questions that may inadvertently create a disproportionate impact to current and potential resource parents. The Office of Equity and Multicultural Services (OEMS) was tasked to assist in reviewing the SAFE Home Study Assessment and provide recommendations.

Strategies:

- Collaborate with OEMS to review SAFE Home Study tools and templates with an equity lens, develop surveys, conduct focus groups, and provide recommendations
- Gather input from certifiers and certification supervisors through a Staff User Feedback Survey.
- Conduct focus groups representative of certifiers and certification supervisors, resource parents, Tribal partners, and youths in care to gather feedback

Performance Goals:

- Recommendation Plan highlighting areas of improvement to the SAFE Home Study Assessment tool in terms of language use in questionnaires; training and support to practitioners of this model (both supervision and home study writers)

Projected Timeline:

Timeline: January 2019 – June 2020

Milestone: Pre-Focus Group Survey sent, results gathered and will be analyzed; in process of drafting and finalizing Staff Feedback Survey to be sent out to staff in May 2020; in process of drafting Focus Group Questions for Staff, Resource Parents, and Youth in care

Project Health:

| Stage: Closed | | Status: N/A | Risk Level: High |
|---------------|---|-------------|------------------|
| Date: | Comments: | | |
| 04/01/2020 | This project was incorporated into the overall “Research the Effectiveness of the Structured Analysis Family Evaluation (SAFE) Home Study Model and Research other Home Study Practice Models that can better serve our families” project. | | |
| 05/15/2020 | The previous work done on this workstream was submitted to the Consortium for Children for review and is included in the “Analysis of the SAFE Home Study Tool: Considerations for Enhancing Practice”. This task is also included in the Foster Care Coordinator’s TEAMS Channel à FCP Projects Planner for tracking purposes. | | |

Objective 4: Assessment of Child-Specific Certification Practices

Oregon Child Welfare affirms the value of kin/kith placements for children. The Department of Human Services (DHS) recognizes the importance of preserving the family ties and relationship of children in the legal custody of DHS. Kin/Kith relationships are important to a child’s sense of identity and belonging. Currently, the same process utilized to assess and support general applicant resource parents is used for kin/kith placements. Assess current practices and review other Kinship Care practice models or approaches that may better suit Oregon’s children and families.

Strategies:

- Work with Casey Foundations to provide current evidence-based research on other Kinship Care practice models being utilized across the nation
- Research and review kinship care practice models, i.e., A Second Chance, Inc., CWLA Traditions of Caring & Collaborating, and provide a comparison matrix of viable options for Oregon

Performance Goals:

- Draft Recommendation Plan to submit to Child Welfare Leadership with recommendations of practical and tangible shifts in practice to increase the number of children placed with kinship caregivers and to increase the satisfaction and support felt by kinship caregivers.

Projected Timeline:



Timeline: December 2019 – June 2020

Milestone: Recommendation Plan drafted and submitted. Recommendation Plan will be finalized by mid-May.

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|--|----------------|------------------|
| Date: | Comments: | | |
| 12/19/2019 | This project seeks to explore ways in which kinship caregivers can be engaged, assessed, and supported while caring for a child involved with the Child Welfare system. This may include recommendations around family finding, values training for staff, number of contacts during the assessment process, and training curriculum for caregivers, in addition to looking at ways that we may be able to streamline the assessment or information gathering process. | | |
| 04/01/2020 | As of 04/2020, the project is on track for meeting milestones as identified by the timeline. The project is anticipated to close May 2020. Please note, a secondary project will stem from the research findings of this project focusing on relative caregivers. | | |
| 05/29/2020 | Final version of the “Child-Specific Certification Recommendation Plan” was submitted to Child Welfare Leadership. The research and recommendations gathered from this project will be used to review the | | |



| | |
|--|--|
| | <p>overall Certification Process to identify improvement opportunities when working with relative caregivers.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div data-bbox="378 317 579 449" style="text-align: center;">  Child-Specific Crt Recommendations 5.1 </div> <div data-bbox="748 317 950 449" style="text-align: center;">  FCP-Child-Specific Wrkstrm_Closing Doc. </div> </div> |
|--|--|

Objective 5: Create an Orientation Training for Potential Resource Parent Applicants

An orientation training would focus on basic topics introducing potential resource parents to “what it means” to be a resource parent and how the process works, to better assist what the road ahead may look like.

Strategies:

- Develop an online orientation training for potential resource parents
- Develop statewide curriculum for classroom offered orientation training
- Post online training and registration for classroom training online with additional resources, videos, and resource links

Performance Goals:

- Implementation of orientation online module

Projected Timeline:

Timeline: March 2020 – June 2020

Milestone: Videography of Orientation Training is complete and being edited.

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|---|----------------|------------------|
| Date: | Comments: | | |
| 03/20/2020 | Due to the current COVID situation, Every Child has offered and worked with the Caregiver Training Coordinator to videotape the Orientations Training. The videography is complete and is currently being edited. | | |
| 06/01/2020 | The editing of the Orientations Training video was completed and is currently available to access via the public-facing Resource Parent webpage. The training is available in both English and Spanish. | | |



FCP-Orientations
Trng_Closing Doc_v1.r

Objective 6: Review and Revise the Criminal Administrative Rule

The Oregon Administrative Rules regarding criminal history background checks have historically lived within a different program area. Recently, oversight of the rule set were transferred to the Foster Care Program. The rules have not been holistically reviewed and amended in several years. A thorough review of the rule set to review the process, the accuracy of the crimes in the rule, and the process is needed.

Strategies:

- Create a workgroup to review the OAR relating to criminal background checks.
- Collaborate with Tribal Affairs.
- Connect and obtain feedback from the CW Race, Equity, and Leadership Team (CWRELT) workgroup.
- Review procedures and criminal history tools.
- Create a draft rule, procedures, and tools.
- Hold a review advisory committee (RAC) to review draft materials.
- Finalize OAR and Procedure.

Performance Goals:

- Draft rule Implement rule and procedures
- Implementation of the standardized process and procedures statewide

Projected Timeline:


Timeline: May 2020 – November 2021

Milestone: none identified

Project Health:

| Stage: Executing | | Status: CLOSED | Risk Level: High |
|------------------|---|----------------|------------------|
| Date: | Comments: | | |
| 05/20/2020 | Project initiated. Review of the Criminal History Rule will also include revision from an equitable and inclusive lens. | | |
| 08/09/2021 | Continued work with the CW Policy Unit as workgroups continue to meet to review revised draft. Updated timeline: | | |



| | |
|------------|--|
| | <ul style="list-style-type: none">- July / August: finalize draft rule; procedures drafted- September / October: Communications Plan initiated to inform Certification Staff; will include communications around training opportunities- November: Rule gets filed, project closes |
| 11/30/2021 | <p>The rule has been filed for permanent rule change, taking effect November 30th.</p> <div data-bbox="380 548 581 674"><p>FCP-Review-Revise Crim Hx OAR_Closing</p></div> |



Strategic Goal 2: Improve Resource Parent Support

Resource parents could benefit more with support from the community, non-profits and Child Welfare when experiences the challenges within the foster care system. Initial, on-going, and consistent support could help ensure better retention. Child Welfare is working on several initiatives to improve the needed support.

Objective 1: Improve On-going Training for Foster Parents

Foster Parents would benefit from consistent offerings of on-going training menu over time, to help improve skills and capabilities. Currently, on-going training opportunities are limited.

Strategies:

- Collaborate with resource parents, current or former young adults in care, and other community, internal and external stakeholders in determining needs for on-going trainings
- Collaborate with stakeholders and workgroups in determining and prioritizing needs for on-going trainings
- Collaborate with either PSU Child Welfare Partnership or Child Welfare Training Unit to develop on-going trainings
- Review evaluation findings from KEEP helping inform ongoing training needs

Performance Goals:

- Develop on-going trainings (in-person or online modules) on topics recommended by resource parents current or former young adults in care, and stakeholders/workgroups

Projected Timeline:

Timeline: January 2021 – June 2021

Milestone: none identified

Project Health:

| Stage: Not Started | | Status: N/A | Risk Level: High |
|--------------------|--|-------------|------------------|
| Date: | Comments: | | |
| 10/2020 | To align with Child Welfare’s Vision for Transformation, Child Welfare Executive Leadership Team shifted this project to the Equity, Training & Workforce Development Project Portfolio. All training and equity-related efforts were placed within the Equity, Training and Workforce Development portfolio to align with the Vision for Transformation’s | | |



| | |
|--|--|
| | goals around Workforce Development. The project lead is working closely with the Foster Care Program to ensure On-Going Trainings meet the need of current Resource Parents. |
|--|--|

Objective 2: Research opportunities or work with the Employee-Related Day Care (ERDC) Program for Childcare Payments for Resource Parents

The Employee-Related Day Care program provides subsidies for low-income working families to help pay for day care costs. Child Welfare is looking to partner with ERDC to extend subsidies to resource parents, so that they can more readily take advantage of day care, as needed.

Strategies:

- Determine if resource parents can qualify for ERDC for work-related child care
- Determine budgetary resources or constraints based on Federal and State policies

Performance Goals:

- ERDC requirements are reviewed for specific employed resource parent requirements
- Solidifies another resource of support for resource parent providing care to Oregon’s children when needing child care assistance

Projected Timeline:

Timeline:

Milestone: none identified

Project Health:

| Stage: Not Started | | Status: N/A | Risk Level: High |
|--------------------|--|-------------|------------------|
| Date: | Comments: | | |
| 07/2021 | This project was not initiated. In previous meetings and conversations, Foster Care Program learned that the Employment-Related Day Care (ERDC) Program would move from Self Sufficiency Programs to the Oregon Early Learning Division. Foster Care Program does not have the ability or capacity to impact how ERDC would function to support a need Child Welfare has determined is crucial for the success of a resource family. | | |



Objective 3: Research and draft a Business Plan for a formalized Respite Care Program

When one resource parent temporarily cares for another family’s child in care, this is respite foster care. It gives the children’s original resource parent a bit of a break – a respite. The first step to building a respite care system in Oregon is to do research and build a business case to determine what sort of system and processes may work best. The potential of creating, designing, and developing a statewide Respite Program will be dependent upon budgetary approval from Oregon Legislature.

Strategies:

- Collaborate with Casey Foundation to provide research on what other practice models are being utilized with other States
- Inquire current processes followed in the Field for respite care
- Inquire a legal opinion to determine if statutory rules allow for specific certification for Respite Care Providers

Performance Goals:

- Draft a Business Plan with a comparison matrix recommending the best option for utilization in Oregon

Projected Timeline:



Timeline: December 2019 – May 2020

Milestone: Respite Care Program Business Plan is in final draft and will be submitted by end of May 2020.

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|---|----------------|------------------|
| Date: | Comments: | | |
| 05/18/2020 | This project is Off Track and High risk due to the strict timeline due date of March 2020. | | |
| 04/30/2020 | This project is in transition to the closing phase. The project team met with Child Welfare Leadership on April 17, 2020 and was not able to move forward with a decision due to the COVID-19 pandemic. Per the Alvarez & Marsal Recommendations, submitting the final version of the Business Plan met the outcome of this workstream. However, the research and information gathered to draft the Business Plan allowed collaborative conversations to occur with Treatment Services, in determining how respite can be utilized beyond resource parent | | |



| | |
|------------|---|
| | <p>support. Current and future budgetary restraints impact how to proceed moving forward should the business plan be approved, and the next phase of implementation is considered. The project is scheduled to close May 2020, with the hope of working closely with Treatment Services with the research and information gathered. Currently, this collaborative partnership may be on hold depending on future budgetary decisions.</p> |
| 05/29/2020 | <p>Pricing Rates and Staff Cost estimates were included in the Respite Care Program's business case. The final version was submitted to CW Leadership on 05/29/2020. Project is officially closed.</p> <div data-bbox="378 724 579 856"><p>Respite Care Program Business Pla</p></div> <div data-bbox="755 724 956 856"><p>FCP-Respite Business Plan_Closing Doc_v1.p</p></div> |

Objective 4: Implement KEEP Program to support Resource Parents Statewide

KEEP is an evidence-based model that provides support, training, and community building to resource parents. The pilot began in 2017 in the Portland Metro Area with success with the goal of implementing KEEP statewide. KEEP is an interactive support group for resource / kin families with an evidence-based framework on parenting strategies. KEEP operates in-person sessions and Tele-KEEP, virtual settings in Eastern Oregon. KEEP is currently operating in 24 counties and have had success enrolling over 483 parents.

Strategies:

- Collaborate with the KEEP Program (Oregon Social Learning Center Developments, Inc.) for statewide implementation

Performance Goals:

- Successful implementation of KEEP statewide
- Status as of 02/2020:
 - 18 current KEEP Groups (Options Counseling PDX, Oregon Community Programs & OSLC)
 - Participating resources parents in 16 counties
 - In-person groups in D1, D2, D5, D15 & D16
 - Tele-KEEP virtual groups contain mixed participants from multiple remote/geographically dispersed counties

- 4 Contracted Agencies in mid/late Readiness Phase (Hiring, Training, Recruiting/Actively Taking Referrals)
 - Groups starting in late March/April for D3, D6, D8, D10
- Contracted Resource Parent Recruiters trained in D3, D6, D8 and D10* (*02/18/2020).
- D3, D6, D8 actively taking referrals and enrolling families
- Group leaders in training Feb/March/April
- Tele-KEEP Spanish Language Groups available Statewide
- Making in-roads with Tribal partner collaborations (Grand Ronde, Warm Springs)
- Contracts signed with culturally specific providers, moving into Readiness Phase
 - Centro Cultural (Spanish-language groups) in Washington County & Portland Metro
 - NAYA (Native American culturally specific groups) in Portland Metro

Projected Timeline:

Timeline: July 2019 – December 2020

Milestone: Tele-Keep available in Eastern Oregon, operating KEEP in 24 counties and over 483 parents participating; due to COVID, KEEP has successfully transitioned all KEEP sessions virtually within a 2-week period to better support parents during the pandemic

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|---|----------------|------------------|
| Date: | Comments: | | |
| 05/18/2020 | KEEP is an evidence-based Resource Parent Support and Training program. KEEP is operated under the Oregon Social Learning Center (OSCL) Developments, Inc. (referred to as ODI). Monthly check-in meetings have been scheduled to touch-base and create a consistent line of communication between ODI and CW Leadership. | | |
| 12/31/2020 | KEEP is operating in all 36 counties of Oregon, successfully implementing its program statewide, both in-person and virtually. Please note, that due to the COVID-19 Pandemic, all KEEP affinity groups were switched to virtual settings and will continue to be offered virtually until it is deemed safe to offer in-person sessions. Tele-KEEP continues to be offered virtually statewide. KEEP will be transitioned as an on-going endeavor to be managed by Foster Care Program, which includes monthly check-ins with ODI. | | |



FCP-KEEP_Closing
Doc_v1.pdf

Strategic Goal 3: Improve Recruitment for Resource Parents

Child Welfare is working on several initiatives designed to improve resource parent recruitment, both increasing the number and diversity of candidates to better suit the needs of children in the system.

Objective 1: Design an Online Portal for Resource Parent Inquiry, Application and Tracking

Child Welfare is working on an online portal that will make it easier for staff to track resource parent application as they move through the process. It will make it easier to quantify the number of applicants at various stages in the process.

Strategies:

- Collaborate with OR-Kids to develop an Online Portal for Resource Parent

Performance Goals:

- Tracking of application status and number of applicants
- Future goal to have access to online training via portal

Projected Timeline:

Timeline: March 2020 – June 2021

Milestone: none identified

Project Health:

| Stage: Not Started | | Status: CLOSED | Risk Level: Low |
|--------------------|--|----------------|-----------------|
| Date: | Comments: | | |
| 05/18/2020 | This is the second phase the OR-Kids team will be working on. The first phase, Home Inquiry is tentatively scheduled for implementation for April 2020, with the planning of this second phase occurring in March 2020. The tentative implementation for the second phase is scheduled for Fall 2020. The third phase is yet to be determined as there are a few items the OR-Kids team will need prioritization recommendations from Child Welfare Leadership; however, this third phase is tentatively scheduled to begin Fall 2020. | | |
| 08/11/2020 | This project will no longer be pursued. The anticipated outcome of this project will be folded into another project at the higher technology request level, managed by OIS. Currently, CW has several technology project requests that are being reviewed for alignment in terms of the “ask” and resources from both CW and OIS. | | |



| | |
|------------|---|
| 10/19/2020 | <p>In order to elevate priority and to ensure enough resources are available to pursue this project, the original Learning / Talent Management Systems (LMS / TMS) project was combined with the Resource Parent Recruitment & Retention endeavor, currently operating with the Foster Care Program and OR-Kids. The goal of the system purchases would allow for the potential caregiver to apply to become a resource parent on the user-end of the system's platform, while allowing for tracking of the application's status as the Certifier works through the Certification Process towards approval. The system's platform would also allow for the potential / current resource parent to pursue / complete trainings within the same system.</p> <p>Project Management will be conducted by OIS's IT Project managers.</p> |
|------------|---|

Objective 2: Create and Utilize Geo-Mapping to focus on Recruitment

Geo-Mapping tools can help Child Welfare identify where to focus resource parent recruitment efforts by highlighting high-risk populations and demographics. More targeted recruitment can ensure better matching opportunities between children and resource parents.

Strategies:

- Collaborate with the Office of Reporting, Research, Analytics & Implementation (ORRAI) to develop Geo-mapping (GIS system) tools
- Collaborate with OR-Kids to develop a process to effectively use the Geo-Mapping tool in meeting the needs represented of the demographics of a location/area

Performance Goals:


- Geo-mapping tool utilized to identify characteristics and demographics of a location to meet the needs of a child in care within their own community

Projected Timeline:

Timeline: June 2013 – November 2021

Milestone: Data requested for three data sets for first phase; overall goal is to connect mapping tool to data warehouse for automatic updates

Project Health:

| Stage: Executing | | Status: CLOSED | Risk Level: High |
|------------------|---|----------------|------------------|
| Date: | Comments: | | |
| 05/18/2020 | This tool has gone through various iterations over the course of several years. There are current conversations happening with the Office of Reporting, Research, Analytics, and Implementation (ORRAI) to revive and modernize the tool for use by the Retention and Recruitment Champions to assist with targeted recruitment. | | |
| 05/11/2021 | PowerBI is directly connected to ODHS' Data Warehouses (DW) and will be able to provide real-time data. It was determined that the mapping tool can be built off of the PowerBI platform. Data Analysts from ORRAI will work creating a proof of concept to demo its capabilities to meet the needs of the Retention and Recruitment Champion's work in August. The goal would be to have a minimum viable product to utilize by end of November. | | |
| 10/19/2021 | <p>Updated Timeline:</p> <ul style="list-style-type: none"> - Min. viable product to test by 10/19 - Demo min. viable product to Champions during their Learning Lab on 10/21 @ 10:45 - Champion's (capture feedback / incorporate) User Testing completed by 10/31 - Tool goes live by 11/15 - Project close, 11/30 | | |
| 11/16/2021 | <p>Please see line item 7 in the FCP-Retention-Recruitment Unit Tools_Closing document attached.</p> <div style="text-align: center;">  <p>FCP-Retention-Recruitment Unit Tools_Closi</p> </div> | | |

Objective 3: Implement Every Child Statewide

The Every Child initiative brings awareness and education around foster care in Oregon, supports resource parents and children in care through donations, volunteering, and recruits highly committed resource parents to care for vulnerable children. The program has had a presence in 17 of 36 counties and is now being expanded statewide.



Strategies:

- Collaborate with Every Child for statewide implementation

Performance Goals:


- Successful implementation of Every Child statewide

Projected Timeline:

Timeline: July 2016 – November 2021

Milestone: Expansion of Every Child’s services in all 36 counties

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: Low |
|---------------|---|----------------|-----------------|
| Date: | Comments: | | |
| 05/18/2020 | Contract with Every Child to expand began 11/01/2016 and is set to be completed by 11/2021. | | |
| 12/31/2020 | <p>As of 12/31/2020, Every Child is currently operating in all 36 counties. Sustainability is focused on regular check-ins with the contract administrator, the Retention and Recruitment Program Manager.</p> <div style="text-align: center;">  <p>FCP-Every Child_Closing Doc_v1.1</p> </div> | | |

Objective 4: Create and Develop the Resource Parent Retention and Recruitment Unit (Hiring and On-boarding the Resource Parent Retention and Recruitment Champions)

Resource Parent Recruitment Champions are managed out of Central Office in Salem, Oregon, however, Champions are out-stationed in local Child Welfare branches to build action teams and develop targeted recruitment action plans for their District and county areas.

Strategies:

- Hire all 16 Champions by April 2020
- Successfully on-board all 16 Champions by June 2020
- Development of Retention and Recruitment Unit structure and procedures
- Collaborate with the Retention and Recruitment Program Manager to finalize the Retention and Recruitment Statewide Plan (stems from OFFRRS Tool)

- Develop a 6-month Retention and Recruitment Champions Competency Evaluation

Performance Goals:

- All 16 Champions successfully hired and on-boarded, out-stationed in local Child Welfare branches and communities
- All 16 Champions fully competent in collaborating with local Child Welfare branches and community partners to draft the District-level Diligent Retention and Recruitment Action Plan and Community Action Team Plan
- Retention and Recruitment standard operating procedures finalized for use by May 2020
- Retention and Recruitment Statewide Plan finalized for submission by May 2020
- Retention and Recruitment Champions Competency Evaluation finalized for use by May 2020

Projected Timeline:


Timeline: April 2019 – June 2020

Milestone: Next 4 Champion positions offered, hired on with a start date first week to mid-March and vacancy recruitment announced by end of February 2020

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|--|----------------|------------------|
| Date: | Comments: | | |
| 02/28/2020 | This project is At Risk due to hiring the last 10 Champions at a quicker pace compared to the strategic phased hiring for each District. Interviews are currently being conducted to hire 4 Champions by the beginning or middle of March 2020, bringing the total number of hired Champions to 7. A vacancy recruitment for the last 8 Champions was announced nationwide the last week of February 2020, with anticipated interviews to occur mid-March 2020 and position offers to occur the beginning to middle of April 2020. All 15 Champions will be on-boarded via a “training academy” method starting the first week of June 2020, with on-going support structured as a Coach/Mentee – current Champions partnered up with the newly hired Champions. | | |
| 04/30/2020 | As of April 2020, agency hiring focused solely on positions considered to be “Essential” in supporting the agency operations during the COVID | | |



| | |
|------------|--|
| | <p>pandemic. Another request for hire of the last 10 Champions was requested and are awaiting a response.</p> <p>The structured Oregon Resource Parent Retention and Recruitment Support (ORFRRS) Tool will be used to inform the Retention and Recruitment Statewide Plan and vice versa. The Retention and Recruitment Statewide Plan will address two high-level objectives for each District to achieve, in addition to additional objectives and goals identified by the District. The current draft of the Retention and Recruitment Statewide Plan, stemming from the OFFRRS Tool, is being updated with an anticipated final draft to be submitted in May of 2020.</p> <p>Please see Appendix D attachment for the current draft of the OFFRRS Tool.</p> |
| 10/31/2020 | <p>All Retention and Recruitment Champions have been hired and on-boarded for each respective district areas. Project closed.</p> <div data-bbox="378 997 581 1129"><p>FCP-Retention-Recruitment Unit_Closing Do</p></div> |

Objective 5: Create a Standardized Recruitment Policy

A standardized Recruitment Policy will provide detailed instruction to the field at the branch-level responsibilities in the area of resource parent recruitment, aligning statewide and local branch-level goals.

Strategies:

- Collaborate with Retention and Recruitment Champions, community partners and field staff to determine current state and future state maps
- Develop a standardized process for statewide use, with protocols to outline the steps for each process step

Performance Goals:


- Standardized process in alignment with agency policies and procedures
- Implementation of the standardized process and protocols

Projected Timeline:

Timeline: January 2020 – December 2020

Milestone: none identified

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: High |
|---------------|--|----------------|------------------|
| Date: | Comments: | | |
| 01/01/2020 | Project initiated. | | |
| 06/2020 | This project is stalled as it was not determined as a priority. Project will resume July 2020. | | |
| 01/21/2021 | Project re-initiated and will be folded into CW Policy Unit's project of overhauling the Rules & Policies / Procedures. | | |
| 06/18/2021 | <p>Received clarification from CW's Policy Unit that this project is in alignment with PIP Goal 2, Strategy E. 1.2 and was closed at the submission of the OFFRRS Tool in creating the Recruitment and Retention Plans at the statewide level along with the FCP Statewide Strategic Plan as it was considered complete upon the final report.</p> <p>Please note that facilitation of the Exit Surveys, Inquiry Process Guides, Business Process Guide for Smartsheets are the procedures the Retention and Recruitment Champions utilize to create a streamlined, step-by-step Procedures Guide that is aligned with an equity and trauma-informed lens. Project closed 06/30/2021.</p> <p>Please see line item 3 in the FCP-Retention-Recruitment Unit Tools_Closing document attached.</p> <div data-bbox="376 1549 581 1669"><p>FCP-Retention-Recruitment Unit Tools_Closi</p></div> | | |



Objective 6: Implement the Oregon Resource Parent Recruitment Retention and Support (ORFRRS) Diligent Recruitment Planning Tool

Child Welfare is developing a data-informed diligent recruitment tool, designed for local districts to create action plans for targeted recruitment, increasing retention and support, and building a culture reflective of customer service concepts.

Strategies:


- Develop the OFFRRS Tool in alignment to Oregon’s policies, procedures, and demographics to inform the creation of the Diligent Retention and Recruitment Action Plans
- Develop the structure of the Diligent Retention and Recruitment Action Plan (stems from the OFFRRS Tool)
- Develop the Community Action Team tool (stems from the OFFRRS Tool) to assist in identifying and building collaborative relationships with local community partners and agencies
- Develop the 6-month Diligent Retention and Recruitment Evaluation (review of the Action Plan to determine measurable outcomes or impacts every 6 months)
- Develop the Customer Service Model Training in alignment to Oregon’s policies, procedures, and demographics

Performance Goals:

- Implementation of
 - OFFRRS Tool
 - Diligent Retention and Recruitment Action Plan
 - Community Action Team Tool
 - Customer Service Model Training delivered to internal staff and potentially, community partners
 - Diligent Retention and Recruitment Evaluation

The OFFRRS Tool will be used to develop a baseline for each district and provides a high-level view of each District’s demographics, characteristics, and opportunities for improvement, in terms of filling the needs and gaps for targeted recruitment, building community partnership, and identifying support or additional resources to current and potential resource parents.

The Diligent Retention and Recruitment Action Plan stems from the OFFRRS Tool to consider the “Next Steps” after identifying the needs and gaps for the District. The Diligent Retention and Recruitment Action Plan will have at minimum, two objectives to



achieve that stems from the Statewide Retention and Recruitment Plan, while also allowing the flexibility of identifying objectives the District would like to focus on.

Both of these tool feed into the Community Action Team Tool, which identifies current and potential community partners to build relationships with, develop collaborative opportunities to assist in meeting the needs or filling the gaps and identifying opportunities of resources and supports to ensure the placement of a child is within the community the child is from. This tool places the Retention and Recruitment Champion in a liaison position between the agency and community partners. The action team will consist of DHS leadership, community partners, foster care agencies, business partners and Resource Parent Association reps, among others.

All these tools will be utilized and conducted from the Customer Service Model. The training will be delivered to internal staff, and potentially, to community partners. Operating from this lens allows opportunities to enhance retention and recruitment practices through a customer service approach, focusing on empathy, active listening, and respect. The model utilizes the PRO Framework – Process, Relationship and Organizational Culture – to assess the response time in a consistent and efficient manner, that builds on mutual trust and respect to engaging families and resource parents in partnership throughout the journey, that should give way to shifting the organizational culture that addresses the needs of both staff and families.

The Diligent Retention and Recruitment Evaluation is an additional tool developed to look at the progress a District makes at an every 6-month period. The tool is utilized to help track measurable outcomes and the progress each District has made identified in their Diligent Retention and Recruitment Action Plan. The tool provides additional information to the local Retention and Recruitment Champion to provide additional support in achieving those objectives and goals if no progress has been made or progress has been delayed.

Projected Timeline:

Timeline: April 2019 – May 2021

Milestone: Finalized draft of tools and plans due by March 2020 with finalized versions for use to be completed by May 2020 in preparation for the June training academy

Project Health:

| Stage: Closed | Status: CLOSED | Risk Level: High |
|---------------|---|------------------|
| Date: | Comments: | |
| 05/18/2020 | <p>Data portion of the OFFRRS Tool is finalized and currently in production with Publications & Distribution. The Action Plan portion of the tools will be finalized by November, with the goal of having and utilizing one version for statewide use by the Retention and Recruitment Champions.</p> | |
| 03/24/2021 | <p>The OFFRRS Tool is fully functional around the data report with minor change requests in how data is pulled, along with updates to filters for ease of use. Project closed effective 03/31/2021.</p> <p>As of 04/01/2021, all OFFRRS Action Plan and District Summaries are utilized and tracked in Smartsheet. The information gathered in these Smartsheets are used to create the District Summary dashboards, which includes both the Recruitment Plan and Retention Plan for each district. These plans are updated on a monthly basis.</p> <p>Below are links to the Smartsheet summary dashboards:</p> <ul style="list-style-type: none">- Statewide Resource Family Retention / Recruitment- D1 District Summary- D2 District Summary- D3 District Summary- D4 District Summary- D5 District Summary- D6 District Summary- D7 District Summary- D8 District Summary- D9 District Summary- D10 District Summary- D11 District Summary- D12 District Summary- D13 District Summary- D14 District Summary- D15 District Summary- D16 District Summary | |

Please see line item 1 in the FCP-Retention-Recruitment Unit Tools_Closing document attached.



FCP-Retention-Recruitment Unit Tools_Closi



Additional Foster Care Program Initiatives

The following initiatives or projects reflect efforts the Foster Care Program undertook to continue to advance Child Welfare's Vision for Transformation. These initiatives continue to support Foster Care Program's overall strategic goals around resource parent support and improvement opportunities.

Initiative 1: Create a Plan to change "Foster" to "Resource" Terminology

Currently, the term "foster family" or "foster" in general, carries a negative connotation that may add to the traumatic experience of a child when the child enters our system. Work will need to occur around whether or not legislative analysis will need to occur to go back and amend the statute or potentially seek a statute to state that "from this day, Foster Families will be referred to Resource Families" to amend policy and procedures.

Strategies:

- Review when, how often, and how "foster" is used within Oregon's Rules and Procedures
- Determine methodologies Oregon may pursue to change terminology
- Determine the best methodology to utilize

Performance Goals:

- Determined this project to be initial step for changing the terminology usage of "foster" vs. system overhaul of the term
- The identified four terms changed: Foster Family, Foster Home, Foster Parent, Certified Foster Home


Projected Timeline:

Timeline: June 2020 – March 2021

Milestone: The following terminologies have been identified for the change as the initial first step:

- Foster Family to **Resource Family**,
- Foster Home to **Resource Home**,
- Foster Parent to **Resource Parent**, and
- Certified Foster Family to **Certified Resource Family**.

Project Health:

| Stage: Closed | | Status: CLOSED | Risk Level: Medium |
|---------------|---|----------------|--------------------|
| Date: | Comments: | | |
| 06/01/2020 | This project was initiated 06/01/2020 and supports Strategic Goal 1: Improve the Resource Parent Certification Process. | | |
| 03/31/2021 | This project is closed as of 03/31/2021. A transmittal was sent to staff to notify terminology change with Foster Care Coordinators holding informational sessions with their respective areas. | | |
| |  FCP-Chnging Foster to Resource_Closing [| | |

Initiative 2: Resource Family Inquiry, Certification, and Training (FPRT) Project

This is a collaborative technology project with the Child Welfare's Equity, Training and Workforce Development Unit and ODHS' Office of Information Services (OIS). This technology project seeks to create a streamlined solution from inquiry to certification to resource parent training with the goal of increasing positive user experience (both for CW staff and resource parents / community partners). The project is managed by OIS IT Project Managers.

Strategies:

- Collaborate with Foster Care Program to identify requirements for the recruitment module of the solution
- Collaborate with Equity, Training and Workforce Development to identify requirements for the *training module* of the solution
- Collaborate with OR-Kids Business Analysts to identify system requirements for data integration between the legacy system (OR-Kids) and the Microsoft Dynamics platform

Performance Goals:

- Recruitment Workflow and Requirements identified and submitted to Stabilify
- Training Requirements identified and submitted to Stabilify
- Systems Requirement identified for data integration and submitted to Stabilify
- Out-of-the-Box solution deployed by December 2021 to begin Systems Integration Testing (SIT) and start of User Acceptance Testing (UAT)

Projected Timeline:

Timeline: October 2020 - TBD

Milestone: Stabilify is able to deploy an out-of-the box solution for project team members to experience and offer feedback by end of 2021

Project Health:

| Stage: Executing | Status: Off Track | Risk Level: High |
|------------------|--|------------------|
| Date: | Comments: | |
| 10/01/2020 | <p>In order to elevate priority & to ensure enough resources are available to pursue this project, the original LMS/TMS project was combined with the Foster Parent Recruitment & Retention endeavor currently operating within the Foster Care Program & OR-Kids. The goal of the system purchase would allow for the potential caregiver to apply to be a resource parent on the user-end on the system's platform that would allow for tracking the status of the application from start through certification approval. The system's platform would also allow for the potential/current caregiver to pursue/complete trainings & on the systems back-end, track the status of trainings, collect data & have a reminder email system to communicate to caregivers directly.</p> <p>Project Management will be conducted by OIS's IT Project Manager. Rose & Choua will remain on the project team & is inclusive of Aprille, Kim Lorz, Billy Cordero, Gabe Keiffer, and Stacey Loboy.</p> <p>This project supports all four of Foster Care Program's Strategic Goals:</p> <ul style="list-style-type: none">- 1: Improve the Resource Parent Certification Process,- 2: Improve Resource Parent Support,- 3: improve the Resource Parent Process, and- 4: Collaboration and Improvement Opportunities. | |
| 04/30/2021 | <p>Anticipated date of contract to be signed today did not occur; new date anticipated for 05/14/21; have pulled Program-specific folks into meetings outside of the weekly project meetings to plan / brainstorm and prep for Phase I User Testers, Phase II Super Users as well as documenting ideas for an implementation plan; these Program-specific tasks will roll up and be reflected in the overall IT Project documentations.</p> | |



| | |
|------------|--|
| 05/2021 | Stabilify reviewing documents agency provided as well as having Stabilify rep work with agency rep to ensure alignment of terminologies utilized; Program will re-review requirements as well as SOW as finalization process with goal of signing contract by end of this month |
| 10/28/2021 | <p>Soft Launch will NOT occur as initially planned, to start January 1st, 2022. The decision to delay the Soft Launch was two-fold:</p> <ul style="list-style-type: none">- Duplicate entry of work for staff could not be accurately quantify over an undetermined period of time as it is dependent upon successful iterations of data integration between the Dynamics solution and OR-Kids- Data integration between the Dynamics solution and OR-Kids for the duplicate entry of work cannot be guaranteed to be accurate data entry – must account for user error, which can create vast variables that may negatively impact the project schedule <p>As of this date, the current project schedule is currently being re-worked between Stabilify’s technology rep and OIS rep, along with contractual amendments with the Office of Procurement and Contracts.</p> |

Initiative 3: Create, design, and implement a statewide Respite Program

Respite POP was approved through Legislative session. Program \$14.5 million to implement an expanded service, including contracted services, in-home services, crisis respite that includes Treatment Services and budget for the recruitment of respite providers. This project will require the drafting of rule, procedures, and statewide implementation with oversight over federal policies.

This project will also require collaboration with the OR-Kids teams to determine how the payment process will be paid out to an identified Certified Respite Provider. Metrics will need to be determined and structured for easy data collection on a monthly basis.

Strategies:

- Collaborate with Treatment Services to determine how crisis respite care is incorporated into the respite services array
- Collaborate with Permanency to determine how in-home care is incorporated into the respite services array

- Collaborate with OR-Kids to have a “respite” service type that will pay **directly** to the certified respite provider
- Determine rules, policies, and procedures to draft
- Determine an application form for potential respite providers to apply
- Determine a marketing campaign to recruit for potential respite providers

Performance Goals:

- Draft rules effective January 1st, 2022
- Draft policies / procedures effective January 1st, 2022
- Draft application for Certified Respite Provider effective January 1st, 2022
- “Respite” service type in OR-Kids with direct payments to Certified Respite Provider
- Listening Sessions between April – May 2022 to obtain feedback
- Permanent Rule Change effective June 1st, 2022
- Finalized policies / procedures effective June 1st, 2022
- Finalized application for Certified Respite Provider effective June 1st, 2022

Projected Timeline:

Timeline: August 2020 – June 2021

Milestone: Standardized draft rules, policies, procedures

Project Health:






| Stage: Executing | | Status: On Track | Risk Level: High |
|-------------------|--|------------------|------------------|
| Date: | Comments: | | |
| 08/02/2021 | <p>The Respite Policy Option Package was approved by legislation in June 2021. Initial meetings were set between Foster Care Program, Treatment Services, Temporary Lodging, and Permanency to discuss funding streams approved.</p> <p>This project supports the following Strategic Goals 2: Improve Resource Parent Support and 4: Collaboration and Improvement Opportunities.</p> | | |
| 09/2021 | <p>Foster Care Program begin looking into current practices utilized throughout the state, as well as current policies, rules, procedures, and applications to design a streamlined, statewide Respite Program.</p> | | |
| 10/2021 – 11/2021 | <p>Draft rules, policies, and procedures is complete. A draft application for a Certified Respite Provider is complete. A “Respite” service type</p> | | |



| | |
|---------|---|
| | already exists in the OR-Kids system and the OR-Kids Business Analysts are working on a direct payment process to Certified Respite Providers. |
| 12/2021 | Foster Care Program is looking to finalize the drafts in December for a January 1, 2022 implementation. The program is also looking to finalize their work with the programs to ensure a seamless process is in place when services from each program intersects. |

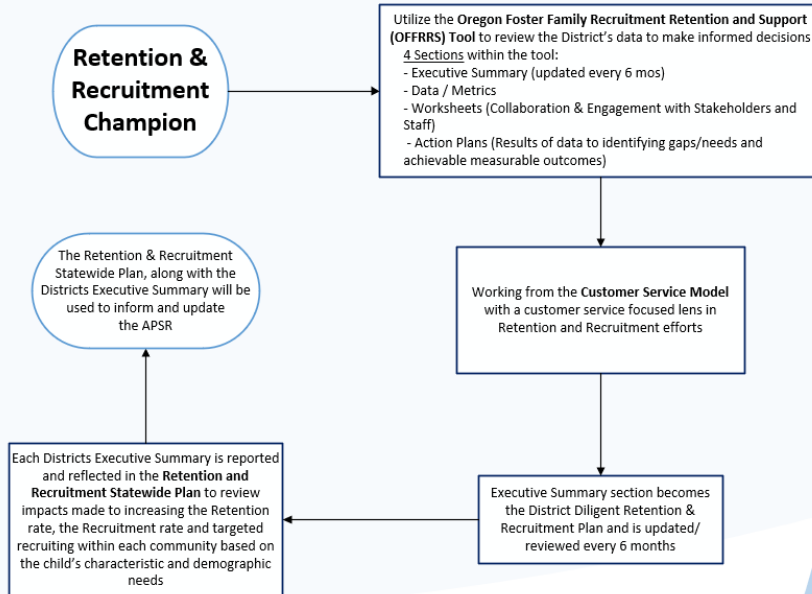
Appendices

Appendix A: Foundations Training Curriculum Development Timeline

| Appendix | Description / Attachment |
|---|--|
| <p>A: Foundations Training Curriculum Development Timeline</p> | <p>Updated 08/11/2021.</p>  <p>Fndtns Rdsgn Tentative Timeline_8-1</p> |
| <p>B: Respite Care Program Business Plan</p> | <p>Final version submitted to CW Leadership 05/29/2020.</p>  <p>Respite Care Program Business Pla</p> |
| <p>C: Child-Specific Certification Recommendation Plan</p> | <p>Final version submitted to CW Leadership 04/2020.</p>  <p>Child-Specific Crt Recommendations 5.1</p> |
| <p>D: Draft of the Oregon Foster Family Recruitment Retention and Support (OFFRRS) Tool</p> | <p>The OFFRRS Tool feeds into the Retention and Recruitment Statewide Plan, see process flow below for reference. The data collection portion of the tool was placed into a PowerBI Dashboard format.</p>  <p>DRAFT OFFRRS Dashboard.pdf</p> |
| <p>E: Retention and Recruitment Tools and Plans Process Flow Map</p> | <p>The Retention and Recruitment Statewide Plan was drafted in 10/2019 and submitted to meet the requirements of CW's Process Improvement Plans (PIP) and ASPR. The plan is attached as a reference:</p>  <p>Oregon Strategic Retention Recruitment</p> |

Retention and Recruitment Tools Process Flow

05/07/2020_Version 2



For the 2021 updates, the above document will get incorporated into the Foster Care Program Strategic Plan that was submitted to CW Leadership back in May of 2020.



FCP_Statewide
Strategic Plan_v3_FINA