

Final Report for CFSP for FY's 2005-2009



**State of Oregon
Department of Human Services
Children, Adults and Families**

**FY 2009 Annual Progress and Service
Report 10/1/08 – 9/30/09**

Final Update to the 2004-2009 CFSP

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SECTION I. SERVICE DESCRIPTIONS

Final Child Welfare Services Update to the 2004-2009 CFSP

Accomplishments

The Department of Human Services (DHS) Child Welfare has made progress in the following areas to manage child safety and improve child welfare services since our last APSR:

- The Interstate Compact on the Placement of Children (ICPC) program has redesigned the home study process for interstate placement of children. Regional caseworkers have been assigned throughout the state assigned to complete home studies requested from other states in order to expedite the completion of the home study within the ninety day time frame.
- The ICPC program successfully shepherded legislation during the 2007 session to include the interstate placement of children as a consideration during case planning and case review. (HB 2190)
- The Department successfully shepherded legislation during the 2007 session to allow criminal history checks during a CPS investigation prior to notification of the individual. (HB 2179)
- The Department implemented Karly's Law (HB 3328), which provides for photographing physical injuries of a child during a child abuse investigation, and medical assessment by a designated medical professional within 48 hours or sooner if the child's medical needs dictate, or a medical professional if the designated medical professional is not available. Further the Department convenes the Critical Incident Response Team within 24 hours after the department determines that a child fatality was likely the result of child abuse or neglect if the child was in the custody of the department at the time of death; or the child was the subject of a child protective services assessment by the department within the 12 months preceding the fatality.
- The Department implemented legislation (SB 282) to provide for the payment of the foster care reimbursement to a relative caregiver with

state funds when the child is not IV-E eligible, enabling the Department to pay all relatives providing substitute care for children.

- The Department has revised administrative rules and enhanced the child welfare database (FACIS) capacity to implement the requirements of SB 414. This legislation requires diligent efforts to place a child with relatives or with siblings who are already in foster care. The legislation also includes requirement to report to the court all visits between a child and his or her parents and siblings when in substitute care, a child's placement history and number of placements, educational services and educational history, number of high school credits earned, and whether or not the child is on target to graduate before the age of 19. The FACIS database has been enhanced to capture additional data elements and to provide automated entry of the information into a child's case plan. Administrative rule sets have been revised to incorporate these requirements (I-E.5.1, Maintenance and Treatment Payments, I-E.6.1, Title IV-E Foster Care and General Assistance, I-E.3.1, Placement Matching, I-E.3.5.1, Visits and Other Types of Contact, and I-E.8, Educational Services).
- The Department implemented administrative rules describing responsibilities during the assessment of an allegation of abuse in out of home care, and the requirement to inform certain parties of the report and the outcomes of the assessment (I-B.2.2.3, Department Responsibilities During Screening and Assessment of a Child Abuse or Neglect Report Involving the Home of a Department Certified Foster Parent or Relative Caregiver).
- The Department has added to its responsibilities the investigation of child abuse allegations in child care facilities. Administrative rules (I-AB.4.1, Day Care Facility Investigations) have been revised and database (FACIS) capacity has been enhanced to manage this change.
- The Department has enhanced Child Welfare Casework CORE training capacity, and has added two specialized training components to the contract agreement with the Child Welfare Partnership at Portland State University. The CWP has added Supervisor training in a cohort model, which will be delivered to all child welfare supervisory staff over an 18 month period, and has added Engagement Training, which will be

delivered to all casework staff throughout the state. The Department redesigned the training program for certified foster parents and relative caregivers, providing each District with designated resources to design a District foster parent training plan for each of the 16 Districts.

- The Department has published and issued the Child Welfare Procedure Manual, providing guidance to all casework staff and supervisors on procedures to follow throughout the life of a child's case. The Procedure Manual incorporates the practice changes implemented through the Oregon Safety Model, and references administrative rule appropriate to the procedure. The Procedure Manual was made available in hard copy to all child welfare staff, and is available online at the Department's website.

Expanding and Strengthening Existing Services

- The Department has taken initiative on many fronts to reduce the number of children in foster care. The Department is participating in a National Policy Academy with a focus on reduction of the number of children in foster care, and is participating with the Casey Foundation on the same issue. The Department is working collaboratively with key stakeholders in this effort, among them, the Governor's Policy Advisor, the Commission on Children and Families, Citizen Review Board, Juvenile Rights Project, and representation from the court.
- The Department is participating in the application for another National Policy Academy with a focus on addressing youth with mental health issues during the transition to adulthood. Initial focus of this multi-agency group is the identification of barriers due to multiple service providers with unique eligibility criteria, identifying successful advocacy and support services, and addressing state or federal policy barriers to successful transition for these special needs youth.
- The Department is taking proactive approach to addressing disproportionality of children in foster care, especially Indian children. The Department is including this issue in the work with the National Policy Academy and with the Casey Foundation.

- The Department has convened a statewide Child Safety Workgroup to examine the Department's practice in assuring child safety. The workgroup will report their recommendations to the Assistant Director of the Department.
- The Department has worked with the National Resource Center on a review of Oregon's Adoption process. The legislature had also convened a Sensitive Review Committee on an adoption that received much public scrutiny. Recommendations from these groups will be considered in the revision of adoption processes.
- The Department is making revisions to administrative rule regarding the placement of children with relatives to provide consistent guidance to casework staff in making decisions on relative placement.
- Child Welfare is part of a Department-wide initiative to transform the organization into a world-class organization. The Department contracted with an external organization, McKinsey & Company, to examine process inefficiencies and conduct a staff workload study. Next steps in this effort are selection of staff to work as "Lean Leaders." These staff will address the specific initiatives identified in the McKinsey study, to increase efficiency in Department processes.
- The Foster Care Program has begun work with the Consortium For Children on the implementation of the SAFE (Structured Analysis Family Evaluation) home study. The SAFE home study is the only home study process that is supported by research. Implementation of this model is intended to increase placement stability and reduce abuse in out of home care.
- The Residential Treatment Program has revised administrative rules and has recently accepted proposals from providers to more effectively provide placement and treatment services to children with specialized needs in substitute care.

Updated Goals and Objectives

The goals of Children, Adults and Families (CAF) continue to be:

- Help individuals find and keep jobs, and advance to better employment.
- Help protect children and promote children's safety in their homes.
- Increase competitive job placements and increase wages earned for persons with disabilities.
- Help children who are unable to live safely in their homes live in settings that provide safety, stability and continuity with their families.
- Provide accurate, timely benefits that support Oregonians as they work toward family stability and economic independence.
- Help prevent the need for public assistance in future generations.
- Expand program partnerships and increase the cultural competency of DHS staff and partners to better serve Oregon's diverse communities.

Services To Be Provided in FY2009

The Department will continue the implementation of the Oregon Safety Model. To that end, the Department will do the following.

- Ensure the least intrusive intervention into the family to manage child safety, including the provision of safety services and safety service providers in the child's home when an in-home safety plan can be supported. The Department is redesigning contracts with service providers to focus on safety and intervention services for identified family needs that will serve to keep children safely at home or to reunify them more quickly. Providing effective in-home safety plans, while parents continue with services to improve their protective capacity, will reduce the need and length of substitute care placements for their children

- Child Welfare casework staff review the safety plan every 30 days in order to ensure the ongoing safety plan is always the least intrusive intervention available to manage child safety.
- Child Welfare casework staff will focus and provide services to families to improve the diminished protective capacity that is directly related to the family's inability to keep the child safe. Focused intervention both increases likelihood of success and provides greater likelihood of the child's timely return home.
- Child Welfare casework staff will review the child's case plan every 90 days to ensure continued progress on the child's primary permanency plan or, if progress is not being made, ensure a concurrent permanency plan is realistic for the child.

The Department has completed the Child and Family Services Review (CSFR) and has completed the draft of the Program Improvement Plan (PIP). The Department is in the process of implementing the PIP, and is aligning much of the work with other initiatives noted in the steps the agency will take to improve services and child outcomes.

Area To Be Served

Child Welfare services are intended to be available statewide, however, there have been challenges in some of the rural areas of Oregon. As the Department enters into the activities of the PIP and realigns contractual agreements with service providers, it is anticipated that there will be improvement in this area.

Promoting Safe and Stable Families

Accomplishments

The recent Oregon Child and Family Services Review Statewide Assessment listed the following outcomes for Item 3: Services to family to protect child(ren) in the home and prevent removal or re-entry into foster care:

The 2001 rating for Item 3 was 75% compliance. Since then the Branch CFSR reviews conducted between 2003 and 2006 resulted in an average rating of 85%, and the two quarterly Branch reviews in 2006 and 2007 scored 97.1% and 94.5% respectively.

The Oregon Safety Model was implemented on March 20, 2007 to further improve safety outcomes for children. Family Based Services (Parent Training, Intensive Family Services, Intensive Home-based Services and Family Sex Abuse Treatment Services) will include an improved focus on safety throughout the life of the case by improving parental protective capacity and thereby reducing recurrence of maltreatment. Since 2007, the following outcome expectations and standards for program evaluation are included in contracts for Family Based Services. These standards are consistent with the Oregon Safety Model practices and procedures.

OUTCOME EXPECTATIONS/PROGRAM EVALUATION

1. Family Based Services focus on expected outcomes identified during the Protective Capacity Assessment completed by the child welfare worker. The specific services within this contract focus on goals to achieve these outcomes, utilize family strengths to change behaviors, include the family in assessing change over time, and document change to resolve the following areas of concern:
 - a) Safety: The child will remain safe in child's own home. Re-abuse of a child will be reduced due to the effects of Family Based Services. Recommendations to reunify or maintain a child with the child's parents should be based upon evidence of reduction of identified safety threats.
 - b) Permanence: The child will have safer and more stable home through improvement and stability of their caregiver's

parental function, whether in the home of the child's parents or in an alternate placement.

- c) Well-being: Families will demonstrate enhanced capacity to provide for the child's educational, physical and mental health needs. Families will receive culturally competent services.

FBS currently has a contracted capacity of 4,265 families or groups per year. This capacity decreased from 4,640 in 2003 as a result of budget reductions in the last two biennia. During that same time, the growth in the child welfare caseloads has resulted in services being diluted to meet the additional demand.

Expanding and Strengthening Existing Services

The review of FBS contracted services continues in 2009 with community focus groups to review recommendations from an ongoing FBS Development workgroup. The workgroup reviewed evidence-based, or research informed, models and community ideas for program improvement.

Stakeholder input from judges, district attorneys, service providers, Citizen Review Board members and CASAs indicate that the services most helpful to maintain children in their homes and prevent removal are those associated with drug treatment, parenting, mental health services, and caseworker support. Community input has also highlighted the need to select and integrate services within existing systems of care for children and families in each community.

A secondary outcome of the review was feedback from District managers in 2009 that local courts expect the Department to continue the current mix of services. Approximately 70% of Family Based Services are currently focused towards parents whose children are substitute care placement. Moving services towards in-home provision without an increase in funding has increased fears that the Department may not be able to maintain "reasonable efforts" to return children to their parent's care.

Revisions to Existing Goals and Objectives

The next round of contracted services, beginning in 2010, will have to address these fears in order to gain local court acceptance. The recent

release of a Judicial Bench Book by the National Resource Center for Child Protective Services, may increase court acceptance of in-home safety services to meet “reasonable efforts” requirements. See additional description of “safety services” below.

Updated Goals and Objectives

Oregon’s proposed 2010 Program Improvement Plan includes a Primary Strategy (4E) to improve Family Based Services. Two primary strategies have been identified:

1. Include Cultural proficiency in Family Based Services RFP’s
2. Redesign Family Based Services models to emphasize In-home safety services in future contracts, to support children in their own homes and those who have returned from Foster care.
3. Allocate services based on current caseload needs and historical utilization in each District of the State.

Services To Be Provided in FY2009

Describe the services provided in FY2008-2009:

INTENSIVE FAMILY SERVICES (IFS):

IFS services are systemic, time-limited, family therapy services provided to assist referred families in strengthening the parent-child relationship and discovering solutions to the challenges and dilemmas that brought them in contact with DHS. Some IFS services will be provided to children in out-of-home placements and may include the child’s family as well as the foster parents as necessary. IFS providers work in cooperation with extended family members, interested neighborhood and community members, interested public and professional agencies such as schools and social service agencies, and DHS staff. Services are designed to meet the identified needs of the children and their families so variances from the recommended IFS model shall be agreed upon between Contractor and DHS to allow for more intensified or varied IFS services.

INTENSIVE HOME-BASED SERVICES (IHS)

IHS Services (“Homebuilder” model) are crisis services provided to families/parents in the home when the safety, permanence or well-being of a child or children is threatened. The crisis may be due to unsafe housing,

inappropriate discipline and child care, deficits in parenting skills and knowledge, or because a child has been neglected or abused. Some of the children may have been placed in DHS foster homes because the family is experiencing a crisis. Services build upon family strengths to increase safety and stability in the home and promote family independence.

FAMILY DECISION MEETING FACILITATION (FDM)

Family Decision Meetings are held to help DHS referred families create a plan for children who have been placed in protective custody. The FDM Facilitator will gather families and other interested parties and assist in development of the plan. Some FDM services will be provided to children in out-of-home placements and may include the child's family as well as the foster parents as necessary. Facilitators are expected to work in cooperation with extended family members, interested neighborhood and community members, interested public and professional agencies, such as schools and social service agencies, and DHS staff.

FAMILY SEX ABUSE TREATMENT (FSAT)

FSAT services provide treatment to victims of intra-familial sexual abuse and to the victim's non-offending parent and siblings. The goals of treatment are to: 1) help the victim resolve the trauma of the incest so it does not cause lifelong problems; and 2) help the non-offending parent protect the victim and siblings from further abuse, support the victim's recovery, make cogent, informed decisions about the offender, and understand the role the parent's own victimization played in putting their children at risk of abuse.

PARENT TRAINING SERVICES (PTS)

PTS services enable care givers to improve emotional attachments with their child, and then learn and practice effective and appropriate parenting skills. As a result, the parent's motivation and ability to protect and nurture their child will be improved.

Anticipated changes to Oregon Family Preservation and Support programs in 2009-2010:

FAMILY DECISION MEETING FACILITATION (FDM)

Family Decision Meetings are not expected to receive allocations in future years due to a lack of designated Federal or State funding for these services. The discontinuation of IV-E Waiver funding for Family Decision Meetings at the end of this waiver period will significantly reduce this service as a

separate contracted service, however child welfare workers may facilitate FDM's as staff time allows. Oregon statutes require "consideration" of Family Decision-making meetings whenever a child is placed in care for longer than 30 days, however current funding limitations limit the Department's ability to provide these services.

REDESIGN OF SERVICES;

A Family Based Services Development Work Group continues the re-design of services in 2009 according to the proposed values for future Family Based Services models.

Values:

1. The concepts of safety, permanency and well-being are best incorporated in services that promote a safe, supportive family and focus on the parent/child relationship.
2. Collaboration, coordination and communication are necessary elements to an effective child welfare service plan. As such, all efforts should be made to limit the fragmentation of service by limiting the number of provider changes and "wrapping" or tailoring services to the families' individual strengths and needs.
3. Foster care is an extremely intrusive intervention for children and their families and should be used as a last resort and in a limited way. Effort should be made to provide services that allow children to remain safely at home, or be safely returned as soon as possible. Special consideration should be given to a families' cultural preference.
4. DHS staff and contracted providers must have the skills and abilities to ensure the protection of children while engaging parents.

The opportunity for lasting change is improved when parents develop the skills they will require to act in their families' best interest when they no longer have a child welfare case.

The Work Group then recommended areas of modification for FBS services.

Parent-child connections:

- Use services to enhance or supplement parent/child visitation and other opportunities for parents and children to connect with each other.
- Use parenting education during or in conjunction with visits to assess and improve parenting skills.

Parent-child relationship and interaction supports (parent education)

- Increase skills to improve parent/child relationships
- Develop skills through coaching, mentoring and providing immediate, constructive feedback.

Service Models:

- Providers are skilled in using engagement and motivational procedures.
- Trauma informed services are incorporated into all child welfare and FBS service components.

Wrap-around, individualized services are critical in responding to the multiple needs of children and families involved with child welfare.

- The focus for child welfare services is to develop and maintain safety plans to protect children from their offenders. In Oregon this usually means separation of the offending person from the home, but other “Safety Services” may be provided by Family Based Service providers to maintain children in their homes.
- Services are strength based, flexible, and individualized to each family’s specific, unique needs.
- Families have concrete supports and services to address their daily living needs so they are able to make necessary changes and meet expected outcomes.
- Services are coordinated by providers, parents and the child welfare caseworker who communicate on a regular basis to jointly assess safety and service needs, review progress in services and determine when safety has been stabilized.
- Additional needs and supports may be identified throughout this process.

Contracting and Business Processes

- New Requests for Proposals will incorporate these concepts into revised contracts expected to be in place by July 1, 2010.
- Services are coordinated and don't duplicate other DHS or community services.
- Contracts are developed using procedures to minimize administrative costs for DHS and providers.
- Contracts are created to maximize accountability and performance outcomes while avoiding administrative costs of hourly or piecework billing systems.

Oregon Safety Model Additions:

The Department of Human Services has also consulted with the National Resource Center for Child Protective Services. The resource center provided a model for Family Based Services that emphasizes safety services as well as change focused services to improve parental protective capacity. This model includes the following service standards:

Service provision will be individualized to address the family's unique needs and to best assist the family. The original safety services which will be provided to any family will be determined by the safety assessment, and will be identified by the initial assessment social worker. Safety services will be modified by the safety services manager based on subsequent and regular child safety re-assessments.

Services will occur primarily in the home. Emphasis will be placed on building on the family's strengths while seeking to control or stabilize those conditions which threaten child safety. Intervention strategies will always include establishing or increasing the family's linkage to other formal or informal support services in preparation for service termination no later than five months.

This model emphasizes safety planning and safety stabilization for children in the home:

The safety services identified in the Department's Child Welfare safety plan are designed to control for the safety of the children in the home, while maintaining the family intact. Consistent with this, the

focus of the safety services is the entire family unit, thus including all adults and children residing in the home. Safety services will include a comprehensive, often innovative combination of concrete and clinical services designed to fit the particular needs of each family served. Safety services are interventions designed to protect children while promoting family strength and stability and access to necessary long-term supports and resources. These services will be delivered across a broad range of programs and providers, including formal service systems, community- and faith-based resources, volunteer organizations, and the natural supports of families.

By focusing on in-home safety as well as services to improve parenting behaviors, the Department hopes to reduce the number of children needing an out-of-home safety plan.

Area To Be Served

The population to be served through Family Based Services are families and children eligible for child welfare services due to documented child abuse and neglect. Services may be provided to prevent out of home placement or to successfully reunify children with their families after a protective removal. Family Based Services expect to currently have a contracted capacity of 4,265 families per year and services are available throughout the State.

Final Adoption Program Update to the 2004-2009 CFSP

January, 2008, through June, 2009, program, policy, and practice initiatives:

Legal Assistance and General Program – Mediation and Openness

- Continued providing funding and program coordination for mediation for post adoption communication
- Continued training (statewide 2x/year at Freeing and Placing; locally at various branch offices, permanency quarterlies, and supervisor's quarterlies as requested or needed, 1x in '08 for Court of Appeals Settlement Program/planning group on TPR appeals, 1x in '08 for DOJ)
- Continued discussions with contracted mediators to improve process/program
- ORS change effective 2008 (ORS 109.305): provided for legally binding mediated agreements for adoptive parents and birth relatives with emotional ties to the child (not just birth parent as in prior ORS) for children within the jurisdiction of the juvenile court; DHS participated in the legislative process for this bill and in subsequent trainings on the law change

Rapid Process Improvement toward expediting adoption process

- The department completed a LEA Rapid Process Improvement (RPI) Plan that assessed the process of freeing and placing children for adoption for potential savings in efficiency and effectiveness through a "leaner" operation. The resulting RPI plan addressed more than 79 actions to be taken spread across 6 separate plans: Legally Free Action Plan, Adoption Finalization Action Plan, Adoption Assistance Action Plan, Adoption Bulletin Action Plan, Adoption Committee Action Plan, and Guardianship Assistance Action Plan. While some identified actions were found to be non-achievable, nearly all of the majority of the actions conveyed in these plans have were pursued and completed between August, 2008, and June, 2009. Most actions did not have associated metrics; however, a significant remaining action

that has developed metrics is the bundling of the documents required to pursue legally freeing a child.

- Assessed and improved work flow and processes within the Adoption Program in order to expedite on (1) readiness to declare child legally free, schedule adoption committee and designate adoptive placement—bundling of necessary documents/forms from branch office at start of adoption referral process (2) preparation and review of consent for adoption materials in order to begin adoption finalization process (3) legal finalization of adoption (4) dismissal of jurisdiction at same time as adoption finalization for any adoption finalized on continuation of dependency petition (“petitionless” adoptions) (5) approvals and billings for contracted services such as adoption mediation
- Developing improved tracking process through ARMS database that will be accessible by C.O. and branch staff (and can be used for targeted tracking with workers, supervisors, etc.)
- Trained DHS paralegals and set up process for them to prepare affidavits in support of adoption

State wide adoption training through Freeing and Placing Children for Adoption training 2x/year

- Continued assessment and improvements to the training are done after each training session. Information on new procedures, policies and rules, ORS, best practice etc. are incorporated into the training. Training format and presentations are also updated on a regular basis in order to best engage the trainees.

TPR staffings and work with DOJ/Mult. D.A.s

- Updated staffing guidelines were developed which can guide the worker in order to be better prepared to staff case (increases likelihood that all information needed to make a decision about pursuing TPR will be available at staffing); also serves as staffing format for LAS and AAG/DDA
- Got laptop computers for LAS/staffings (speeds up note taking and allows for legible notes to be accessed by all)
- DOJ restructured in order to provide better AAG coverage (and legal review, advice, and work to resolve issues early in case planning such

as paternity, ICWA, etc) and assignment of same AAG to entire case process from jurisdiction through achievement of plans such as TPR

- Continued meetings and trainings with Adoption Program and DOJ/Mult. D.A.s to improve quality, understanding of current legal issues, and timeliness to TPR or R/S

Early and correct resolution of paternity issues

- C.O. (OSPC/Field Ops/CBU) paternity workgroup developed (1) state wide VCon training and training guides after ORS changes regarding paternity (2) computer based paternity training (3) paternity website with updated forms, practice guides, and links to other relevant agencies/departments (i.e. CHS and DCS) (4) updated OAR, policy, and procedure
- See DOJ above re: early resolution of issues i.e. paternity

Concurrent Planning

- Worked with other program areas and field staff to develop guide to permanency
- Included training on various concurrent planning components within Freeing and Placing training (also included in CORE training by PSU)
- Have or are developing (with other program areas and stakeholders) updated procedures, OARs, ORS, and trainings regarding steps that assist in good concurrent planning (i.e. early relative identification and engagement including for permanent placement such as adoption, guard.; early assessment of child's needs and placement planning; early ICWA search and compliance, early paternity resolution etc)

Hague Convention/Intercountry Adoption Act

- The department has initiated efforts to develop policy, procedure and Rule to implement the Intercountry Adoption Act (IAA) in Oregon. The Department of State and a contracted Special Assistant Attorney General are being used as principle resources to guide the development of our practice and protocols to ensure full compliance with Hague Convention and IAA expectations and, to date, we have revised our home study, child-specific supervision agreements, and training expectations for children being placed abroad for the purpose of adoption and developed a draft flow chart to identify the steps

within our procedures for freeing and placing children that are additionally required to comply with the IAA. Furthermore, the Oregon Legislature is expected to pass implementing legislation in the 2009 session that will support and require these department efforts.

Placing Children and Finalizing Adoptions -

- The department sought NCWRCA recommendations on how to improve the adoption selection process and pulled together a NCWRCA work group to consider and develop an implementation plan for changes to the documentation of adoption committee decisions and recommendations about the committee process, to include membership and attendees. The department is continuing to explore the legal aspects of inclusion of the legal parties to an adoption in the entire adoption selection committee process. Rule revisions and procedural revisions are pending.
- The department is reviewing and considering changes to Rule addressing “Current Caretaker” adoptions that will streamline the process and facilitate earlier decisions to proceed with designation of the current caretaker, consider the current caretaker along with relatives and general applicants, or rule-out the current caretaker. It’s expected that this will help to reduce the number of requests for review of committee selection decisions by current caretakers and relatives who are not selected. Ultimately, pending legislation to increase the amount of time required before a current caretaker has preferential status by Oregon law as a potential adoptive resource will help to support and promote the criticality of relative preference as permanency resources; particularly for adoption, and will play into new, streamlined Rule changes.
- As a result of implementation of National Child Welfare Resource Center for Adoptions (NCWRCA) recommendations made in 2007, some of the adoption selection process will also undergo modification and Rules are currently being revised to reflect proposed changes. Training is pending on the NCWRCA proposed changes until they are finalized; however, the framework for the training curriculum has been developed.
- The vendor attorney contract was amended to allow for attorneys handling finalization to request dismissal of wardship when an adoption is finalized in court. This expedites the closure of the case and decreases timeliness to case closure.

- The department implemented the SAFE Home Study Module to improve the home study process and is graduating training, statewide, as the SAFE Home Study Module is rolled-out across the state. The SAFE model should improve the quality of studies and provide for a less cumbersome process for studies of current foster care providers.
- The department completed an RFP for a new Child Specific Recruitment Contract and selected A Family For Every Child (AFFEC), located in Eugene, OR. AFFEC is conducting adoptive parent training, preparing child-specific recruitment bulletins, recruiting through various available resources in-state and out-of-state, and they prepare and publish the department's Family Matters newsletter.
- The department continued general and some targeted recruitment via a contract with Boys' and Girls' Aid Society (BGAS) in Portland, OR, as a companion effort to the contract with AFFEC. In addition, the BGAS foster care recruitment line generates interest in adoption, too.
- The department implemented a statewide recruitment advisory committee that supports the efforts of the Adoption Program.
- The department provided additional adoptive and foster parent training (Foundations curriculum) through DHS and contracted providers. BGAS provided the training until AFFEC took on this responsibility under their new contract. BGAS has continued to provide training to non-DHS recruited families using their curriculum.
- The department continued to fund post adoption resources and support for adoptive families and children through the Oregon Post Adoption Resource Center (ORPARC).
- The department continued to collaborate with (SNAC) and the Council of Oregon Adoption Agencies (COAA) to extend the pool of general applicant adoptive homes available to children in the department's custody. This has been a strong relationship and the department often turns to the governing bodies of both entities for input on policy, procedure, and Rule, as well as sharing of evidence-based practice. SNAC and COAA work closely with our Independent Adoption Program Coordinator on licensing related matters and the department provides oversight for the work done by private agencies, to include quality of home studies.

January, 2008, through June, 2009, changes to Oregon Administrative Rules impacting freeing and placing children for adoption:

On 12/12/07 Adoption Selection Rule I- G.1.5 changed to reflect that OAR 413-120-0060 allows the Assistant Director of Children, Adults and Families Division of DHS, if the deadline for judicial review has not expired, to withdraw and reconsider the adoption committee's decision on adoptive placement of a child who is in the permanent custody of the Department or legal risk adoptive placement.

On 10/1/08 Adoption Assistance I-G.3.1 changed to reflect that pursuant to OAR 413-130-0070 (3) If a child under the age of eight years meets the eligibility criteria for special needs status (OAR 413-130-0020) and has no documented medical, physical, mental, emotional condition or other clinically diagnosed disability, he or she will receive an adoption assistance subsidy that is below the regular foster care payment rate, or an "Agreement only." (This change was instigated by the Secretary of States Audit as a cost cutting measure for Oregon.)

On 7/1/08 Adoption Assistance Rule I-G.3.1 (change related to ICWA) changed to amend OAR 413-130-0000 through 413-130-0130 to change eligibility criteria for the Adoption Assistance program in order to make changes that enable children adopted through Tribes with IV-E eligibility to be eligible to receive adoption assistance.
(This change provides Tribes with increased post adoption support)

On 11/3/08 Adoption Applications Rule changed in OAR 413-120-0190 to 413-120-0240 in order to allow applicants with non-contracted adoption agencies to be eligible to adopt a child in the Department's care. (This rule change increased the pool of applicants available to adopt children in the department's custody.)

January, 2008, through June, 2009, Private Agency Domestic and International Adoptions:

The department has oversight functions for private adoptions and adoptions of children who are wards of the state. These functions include: (1) timely processing of adoption petitions and reviewing them for compliance with federal and state laws and regulations; (2) issuing the statutorily required 90-

day waiting period waiver, and the waiver of the home study if applicable; (3) issuing departmental consent to the private adoption of children who are state wards; (4) approving home studies for private adoptions; and (5) providing post-adoption services. Many private agencies are accredited to perform functions related to incoming adoptions pursuant to the Hague Convention and the Intercountry Adoption Act (IAA) and the department has corresponding responsibilities associated with these activities. The department also maintains the Search/Registry used by adult adoptees, birth families, and other individuals.

The Department initiated or completed the following activities in these practice and program areas in the referenced period:

- Maintained the Adoption Information Database to track incoming international adoptions of children by Oregon families. The database captures information such as country of origin, names of birth parents and adoptive parents, county of jurisdiction, finalization date, etc.
- Responded to disrupted or dissolved international adoptions in which children entered department custody, to include development of alternative permanency plans for these children, such as adoption through the state or through private adoption, guardianship, residential treatment, etc., to meet the child's needs. Provided on-going training to DHS workers on dealing with these cases.
- Developed a web-based form, posted on the DHS private adoption website, for adoption agencies to report foreign adoption dissolution and disruption cases, in compliance with federal reporting requirements and the Inter-country Adoption Act (IAA).
- Maintained a web site dedicated to private adoptions in Oregon, including information on international adoptions, as well as the process for adopting in Oregon and providing tools such as a checklist and forms for re-adopting in the state. The forms, which are interactive, can be downloaded easily from the web site.
- Tracked annual foreign adoptions statistics, which are posted on the DHS web site.
- Revised and/or in the process of revising pertinent departmental rules to include procedures for complying with new IAA requirements and to ensure protections for foreign children placed with Oregon families or with relatives who reside abroad.

- Collaborated with community adoption partners such as the Special Needs Adoption Coalition (SNAC) and the Coalition of Oregon Adoption Agencies (COAA) by meeting with these organizations regularly and assigning a liaison to their governing entities.
- Worked closely with interagency partners and other programs to develop protocols for adoption of changes to background checks required by the Adam Walsh Law and inclusion of requirements in the department's and private agencies' adoption training curricula.
- The Voluntary Adoption and Search/Reunion program of the state continued to identify efficiencies such as translation of brochures into Spanish, language changes to make brochures more user-friendly, ensuring the integrity of the Search Program, which involves supervising and contracting out the services of a "searcher," through a regular review of the contractor's progress report.

Generic changes implemented that impacted the work of adoptions and permanent planning for children:

- Established clinical supervision training for casework supervisors
- Quarterly supervisory meetings (Addressing policy, procedure and practice. Also problem solving.)
- Quarterly DM and PM meetings (Addressing policy, procedure and practice- problem solving)
- 90 day staffings implemented to review progress towards reunification and concurrent planning.
- Ongoing training in the Oregon Safety Model and Confirming Safe Environments to establish safe foster and adoptive placements.
- Ongoing training in Cultural Competency for all caseworkers (through the mandatory Diversity Training)
- Development of OR_KIDS to enhance documentation and capture of casework practice in all stages of the case plan including adoptions.
- Enhanced Engagement skills of caseworkers through Engagement Training
- "Guidelines to Achieving Permanency" grid established as a tool for caseworkers, to assist them with concurrent planning
- Implementation of revised Case Plan narrative- revised 333a

- All supervisors and caseworkers trained on narrative recording using the 333 series. Narrative recording incorporated in to the New Worker Training
- Narrative recording guide shared with community partners, courts, judges etc
- Conducted review of Concurrent Plan by AAG staff
- Compelling Reasons reviewed by AAG at the permanency legal review hearing
- CRB and court engaged in consistent review of the agency's concurrent planning efforts
- Training on Concurrent planning provided to DHS staff and to community partners and the courts
- DHS developed a list of children on APPLA plans
- Ensured that all children in DHS custody receive a mental health screening

SECTION II. COLLABORATION

Child Welfare Training Collaboration

- **Statewide Caregiver Training Advisory Committee**

The Statewide Caregiver Training Advisory Committee meets on a quarterly basis. A sub-set of this committee was convened to review and modify for consistency, the participant's manual for the Foster Parent Foundations training. This sub committee was comprised of the Foster Parent Certifiers and Trainers from across the state. They began meeting early 2008 and completed the revision of the Foundations Participant's manual early in 2009. The manual is now available for our Foundation Certifiers and Trainers to order on line through DHS Forms and Documentation. In addition, the participant's manual has been translated into Spanish and is also available to order on line.

- **Learning Center Registration System**

The CAF Training Services Unit continues to work collaboratively with the DHS Training Unit in the administration of the online Learning Center registration system. With any new system, there are challenges that present themselves. The DHS Training Unit, CAF Training Unit and the Portland State University Child Welfare Partnership have worked collaboratively to investigate these challenges and come together to establish workable solutions for all parties involved. The DHS Training Unit and the CAF Training Unit continue to meet regularly to provide status updates and progress reports.

- **CAF Training Newsletter**

The bi-monthly CAF Newsletter continues to be an excellent source of coordination and collaboration of training offered statewide. Solicitation of information and articles for the CAF Training Newsletter is obtained from the Training Services Unit staff, field staff, Portland State University, and the Child Welfare Partnership. The purpose of the CAF Training Newsletter is to educate and inform Child Welfare Professionals and announce training opportunities. Web links for course registration and other training options are included in the Newsletter.

- ✓ <https://dhslearn.hr.state.or.us> (Learning Center course registration)
- ✓ <http://www.cwpsalem.pdx.edu> (Child Welfare Partnership, click on the Training Directory)

- **Statewide Foster Parent Lending Library**

The web-based Statewide Foster Parent Lending Library opened in February 2009. There are over 1000 books cataloged. We are still in the process of cataloging the videos, DVDs and other resource material. Regular announcements are being sent to our Foster Parent community welcoming them to take a look and see what we have to offer. All books and resource material are sent out to our patrons in a canvas bag with pre-paid return postage. The patrons for this library are our foster, relative, and adoptive parents.

A tutorial was created to help get acquainted with the new library. Announcements have been sent to our Child Welfare workers for them to see what the library contains and to encourage them to share this information with our foster, relative and adoptive parents. The Foster Parent Lending Library tutorial can be found at <http://oregondhs.booksys.net/opac/oregondhs/>

- **Oregon Tribes**

DHS works collaboratively with the Oregon tribes to provide critical training for their tribal members working in public Child Welfare. CAF reserves training space for tribal members for each Core classroom session. In addition, CAF provides advanced FACIS training for our tribal members.

SECTION III. Program Support

CAF Training

CAF Child Welfare Training Services Unit has accomplished a great deal in this past year in staff development and training. The Department has listened to the critical training needs of the field and has responded accordingly. The primary training focus has been and continues to be the full implementation of the Oregon Safety Model. The Oregon Safety Model emphasizes safety through the life of the case. A web site is available with the Oregon Safety Model Procedure manual as well as frequently asked questions.

Planned Updates

Oregon Safety Model

The full implementation of the Oregon Safety Model (OSM) continues to be a primary training focus. The goal has been to train all DHS Caseworkers, Supervisors and Child Welfare Managers on the implementation of the Oregon Safety Model. A four hour OSM Overview was offered for all child welfare staff. As of April 2009, 2451 child welfare staff attended this training. In addition, 1352 Social Services Specialists attended a 2 hour OSM narration training and 1083 community partners received a 3 hour OSM Overview training.

May 2009 to October of 2009, we will be offering child welfare supervisors additional coaching and mentoring on the full implementation of the Oregon Safety Model so that they can continue to work closely with their caseworkers in the full implementation.

During this time, focus will be on embedding and sustaining the OSM and working with supervisors on areas they specifically identified to increase their information and knowledge base, critical thinking skills and transferable knowledge.

The training model will use very small groups and lots of individual work with supervisors and program managers for this required training. The trainers will include the use of local cases that supervisors provide as training examples. Program consultants will join the trainers in local offices.

Oregon Safety Model Procedure Manual

The first addition of the Oregon Safety Model Procedure Manual was completed the end of 2008. The Oregon Safety Model Procedure Manual provides guidance for all Oregon Department of Human Services Child Welfare professionals. This manual focuses on best practices in working with families, providers, and colleagues to attain positive outcomes for Oregon children and their families.

The purpose of this manual is to elevate the standard and improve consistency in practice of child welfare service delivery in Oregon. This manual provides comprehensive direction to caseworkers about what child safety assessment entails and how monitoring and intervention are accomplished throughout the life of a case.

Supervisory Learning Circles- Preparing Youth for Adulthood: Supervising for Success

Oregon concluded their grant work with the National Resource Center for Family Centered Practice and Permanency Planning at the Hunter College of Social Work in New York in September 2008. At the conclusion of the three year training grant, a competency-based training curriculum for child welfare supervisors was developed. This material is now located on the web-site <http://www.hunter.cuny.edu/socwork/nrcfcpp/pass/>

This training curriculum utilizes the concept of Learning Circles. Learning Circles are small, facilitated focused discussion groups designed to increase knowledge, skills and abilities needed by child welfare supervisors to support the successful preparation of youth in foster care for adulthood. In order to sustain this project beyond the life of the grant, and to expand opportunities outside of Child Welfare, the Learning Circle Model has been shared with trainers from other agencies within DHS. This group of trainers have come together to adopt this model and currently are working to refine the material for their own agency needs.

In addition to the training curriculum, digital stories were created. These are stories told by youth in their own words and voice. Each story is 3-4 minutes in length and the youth is able to tell their story of experiences and

challenges of being in the child welfare system. These powerful stories are excellent training tools and have already been used to demonstrate the facts and realities of children living in and aging out of the child welfare system. In August of 2007 we produced 7 digital stories. In August 2008 we produced 3 more stories.

Training Conferences

- **Supervisor Quarterlies**

The Department has been working with the National Resource Center to address the needs supervisors have for continued learning and being a support for their staff. A focus on practice related issues began in April 2009. Several sessions have been held where supervisors have been candid in expressing what they want to achieve out of Supervisor Quarterlies. Their goal is to have productive learning opportunities on very specific topics that would be most helpful to them as they support our Child Welfare workers.

- **Shoulder to Shoulder**

The CAF Training Services Unit continues to help in the program development and delivery of the Shoulder to Shoulder Conference. This is an annual one day training event for all who work and volunteer on behalf of children and youth in Oregon's child welfare system. The conference includes numerous presenters, workshops and networking opportunities.

- **Diversity Conference**

DHS-CAF continues to co-partner in the planning of the annual Diversity Conference. The conference is held in the fall time frame and includes expert presenters, engaging workshops, networking opportunities, cultural awareness learning, and opportunities for skill building and personal development. The Diversity Conference is open to all DHS staff.

- **ICWA Conference**

CAF continues to collaborate with the Oregon Tribes in the development and coordination of the annual ICWA Conference. The goal is an ongoing

effort to maintain and improve the relationship between the state and the Tribes in addition to the promotion of ICWA compliance.

- **Child Welfare Support Staff Forums**

Plans were underway to hold a Child Welfare Support Staff forum in August 2008. Due to budget and travel constraints, these plans were cancelled. The role of support staff is critical to Child Welfare work. The Department will continue to look for other training opportunities for these professionals.

Video Conferencing (VCON)

Over the past year, DHS has seen an increase in the use of video conferencing for both staff training and for meetings.

In the last six months it has been used for the regular meetings of field staff, MMIS Training Rollout, Quality Assurance workgroup, Food Stamps Policy workgroup, GAIN Tools Workgroup, and Work Incentives Network, as well as many others.

DHS has also used this technology to collaborate with community partners in PSU Child Welfare Training Development, Oregon Council For Developmental Disabilities, Homeless Programs Steering Committee, Medical Transportation Committee, Emergency Procedures for Vulnerable Populations and a Foster Parent Book Club.

DHS has hosted VCON trainings and meetings for other departments as well - such as Joint Ways and Means Committee, Dept of Revenue, Dept of Agriculture, Dept of Justice and the Legislature. Currently the E-Learning Workgroup is exploring this modularity in sharing effective Distance Learning Techniques.

Oregon currently has 71 video conferencing sets installed across the state. We have had 142 DHS staff and partners attend VCON User Training, familiarizing them with video conference technology and help them to understand how to access and use this equipment for their events, such as:

- Department wide informational broadcasts
- Interest trainings, and other informational events
- Service Delivery Area leadership team meetings

- Staff, Unit, Line manager, Committee meetings
- Training for new staff and/or new programs
- Mandatory Reporter trainings
- Hearings and various other proceedings

Usage from Apr 2008 - Apr 2009:

VCON Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
MP	34	27	28	30	27	40	35	43	35	33	42	38	45
STS	2	12	25	19	11	17	19	56	91	104	88	106	110
Total Events:	36	39	53	49	38	57	54	99	126	137	130	144	155

In the above table, MP=Multipoint Events and STS=Site to Site events.

Portland State University Child Welfare Partnership

The CAF Administration and the CAF Training Services Unit have continued to maintain a strong partnership with Portland State University Child Welfare Partnership to develop and deliver a high volume of classroom and distance training events for our Child Welfare Professionals. The role of the liaison between CAF/DHS and the Portland State University Child Welfare Program continues to expand. Efforts are in place to refine the monitoring and tracking of the Child Welfare mandatory trainings. A variety of formal meetings are in place, as well as informal meetings, to maintain consistency and to address any training topics as they arise. The Child Welfare Partnership training program includes:

✓ **Core Training (Classroom)**

Child Welfare Core Training is the four week classroom component of the year long training plan and is mandatory for new Social Service Specialists. It is designed to provide a comprehensive foundation in child welfare practice, encompassing safety, permanency and well-being throughout the life of case and key legal concepts.

The four weeks is currently designed so students attend classroom training for two weeks, and then have one week off for work at their branch office. During that week, students work on field activities for hands-on experience,

complete distance delivery training and support activities with their supervisors and experienced staff. This allows them the opportunity to experience in the field what they have learned in class. The students then return for two more weeks of classroom training to complete their Core training before they are assigned a case load.

A new training design of the Core classroom training has been introduced and approved for the next biennium. The four week classroom component will be comprised of two 2-week clusters with 2 entry points. This will allow new Social Service Specialist to start their training sooner, which will result in them being allowed to carry a caseload much sooner.

✓ **Core Training (Distance Delivery)**

Several mandatory Core Training sessions are offered through Distance Delivery. It is recommended that students begin working on the Distance Delivery trainings during the week they are back at their local branch office of their Core classroom training. These include:

- Confidentiality (mandatory)
- Multi-Ethnic Placement Act (mandatory)
- Adoption and Safe Families Act (ASFA) (mandatory)
- Independent Living Program (ILP)
- Interstate Compact Placement of a Child (ICPC)
- Behavioral Rehabilitation Services (BRS)

The Child Welfare Partnership Core training team continues to develop a model for a Year-Long Training Plan that includes field activities that new workers can complete before and after classroom training in their branch, including hands-on activities, distance delivery training and support activities for supervisors.

✓ **Engagement Skills Training**

Engagement Skills is an interactive, one-day training designed for child welfare caseworkers. Engagement is a foundational skill that answers one of our deepest professional concerns to know not only what to do but how to do it when it comes to building helping relationships supportive of parents in the struggle for change. Participants will learn and practice listening and interviewing strategies that elicit client self-motivational statements, examine the concepts of readiness to change through Stages of Change Theory and learn principles and approaches to successfully respond to resistance.

This one-day training began in June 2008 with geographic offerings three to four times each month up to December 2009 to ensure that all current Social Services Specialist attend this mandatory training. Beginning in August 2008 Engagement Skills was included in Core training to ensure all new Social Services Specialists receive this training as well.

✓ **Social Services Assistant**

Social Services Assistant (SSA) training is required training for all Social Services Assistants. This is a six day interactive training spread out over two weeks.

In this training, SSAs learn about the valuable role they play in supporting child welfare caseworkers to engage families and keep children safe. This training provides entry-level instruction on key practice and policy topic areas related to the primary functions of the Social Services Assistant position. Topics include, but are not limited to:

- Using the Oregon Safety Model to ensure safe and meaningful visits;
- Family Culture and Parenting Styles;
- Parent Coaching;
- Child Development;
- Engagement and Communication, including information on the stages of change and examples of how to de-escalate various forms of resistance;
- Documentation and Court presentations.

✓ **Certification & Adoption Worker Training**

Participants in this training receive the most up to date information on policy and best practice with ample time for group interaction. Topics include recruitment, emergency placements, relative placements, safety standards, birth family relationships, assessment, choosing not to use families, committee presentations, supporting resource families, allegations in subcare, caring for sexually reactive children, developmental challenges of adoption, disruption, supervision, finalization, financial assistance through permanency, transition, and mediation and openness. The training is designed for adoption workers, foster home certifiers, and staff who complete relative, foster care, and adoption home studies.

✓ **Foundations in Fostering, Adopting or Caring for Relative Children (Train the Trainer)**

Foundations in Fostering, Adopting or Caring for Relative Children is a three-day long review of Oregon's Foundational Curriculum for training foster, relative, and adoptive families.

The training covers the entire 8 weeks of material staff will use to train families who wish to care for Oregon's children in foster/relative and adoptive care. Trainers have the opportunity to ask questions about the curriculum, practice group exercises, and consider how to implement or refine the training for families.

The newly revised Foster/Adoptive/Relative Parent Foundation Participant's manual has been well received. The Child Welfare Partnership has made revisions to the curriculum to match the order and flow of the participant's manual. The participant's manual has been translated into Spanish and is also available to order on-line through DHS Forms and Distribution.

✓ **Freeing and Placing**

All aspects of legal and social work responsibilities required in freeing and placing children for adoption are addressed in this two-week training. Supervisors nominate staff who have legal assistance or adoption placement responsibilities.

✓ **Clinical Supervision Training Cohort**

The Clinical Supervision Training Cohorts began in February 2008. The evaluations received have been very positive. Supervisors have indicated that the tools used to build self awareness have been particularly helpful and they have expressed an interest in using them with their staff. Participants also indicated that the interaction and discussion with other supervisors has been very valuable.

10 Clinical Supervision Training Cohorts were scheduled over an 18 month period of time. 175 supervisors will be trained by December 2009. Once all current Child Welfare Supervisors are trained, we will then move to schedule 2 new cohorts per calendar year to provide this cohort intensive training for all of our newly hired Child Welfare supervisors per year. This has built in capacity to train up to 50 new supervisors per year.

The Clinical Supervision Training consists of 6 training modules:

- Effective Leadership: Making the Transition from Social Worker to Supervisor
- Achieving Excellence in Staff Performance
Achieving Excellence in Performance
- Building Cohesive Work Group
- Promoting the Growth and Development of Staff
- Case Consultation and Supervision
- Managing Effectively Within the Organization

✓ **Supervisor Mentoring Forum**

Child Welfare supervisor training is the next phase of professional development. The Child Welfare Partnership is in the process of implementing the Child Welfare Supervisory Mentoring Program. The child welfare supervisory mentoring program will match new supervisors with experienced child welfare managers/supervisors to provide additional guidance, support, coaching and insights to enhance the supervisory experience. The length of the mentoring relationship will be determined individually, but is recommended for one year. Matching of mentors will be

based on the preferences identified by supervisors and available resources within the mentor pool.

✓ **Distance Delivery Training (NetLinks)**

In addition to the distance delivery trainings (NetLinks) that are offered as part of the Core classroom training, the Child Welfare Partnership offers a wide variety of other NetLink type of trainings to both the Child Welfare staff and to our Caregivers.

Child Welfare Staff

- Matching Needs
- Quality Visitation
- Coaching Foster Parents
- Enhancing N.A. Outcome
- Trauma Stress
Parents
- Internet Safety
- Contact for Caregivers
- 30-Day Contact
- Transitions
- FASD 201
- Generic OSM
- Incarcerated Parents
- Culturally Competent Interview
- Mental Health Diagnoses

Caregivers

- FASD 201
- ADHD
- Caregivers & Juvenile Court
- Grief & Loss
- Confidentiality for Foster
Parents
- Mental Health Diagnoses
- Child Development
- Promoting Permanency
- Internet Safety
- Incarcerated Parents
- Caregivers and the OSM

Portland State University MSW and BSW Stipend Program

The CAF Administration and the CAF Training Services Unit have continued to maintain a strong partnership with Portland State University Child Welfare Education Program. Quarterly CAF/PSU meetings are held to review student stipend accounts, discuss any student issues and follow up on training topics as they arise.

The Masters of Social Work (MSW) program through Portland State University continues to be well received. 26 students have applied for the stipend for the fall 2009 term. 14 of those are DHS employees and 12 are

recruits. In April 2009 2 CAF Child Welfare supervisors and the CAF training liaison participated in the interviews for the stipend program (campus and distance).

The total number of students currently enrolled in the campus and distance programs is 49 (25 DHS employees and 24 recruits). 13 students will graduate with their MSW in June 2009, including 6 DHS employees and 7 recruits. Portland State University continues to provide ongoing advising and field placement direction for all Child Welfare Education Program students.

Portland State University Administration completed the documentation for accreditation of the Bachelors of Social Work (BSW) program. This program began the fall term of 2008-09. It is designed for the junior and senior years. Currently there are 27 students in the BSW program. The BSW program offers stipend assistance for the senior year. 5 applications were received for the stipend assistance.

Quality Assurance

Although Oregon's Child Welfare Research, Reporting and Quality Assurance unit is not currently staffed to independently conduct on-going evaluations of interventions or treatment programs, the agency actively supports a wide range of research teams and projects aimed at establishing evidence-based practice in child welfare. The unit currently reviews and responds to research and data requests in support of NSCAW II, TIV-E Waiver evaluation, the Byrne Grant (Drug Court) evaluation, Wendy's Wonderful Kids, Healthy Start, and a constellation of projects conducted by the Oregon Social Learning Center, to name a few. In 2008, the unit established a standard protocol for research and data requests from outside entities, and has convened a team of program, field, research and administrative specialists to review the steady stream of requests received.

Since 2001, Oregon has used a combination of CFSR-type case review and performance reports based on administrative (SACWIS) data to monitor quality assurance in Child Welfare. Oregon's Quality Assurance program in Child Welfare was rated as a strength in the 2007 CFSR.

Although management and staff reported that they found tremendous added value in using the CFSR review as both a Quality Assurance process and a training tool, the branch-by-branch case review process being used was deemed unsustainable by the state for several reasons:

- In most instances, branches were only reviewed once in the seven year period from 2001-2007. This did not provide sufficient or frequent enough feedback to management and staff for the kind of continuous system improvement Oregon seeks to achieve.
- There were insufficient staff resources sustain, much less increase, the number or frequency of branch reviews
- Branch-by-branch reviews made it difficult to obtain the comprehensive, statewide perspective Oregon seeks for CFSR/PIP reporting.
- While the CFSR instrument provides a clear guide to desired Child Welfare case outcomes and SACWIS-based performance reporting provides a comprehensive statewide view on selected outcomes, Oregon continued to face challenges in sustaining improvements achieved in its 2001 PIP. As a result, Oregon has identified a need to

monitor the processes that lead to those outcomes in order to make the practice changes that will not only achieve but maintain state and Federal outcome and performance goals

To this end, Oregon, in consultation with NRC-OI, pulled together workgroups to identify case review needs and search for existing review tools in use by other states. The work of these groups has resulted in the decision for Oregon to contract with Human Systems and Outcomes to develop a case review tool for use in Oregon.

On time and within budget, Oregon and the contractor Human Systems and Outcomes drafted a QSR protocol, trained pilot reviewers, and conducted a pilot review of 12 cases between July and December 2008. Protocol revisions were made, another cohort of reviewers received baseline training, and two additional reviews (24 additional cases) were conducted between December 2008 and March 2009. All three reviews were praised by workers and supervisors as providing information they could use and were recognized as providing modeling and tools for case practice and clinical supervision. Focus groups with stakeholders provided much food for thought, but, along with the case stories themselves, raise questions about how to best analyze and use the information gleaned from the QSR process with community partners. Oregon is continuing to work to streamline its QSR protocol; present results in such a way that the members of the child welfare community as a whole can identify and partner to address common goals and needs; and design an ongoing QSR process that is sustainable in these lean times.

At the same time Oregon is using the QSR to understand how its system of care is working for children and families whose cases were reviewed, we are also moving ahead with the abbreviated CFSR case review and administrative data reporting needed to track our new CFSR Program Improvement Plan and achieve Federal outcome goals.

As outlined in the Oregon Program Improvement Plan approved January 30, 2009, an abbreviated CFSR case review process has been designed to collect information not routinely captured in Oregon's electronic case records. [*Oregon Program Improvement Plan*, pp 19-23]. As of this writing, over 60 of the 240 cases to be reviewed in 2009 have been completed, and the second 60-case batch is well underway. Oregon's baseline for CFSR items 3, 4, 7, 10, 17, 18, 19, and 20, based on these first 120 case reviews, will be

submitted by July 31, 2009. Oregon will continue to review approximately 60 cases per quarter as long as any of the above-named CFSR items fall short of Oregon's federally identified PIP goals. As per Oregon's PIP plan, cases from each of Oregon's child welfare branches will be reviewed each year, with the number of cases reviewed being proportionate to the size of any given branch's case load. A branch review schedule is specified on page 22 of the *Oregon Program Improvement Plan*.

Oregon PIP performance on CFSR items 1, 2, 6, 8, 9, Absence of Maltreatment in Foster Care and Achieving Permanency for Children in Foster Care for Long Periods of Time is based on NCANDS and/or AFCARS data, and reports displaying state and local performance on these measures is being made available to Child Welfare staff via a new, consolidated reporting website. This website also contains an assortment of other child welfare performance reports such as the weekly Face to Face Contact Report, Adoptions Tracking/Timeline Report and the new Foster Care Point-in-Time report aimed at supporting workers' case administration. The new website has been developed to support field staff until the ORKids reporting system is deployed in 2010.

All of these efforts represent a concerted effort on Oregon's behalf to enhance capacity in the area of Quality Assurance to enable the Oregon Child Welfare system to better respond to the needs of Oregon's children and families.

Oregon Program Improvement Plan Measurement Methodology

Oregon quarterly PIP measures and reporting will be based on either administrative data or data collected via case review using an abbreviated version of the CFSR case review tool.

PIP measures based on Administrative Data

Oregon administrative data, which includes Oregon's AFCARS and NCANDS data, will be used to report on Oregon's progress for CFSR Items 1, 2, 6, 8, 9, and 10. AFCARS 08A/08B and the FFY 2008 NCANDS report will be used for Oregon's baseline, and baseline measures calculated or collected from other sources will also reference the FFY 2008 reporting period. The following measures will be reported based on data for the 12 months preceding the report:

- Item 1: [Timeliness of CPS response] will be tracked using an annualized version of Oregon's Timeliness of CPS Response report from ORBIT. This annualized version will be available by 1/31/08 and will provide data for the FFY 2008 baseline. On this date Oregon will also provide for ACF approval the specifics of what the report measures, definitions for fields entered by users, and the actual calculations of the data.
- Item 2: [Safety 1; Absence of repeat maltreatment] will be tracked using a national standard derived from Oregon's NCANDS DCDC file;
- No # Absence of Maltreatment of Children in Foster Care, source will be NCANDS and AFCARS.

The following items will be tracked using Federal CFSR composites:

- Item 6: [Placement Stability] Permanency Composite 4; AFCARS,
- Item 8: [Re-unification] Permanency Composite 1; AFCARS;
- Item 9: [Adoption] Permanency Composite 2; AFCARS;
- No # Achieving Permanency for Children in Foster Care for Long Periods of Time, Composite 3, AFCARS.

In addition, Oregon will be following two measures; Absence of Maltreatment of Children in Foster Care, and Achieving Permanency for children in Foster Care for Long Periods of Time. These measures will be tracked by a combination of NCANDS and AFCARS data and solely by AFCARS data respectively.

PIP Measures based on abbreviated CFSR Case Review

For the both the PIP baseline and for quarterly PIP reporting, Oregon will use abbreviated CFSR case review data for items where administrative data are not sufficient or not available to address the item of concern.

- Item 3: [Services to maintain children in their homes]
- Item 4: [Risk Assessment and Safety Management]
- Item 7: [Timely establishment of permanency goals]
- Item 10: [Achieving Permanency for Children in Foster Care for Long Periods of Time]
- Item 17: [Comprehensive assessment of child/parent/foster parent needs]
- Item 18: [Child and Family Involvement in Case Planning]
- Item 19: [Face to face contact/child] and
- Item 20: [Face to face contact/parent].

Baseline Measurement

To establish a baseline, reviewers will cover 120 cases in the 6 month period that encompasses January 2009 through June 2009. The period under review will be the 12 months prior to the date the case is read. The baseline case reading will be completed by June 30, 2009 and submitted by July 31, 2009. Subsequent case review data will be submitted on a quarterly basis. Approximately 33% of the cases reviewed will be In Home cases and approximately 67% will be foster care cases. 30 of the 120 cases proposed for review in the first six months will be from Multnomah. The remaining 80 cases will be drawn from Washington, Benton, Clackamas, Crook, Deschutes, Jefferson, Lane, Lincoln and Linn counties. The number of cases reviewed per county will be proportional to the number of Child Welfare supervisors in that county. A minimum of one case per county, and up to 30% of the foster care cases reviewed in each county, will be children/youth in OPPLA plans. The number of OPPLA cases reviewed will not exceed 30% of the cases reviewed in each county unless the sole case reviewed in a