

Analysis

Item 12: Department of Human Services

Child Welfare

Analyst: Laurie Byerly

Request: Acknowledge receipt of a report on the agency's workforce-related efforts in the child welfare program.

Analysis: The budget report for SB 5526, the primary 2017-19 budget bill for the Department of Human Services (DHS), included a budget note directing DHS to report, at each interim meeting, on specific information primarily related to the child welfare workforce. The budget note also provides an opportunity for DHS to update the interim budget committees on child welfare program issues and allow the Legislature to gauge agency progress in meeting expectations for the program. In this latest interim report, DHS provides updated information on several workforce-related areas:

Caseworker Turnover – DHS continues to see high turnover; over the 12 months ending June 2018 the agency lost two-thirds as many caseworkers as were hired, with 342 new hires only resulting in a net increase of 111 caseworkers. However, about 35% of the caseworker separations were due to employees promoting into roles formerly known as Staff Retention and Training Specialists (STARS) or Consultant Educator Trainers (CETS); now they are called Mentoring, Assisting, and Promoting Success (MAPS) positions. All 50 of the positions approved in the 2017-19 budget have been hired.

New case aide positions approved by the Legislature in the 2018 session are expected to help improve caseworker retention by easing workload as those staff begin assisting caseworkers with paperwork and other case-related activities. DHS has also posted a continuous statewide recruitment for caseworkers and case aides to significantly reduce hiring timelines.

Caseworker Training – The Department provided caseworker attendance counts for specific types of training during the quarter ending June 30, 2018; more than 1,500 training slots across 9 classes or modules were filled over that three-month period. The program is receiving very positive feedback on the simulation training that has been embedded into several of the training courses. Simulations are structured activities that give new staff an opportunity to practice skills, particularly ones they may need in high-stress situations, while receiving immediate coaching and feedback.

Supervisor Training – In June 2018, regional meetings and trainings for supervisors focused on clinical practice, clinical supervision, and leadership skills; 119 child welfare supervisors attended. In the next round of quarterly trainings, supervisors will be introduced to a new tool (A Vision for Supervision Cards) designed to reinforce solution-focused and strengths-based techniques for supervising in human services work settings. Supervisors have also been receiving training on human resources topics targeted at supporting efforts to improve skills in hiring, performance management, and accountability. DHS is researching curriculum to find a product that will address gaps in current offerings, along with supporting program improvement and redesign efforts.

Workforce Professional Development – The Department is working on an advanced training program to address caseworkers' professional development needs after their first year on the job. The

program is expected to require a specific number of training hours to be completed annually, with targeted and flexible content. Practice models, emerging issues, and policy changes have been identified as appropriate training topics.

Foster Parent Recruitment and Retention – This fall, Child Welfare is launching a marketing campaign with Every Child (an initiative of the Portland Leadership Foundation) and other local partners to increase the numbers of people interested in and inquiring about becoming foster parents. Every Child’s mission is to help Oregon’s foster care system through marketing, education, one-on-one connections, and public/private initiatives. The organization is also implementing technology that will improve the tracking and management of inquiries to support better and sustained engagement with people interested in providing foster care.

To move more quickly on processing applications from people wanting to become general foster parents, a mobile certification team was developed and deployed to the La Grande (April) and North Clackamas (June) areas. The unit will next assist Linn, Douglas, and Polk county offices. Data on how applicant numbers and wait times are being impacted are being compiled and analyzed.

Since its inception in May 2018, the Child Care Stipend Program has served 186 working foster care providers by paying \$375 per month to help defray the cost of child care. This effort is expected to help attract and retain foster parents that are trying to balance work demands with fostering a child.

Other Updates – The program is seeing progress in building capacity in Behavior Rehabilitation Services (BRS) care settings. DHS continues to have challenges accessing high-level mental and behavioral health services that are needed for many youth; the agency is working with the Oregon Health Authority and other partners to develop this capacity. At the end of June, DHS was negotiating with providers to add 52 beds. Increasing the number of these beds and other system capacity is critical for helping to reduce or limit the use of temporary lodging (aka hoteling).

District staffing levels throughout the state are being reviewed to ensure new positions are allocated to equalize workloads and reduce double fills. Of the 186 positions added during the 2018 legislative session, 130 have been filled or are in some stage of recruitment or hiring. Another 56 positions will be recruited for and hired over the next six months.

During the 2018 session, the Legislature approved \$750,000 General Fund to support foster parents. DHS is now implementing its plan, which includes respite care, foster parent mentors, and immediate foster parent needs; most of these program elements are expected to be operative this fall.

Child Welfare is launching the Oregon Child Abuse Hotline in 11 counties and is also closely monitoring implementation of an abbreviated assessment tool intended to balance workload with child safety. In response to the Secretary of State performance audit on foster care, released earlier this year, the Department is producing monthly written progress reports on several areas of concern highlighted in the audit. These include issues already identified by the Legislature via this budget note, such as child safety, caseworker turnover, program performance, and accountability.

Legislative Fiscal Office Recommendation: Acknowledge receipt of the report.

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Department of Human Services
Connolly

Request: Report on the progress of recruiting, hiring, retaining and training Child Welfare caseworkers and an update on action by the agency related to the Mentoring, Assisting and Promoting Success (MAPS) positions allotted by the 2017 Legislature, as well as new positions added by the 2018 Legislature.

Recommendation: Acknowledge receipt of the report.

Discussion: The Department of Human Services (DHS) Child Welfare program is submitting a report as requested in a Senate Bill 5526 (2017) Budget Note, regarding the recruiting, hiring, training, and retention of caseworkers; the development and use of mentoring positions in the program; and other policy or workload changes, or challenges and potential solutions faced by the Child Welfare program. In addition, the Department is reporting on its efforts to hire new positions received during the 2018 Legislative Session.

Staffing:

Staff Turnover

Between July 2017 and June 2018, DHS hired 342 Social Service Specialist 1 (SSS1) positions in the Child Welfare program. These are the caseworker positions. During the same period, 231 staff separated from an SSS1 position, for a net gain of 111 positions. Of the 231 staff separating from an SSS1 position, 80 SSS1 caseworkers promoted within Child Welfare. Many of the promoting staff filled the new MAPS positions. The Department reports MAPS staff having a positive impact on caseworker morale and are supporting new caseworkers who have completed the Essential Elements of Casework Practice training.

The Department reports the 28 Case Aide positions established in 2017 to test whether providing caseworkers with support from case aides resulted in better retention of caseworkers and have been very well received. Case Aides complete paperwork and other case related activities, which allows the caseworker to focus on engaging with children and families. DHS was provided with 50 additional Case Aide positions in the 2018 Legislative Session. Twenty-five of the new positions have been allocated to the Districts with the highest staff turnover. The balance of the Case Aide positions were allocated in June 2018 and are in the hiring process.

Finally, to speed up the hiring of qualified staff, DHS has established statewide continuous postings for both the SSS1 and Case Aide positions. This means interested applicants can apply at any time and applications will be reviewed continuously to determine if initial qualifications are met. When a DHS District Office needs to hire a position, it can contact Human Resources for a list of qualified candidates without waiting for a posting to go up and then be closed, then applicants must be vetted for initial qualifications, and only then are qualified applicants provided to the hiring District Office.

Mentoring, Assisting and Promoting Success (MAPS) Positions

The Department reports successful hiring of the 50 Mentoring, Assisting and Promoting Success (MAPS) positions allocated in the 2017 Legislative Session under the name of the Consultant

Educator Trainers (CETs). These positions are classified as Social Service Specialist 2s (SSS2). In addition, 44 of 50 MAPS staff attended a two and a half day MAPS role orientation training. The training is intended to provide staff with the tools to support and guide new caseworkers through the first year of employment. The report contains a list of primary responsibilities.

Staffing Analysis and Allocation

The Child Welfare program has hired a Business Manager who will report directly to the Child Welfare Director and be responsible for overseeing the position allocation team, the contracts team and the Child Welfare budget. As reported in the May 2018 letter, the SSS1 positions approved during the 2017 Legislative Session, were used to equalize staffing levels across the state and to clear 24 double-filled positions. During the 2018 Legislative Session, 186 new positions were authorized; 127 are in the hiring process, three are in Human Resources and 56 positions will be rolled out for hiring in October 2018 and January 2019.

Additionally, Child Welfare has developed a staff retention engagement survey. The initial survey of SSS1 staff with 0 to 3 years' experience in child welfare was completed on July 30. No results were reported. The quarterly survey will continue.

Training:

Caseworker Training

DHS reports the new and experienced caseworkers are moving efficiently through online and classroom training. The Department provided participation numbers and classes in their report. The largest participation numbers are in the Online Training for New Workers, Essential Elements of Casework Practice, and Advocating for Education Services classes. In response to the increased hiring, the Department has worked with Portland State University to increase the capacity of the Essential Element training for new caseworkers.

Training for Supervisors

DHS continued the quarterly meetings for supervisors with four regional meetings held in June 2018. Training was provided on Structuring and Making Time for Clinical Supervision. Supervisors identified steps to implement the trainings when working with their staff. Fall quarterly training meetings will occur in September 2018 and will focus on a new set of topics. Child Welfare has issued its eighth supervisory newsletter, which is another tool for training and communication.

The DHS Human Resources staff in conjunction with Child Welfare staff is developing training for supervisors on Human Resource topics targeted to Child Welfare needs. The Supervisor Curriculum Workgroup continues to meet monthly to refine current supervisor training and identify gaps. This workgroup is working with the Casey Family Foundation to identify curriculums in other states, which could work well in Oregon.

Workforce Professional Development

An advanced training program to provide ongoing professional development to caseworkers beyond their first year of employment is in development. The Department anticipates being able to use Title IV-E funding to support this training.

Practice Changes:

Oregon Child Abuse Hotline

Child Welfare has begun the changeover to the statewide Oregon Child Abuse Hotline. As of August 24, 2018, the following counties are served by the Hotline: Benton, Clackamas, Coos, Curry, Grant, Harney, Lincoln, Linn, Malheur, Morrow, and Umatilla. The Hotline is in its new location and has a manager and core team in place to move the Hotline to full implementation.

New Tools

The program's new Abbreviated Assessment Tool was used and approved 307 times between February and July 2018. The goal is to insure the right intervention is used in the right circumstances, always focusing on child safety. Child Welfare is monitoring the use of this new tool very closely. Child Safety Consultants track and review all abbreviated assessments monthly and provide feedback to branch and district leadership for quality assurance purposes.

The program is also developing a new document containing the family case plan, child specific plans(s), and the court report in a single document. This will reduce caseworker workload, improve communication with families and provide courts with concise pertinent information. Roll out will be completed in February 2019. Child Welfare is also developing a new protocol for case transfers between protective services and permanency staff. This has been an area of inconsistency and confusion across the state. Child Welfare's goal is to clarify roles and responsibilities and allow quality family engagement earlier in the life of the case. The consolidated form and new case transfer process will be rolled out together.

Child Welfare is analyzing how the program handles children in foster care longer than two years and are not close to a permanency outcome. More structured staff reviews will be occurring.

Foster Care and Behavioral Rehabilitation System Capacity Building:

DHS continues its efforts to increase capacity in both the Foster Care and Behavioral Rehabilitation Services (BRS) systems. BRS rates increased on July 1, 2017 and foster care rate increases became effective on January 1, 2018, both have helped stabilize existing providers within the system. Child Welfare is negotiating with BRS providers for an additional 52 beds to increase capacity.

The Department reports the 12-month trend for DHS certified foster homes is mixed. The availability of general foster care homes, which accept any child, is not improving. The availability of child specific foster care homes, which take only an identified child, is improving. It should be noted the improving statistics around child specific foster care indicates caseworkers are making efforts to place children with people known to them, which can be less traumatic for a child removed from his or her home.

The certification process for child specific foster homes is the same as for a general foster home, so the cost of establishing that type of placement takes more staff resources on a per placement basis. To speed up the general foster care home certification, DHS has established a Mobile Certification Unit to move around the state based on the greatest need for assistance with certifying foster care providers. The team has assisted the La Grande Office and North

Clackamas Office and is scheduled to assist Linn County, Douglas County and Polk County in the late Summer and Fall.

Under the Child Care Stipend Program approved during the 2018 Legislative Session, a working foster parent will be given a \$375 reimbursement for childcare expenses for children between the ages of zero and five. The program reports stipends totaling \$134,290 have been disbursed to 186 providers since June 31, 2018. The providers were caring for 248 children.

The program has made significant strides in reducing the number of children who are placed in temporary lodgings, also known as “hoteling.” Child Welfare has mandated a four-step process to be followed before a child is placed in temporary lodging, including specific authorization from the Child Welfare Director. The program has assigned a team of experts to focus on this statewide issue and have been effective at finding placements before children are lodged in temporary lodging or by the end of the first day in custody. This team is made up of experienced caseworkers who continue to carry their own caseload.

Child Welfare is working with several entities to make changes it believes will enhance foster home capacity. The program is working with DHS’ Office of Equity and Multicultural Services to provide an interpretation service for foster parents, which will allow them to communicate with their foster children when they do not share a language. Child Welfare is also meeting with Oregon Foster Youth Connection, a group of current and former foster youth, to discuss policy recommendations and potential changes in foster care.

Child Welfare is continuing its grant agreement with Portland Leadership Foundation, the founders of Embrace Oregon and Every Child Oregon. The agreement runs from January 31, 2017 through November 14, 2021, and is not to exceed \$2.4 million. The goal of the grant is to build support in communities for the mission of child welfare. As part of the existing agreement, in September 2018 DHS and Every Child will launch a marketing campaign with the goal of increasing inquiries from prospective foster parents; with the intent of increasing the number of licensed foster parents. Every Child is working with Microsoft to develop a Customer Relationship Management (CRM) system, which will be used in conjunction with a variety of Every Child efforts. The system will improve the ability to track each inquiry and follow-up contact Every Child has with a prospective foster parents. DHS will not have access to the CRM system itself, but will have access to data reports generated by the new system and provided to it throughout the terms of agreement. Finally, Every Child and DHS are in discussions about a targeted recruitment effort trying to increase the number of African American, Native American and LGBTQ foster family inquires. The engagement activities of Every Child do not currently cover the whole state but plans for expansion as detailed in the report.

Foster Care Support and Development:

The Child Welfare program reported on the \$750,000 in funding released to support foster parents. The Department is using 60 percent of the funding to develop a respite care program for foster parents caring for high needs children. They are identifying Treatment Foster Care providers who could pilot a respite program. Some of the funds are being used to expand the Foster Parent Night Out, which serves a broader group of foster parents. They are using 25 percent of the funding to develop a mentoring program for new foster parents. A Request for Proposals will be issued in September 2018. The final 15 percent of the funding will be used to

meet immediate supply needs of foster parents. The funding has been allocated to districts and will be available to spend in September.

Organizational Challenges:

The Department continues to be challenged in recruiting and retaining staff to bring down caseload levels to the national optimal standard of 11 cases per caseworker. In addition, while Child Welfare has made progress, the program still struggles to find appropriate placements for children and youth with high needs and is working with its partners, the Oregon Health Authority and the Office of Developmental Disability Services, to develop additional resources.

Finally, the program indicates a projected budget shortfall. The Department is unable to provide more detailed information at this point, but it is likely the program will be making a request at the December 2018 meeting of the Emergency Board as part of the Department's 2017-19 Budget Rebalance plan.



Oregon

Kate Brown, Governor

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August 27, 2018

The Honorable Senator Peter Courtney, Co-Chair
The Honorable Representative Tina Kotek, Co-Chair
State Emergency Board
900 Court Street NE
H-178 State Capitol
Salem, OR 97301-4048

Re: 2018 Second Quarter Update on the 2017 session Child Welfare Budget Note

Dear Co-Chairs Courtney and Kotek:

Nature of the Report

The DHS Office of Child Welfare Programs is presenting this written update to the Interim Joint Committee on Ways and Means to provide information as requested in the 2017 Budget Note on the recruiting, hiring, training, and retention of caseworkers; to report on action taken to-date related to the Mentoring, Assisting and Promoting Success (MAPS) positions – formerly known as Consultant Educator Trainers (CETs) – allocated by the Legislature in the 2017 Legislative session to improve safety for Oregon’s abused and neglected children; organizational challenges, and efforts are underway that will impact the Child Welfare program budget.

Budget Note Language

Child Welfare – This program has been struggling to meet legislative and stakeholder expectations around child safety, provider oversight, policy alignment, program performance, and system accountability. To help address this struggle, the recommended budget does contain funding and positions to help support the program, with a focus on foster parents, other providers, and agency caseworkers. However, for the latter group there continues to be legislative concern that more training and positions alone will not be sufficient to improve agency performance in recruiting, hiring, and retaining quality caseworkers. It is also likely that although the new Consultant Educator Trainer (CET) positions are intended to improve safety by providing the clinical consultation and training, the impacts will not be immediate as many of the agency’s most experienced casework staff will likely apply for these positions creating the need to backfill those positions with new casework staff that will need to be trained before being fully functioning. Interim reporting is directed to keep the Legislature aware and focused on agency progress in this area.

For the first interim report, the Department will provide information on data and metrics around recruiting, hiring, training, and retaining caseworkers, for legislative review and feedback toward developing a uniform reporting framework or dashboard for future meetings. This reporting should include information on staff turnover, such as separation rate and counts, length of service, separation reason, and agency strategies to address those reasons. Other related policy, workload, or organizational challenges and potential solutions should also be outlined. In addition, program changes or progress updates coming out of the Unified Child and Youth Safety Implementation Plan process, particularly those associated with potential budget needs or adjustments, should also be covered in the report.

AGENCY ACTION – During Reporting Period

Staff Turnover

Caseworker (Social Service Specialist 1– SSS1) July 2017 – June 2018

MEASURES	2017						2018						12-MO AVG
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	
Total # of New SSS1 Caseworkers ¹	28	19	28	21	20	20	30	23	38	36	35	44	28.5
Total # of SSS1 Caseworker Separations	19	25	12	20	20	25	18	18	18	18	18	20	19.3
Impact on Total Caseworkers	9	(6)	16	1	0	(5)	12	5	20	18	17	24	9.3
Total # of SSS1 Caseworker Promotions ²	3	0	3	1	2	3	21	20	8	9	9	1	6.7

¹ New SSS1 Caseworkers: Hired or promoted into SSS1 position from inside or outside of DHS

² Total # of SSS1 Caseworker Promotions: Promoted into a higher position within Child Welfare, a subset of Caseworker Separations.

The table above is a 12-month trend displaying the total number of Caseworkers hired, and the total number of Caseworkers who left their positions. The last row displays the number of Caseworkers that were promoted within the agency. Many of those promotions were a direct result of the MAPS positions allocated by the Legislature in the 2017 session. The MAPS positions have already had a positive impact on workforce morale, and they have begun supporting new Caseworkers coming out of the redesigned new worker training – Essential Elements of Casework Practice.

An additional strategy to improve Caseworker retention and increase positive outcomes for children and families is to provide additional support to Caseworkers by establishing a Case Aide position. Child Welfare tested the efficacy of Case Aides in 2017 by allocating 28 positions statewide. Case Aides provide support to Caseworkers by completing paperwork and other case related activities to allow Caseworkers to spend more time providing direct services to children and families. The Legislature approved an additional 50 Case Aide positions during the 2018 Legislative session. Twenty-five of these positions were allocated at the beginning of April to the Districts most in need of assistance due to a high turnover in

staffing and high caseloads. The 25 additional Case Aide positions were allocated in June, to be hired by July.

In addition, at the beginning of April, a statewide continuous posting for Social Service Specialist 1 (SSS1) – Caseworker, and Social Service Assistant (SSA) – Case Aide positions was implemented. This statewide posting process will significantly reduce the time it takes to hire. When a position becomes vacant, the District will submit a request to Human Resources for a list of qualified candidates rather than having to submit the hiring paperwork, approving each posting, and waiting for the posting to close before a list of qualified candidates can be obtained. This expedited process will have a positive impact on staff retention and improve outcomes for children and families.

Mentoring, Assisting and Promoting Success (MAPS)

The 50 MAPS (Social Service Specialist 2 – SSS2) positions approved by the Legislature in the 2017 Legislative session have all been hired and 44 out of 50 MAPS attended 2.5 days of MAP orientation training providing them with the tools they need to support and guide new caseworkers through their first year.

The MAPS primary responsibilities are as follows:

- Supporting caseworkers through their first year on the job by going out with them on their first assessment(s), attending court when necessary, etc.
- Attend case staffing's with the caseworker and their supervisor at critical junctures in the case to assure decision making is sound.
- Provide mentoring and training to support struggling caseworkers who are beyond their first year of employment.
- Provide group supervision (working through individual cases with a team of caseworkers as a learning/teaching mechanism).
- Review cases at the point of transfer to minimize any gaps in communication.

Reminder: To reduce the impact of promoting 50 internal candidates to the MAPS positions, the Child Welfare Director approved hiring 50 additional caseworkers at the same time to fill behind the MAPS. This created a temporary increase of double fill positions that will be quickly cleared as all paperwork is complete.

Staffing

Child Welfare hired a Business Manager who reports to the Child Welfare Director. Their duties encompass but are not limited to overseeing the position allocation team, the contracts team, the Child Welfare budget both Central Office and the Field.

Of the 186 supplemental positions that were approved by the Legislature during the 2018 legislative session, three were transferred to Human Resources to assist with CW recruitment,

and 127 have been rolled out for hiring. These position are at varying stages, some have been filled, some are in recruitment or in the onboarding process. The remaining 56 positions will be rolled out for hiring in October 2018 and January 2019.

Due to the increase in SSS1 staff, we partnered with Portland State University Child Welfare Partnership to increase the capacity of Essential Elements training for new caseworkers to ensure training is provided timely to new caseworkers. All of our classes have been full.

Staff retention engagement survey is complete. The survey captures worker’s level of organizational engagement, supervisor support, and satisfaction. The target population are new Social Service Specialist 1’s (SSS1’s) with child welfare from 0 – 3 years. Employees with more than three years will receive the survey annually starting with the second wave in October.

The first quarter of survey testing was completed in June with a data collection period from July 16 through July 30. The response rate for the first quarter was 71%. Ongoing quarterly surveys will follow in October, January, and April.

A random moment survey has been completed to track the new MAPS position activities. MAPS positions were created to support and retain social service specialists. Researchers will use statistical techniques during the data collection phase to identify the activities and practices that the MAPS positions are engaging that produce optimal outcomes and effectiveness of their activities.

Data collection started the second week of July. Daily response rates are at 85%.

Caseworker Training

Training	Number of Attendees
Pre-requisite online training for new workers	1224
Essential Elements	77
Family Conditions	40
Well Being Needs of Children	50
Advocating for Educational Services NetLink	77
Trauma Informed Practice Strategies	44
Preparing and Presenting for Success in Court	42
Foundations Training of Regional Trainers	0*
Adoption Committee Member Training NetLink	21
Certification and Adoption Worker Training	12
SAFE Home Study Training	0*

*No classes were offered during this quarter

The table above shows the type of training and the number of caseworkers trained from April 1, through June 30, 2018.

Evaluations from caseworkers attending the new worker training continue to be very positive. New caseworkers find the simulation training to be extremely valuable, and pre/post testing is confirming this as an effective training technique.

Quarterlies

Over 4 regional quarterly meetings and trainings took place throughout the state in the month of June 2018 for child welfare supervisors. 119 Supervisors attended statewide. Three hours of training on Structuring and Making Time for Clinical Supervision, as well as a short discussion about how Leaders make their staff feel safe. Participants remained engaged throughout the training and were involved in the learning process. Supervisors reported that their next steps following the training would be to make time to meet the weekly clinical supervision expectation and incorporate one of the following:

- 1) Closed door to stay present and focused
- 2) Carving out a period of time to do clinical work (as opposed to case staffing)
- 3) Schedule weekly staffing
- 4) Creating an organized system of documentation, scheduling and goal setting

Planning is underway for fall quarterly trainings that are scheduled in the month of September 2018 that will include training on Suicide Prevention and understanding and Supervising to support our LGBTQ youth, and the beginning of a series that will utilize the Vision for Supervision cards. The cards provide flexibility to tailor supervision to an employee's individual needs and can be adapted to the unique context of a program, dilemma, or a goal agreed upon in supervision. Authors Roger Lowe and Russell Deal state these cards have "the potential to keep supervision alive and vital, to tackle distractions, and to ultimately share ownership of a critical component of any professional's growth and identify.

Supervisor Newsletter

As of this month, we have issued eight months of our supervisory newsletter Roots of Change. The newsletter regularly reports on wellness, practice, tip/tricks, and coming events.

Enhanced Training for Supervisors

Webinar Series on HR

Throughout the 2nd quarter, five webinar trainings for supervisors were in development in partnership with HR to provide CW Supervisors with training on HR topics tailored specifically

for them. The intent is to support a Supervisor who is trying to build or refine their skills in Personnel, Performance Management, and Accountability:

- What Can HR Do For You (July)
- Assembling an Interview Panel (August)
- Hiring Matrix/Veteran’s Preferences (Sept/Oct)
- Trial Service (Nov)
- Setting Expectations for Current Employees (December)

Supervisor Curriculum workgroup

The workgroup continues to meet monthly to identify gaps in current supervisor training that is currently being taught through our partnership with PSU as well as identifying the top five (5) core competencies essential for the redesign of the Supervisor Training:

- Clinical supervision (to be defined, with sub-competencies)
- Leadership (coaching, team building, influence)
- Partnership (agency, community, professional impacts)
- Social (systemic problems such as poverty and institutional racism)
- Rules (policy, laws, procedure, employee performance, practice model)

In addition to defining these competencies, RMS questions have been outlined to survey both supervisors and Social Service Specialist 1’s about how training is benefiting the practice of supervision. We anticipate the surveys will go out in the month of September 2018.

Casey Family Foundation is working with this workgroup to bring forward 4 different curriculums that are working effectively in other states across the nation for our consideration in September. Interviews were conducted with multiple states and 4 curriculums were identified for us to review and consider.

Training	Number of Attendees
June Supervisor Quarterly Meetings and Training	119
Clinical Supervision Cohort Supervisory Training	23
Supervising SAFE Home Studies Training	0 classes were offered in this quarter. 2 Upcoming sessions scheduled for 7/19/2018 & 10/8/2018

Workforce Professional Development

Planning continues, to develop an advanced training program to provide on-going professional development to caseworkers beyond their first year of employment. This program will require a specific number of hours of training to be completed annually to assure fidelity to the practice model, address emerging issues, and to assure appropriate and timely implementation of State

and Federal policy changes. The advanced training program will help enhance practice, improve outcomes for children and families, and will result in improved support and retention of caseworkers.

The costs associated with the advanced training will be claimed at the Title IV-E enhanced rate, offsetting the cost to the State; maximizing the State's financial investment.

An annual federal grant allocation is being accessed to purchase Surface Pros for MAPS, Supervisors, and the additional SSS1 staff allocated in the last legislative session.

Oregon Child Abuse Hotline

The name, Oregon Child Abuse Hotline has been branded. The following counties are currently being served by the Oregon Child Abuse Hotline as of August 24th: Benton, Clackamas, Coos, Curry, Grant, Harney, Lincoln, Linn, Malheur, Morrow and Umatilla. They have moved to the new location and are currently sharing that location with Self Sufficiency. Kristen Khamnohack has hired a strong core team to assist her as she continues to expeditiously move this important initiative forward.

Practice Change

An Abbreviated Assessment Tool was developed to ensure the right intervention is used in the right circumstances, and to help address caseworker workload while assuring child safety. The use of this tool is being monitored very closely to assure it is used appropriately and only as intended. Between February and July, 307 assessments were approved using the Abbreviated Assessment tool. Child Safety Consultants track and review all abbreviated assessments monthly and provide regular feedback to branch and district leadership for quality assurance.

Efforts continue around ensuring family engagement principles are strongly embedded in our work with families throughout the life of their case.

A form that combines several tasks- the family case plan, the child-specific plan(s), and the court report- is drafted and the form is being built. Full implementation of the form will be complete by February of 2019. The form is expected to reduce caseworker workload, improve communication with families, and provide concise thorough information to the courts.

Along with the single case plan/court report form, a statewide protocol for case transfer between protective services and ongoing permanency work is being developed. The transfer process has varied throughout the state, and long been identified as an area of work that needs clear definitions, roles and responsibilities. The statewide transfer process will be piloted and implemented alongside the single form. The statewide protocol is expected to clarify roles and responsibilities, and provide opportunity for quality family engagement early in a case.

Analysis of children in foster care longer than two years has begun. A structured staffing will be implemented for all children in care for longer than two years who are not near permanency, and analysis of case review rule has begun to determine whether rules should be amended to require a staffing for children in this population on an ongoing basis.

Expanding Residential Capacity

Capacity building efforts continue in both Foster Care and the Behavioral Rehabilitation Services (BRS) systems. The rate increases approved by the Legislature for BRS providers effective July 1, 2017, and for Foster Care providers effective January 1, 2018, have helped stabilize these child caring systems. As of June 30, Child Welfare is negotiating with BRS providers for an additional 52 beds to existing capacity. These changes will increase Child Welfare BRS residential capacity by 10%.

Child Welfare continues to have difficulty accessing appropriate high-level mental and behavioral health services for children with high needs. Child Welfare continues to partner with the Oregon Health Authority and the Office of Developmental Disability Services to develop higher levels of care to safely meet the needs of these children/youth.

Foster System Capacity

Having more foster homes available will help assure a proper first-time placement for each child.

MEASURES	DESIRED DIRECTION OF CHANGE	4/2018	5/2018	6/2018	CHANGE FROM PRIOR MONTH	6/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
# OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:								
CHILD-SPECIFIC FOSTER CARE	▲	2,728	2,767	2,708	NOT IMPROVED	2,537	IMPROVED	
GENERAL FOSTER CARE	▲	1,547	1,539	1,535	NOT IMPROVED	1,632	NOT IMPROVED	
TOTAL FOSTER CARE	▲	4,275	4,306	4,243	NOT IMPROVED	4,169	IMPROVED	

As part of our continual assessment of the capacity of the child welfare system, the number of children in temporary lodging is decreasing. Quantitative analyses are currently being performed which identifies differences and similarities between children/youth in temporary lodging versus those served in foster homes or residential programs. This work will help us identify solutions to support children in need of placement and to establish system solutions to prevent temporary lodging in the future.

Expanding Foster Home Numbers and Capacity

Oregon prioritizes placing children who cannot remain safely at home, with family or someone known to them. We refer to these as ‘child specific certifications’. The number of child-specific certifications remains high which demonstrates efforts to place children with kith or kin. Generally, child specific foster homes do not continue to provide foster care once the child(ren) they applied to care for have been

reunited with their family, placed with a guardian, or have been adopted. Certifying child-specific foster homes, while crucial to children maintaining their family connections and other relationships, may require significantly more time and staff resources which is not currently accounted for in our staffing model. This may also cause delay in the certification process of general applications.

To help address the wait time for certification of general applicants, a Mobile Certification Unit was formed in the Spring of 2018. Based on data showing where the greatest need is for assistance with processing general foster care applications across the State, this team began by assisting the La Grande office in April, and the North Clackamas office in June. The Mobile Certification Unit is scheduled to assist offices in Linn, Douglas and Polk counties in August, September and November, respectively.

In addition, the Legislature's recent approval of the Child Care Stipend Program will assist in the recruitment and retention of Foster Parents. The Child Care Stipend Program was implemented in May 2018, and provides a \$375 reimbursement for child care expenses for working foster parents for children in their care ages 0 through 5. This stipend to date has served, 186 providers, 248 children at a cost of \$134,290.34 as of June 31, 2018.

Child Welfare has contracted with Portland Leadership Foundation, founders of Embrace Oregon and now Every Child Oregon. One of the most important aspects of our working relationship with Every Child is how they build the community by-in. They build a community structure that is the backbone to our success. You've heard us say "We are only as strong as the community that walks beside us. As we roll-out our retention and recruitment strategy, Every Child is helping us build our relationships with local community organizations. Below are the steps we will be taking and the community members coming alongside:

- A. In September, Every Child and DHS will launch a marketing campaign, which will dramatically boost inquiry figures. EC believes the current 12-month data (shown above) is the new baseline.
- B. Every Child and Microsoft Philanthropies are implementing a world-class Customer Relationship Management (CRM), which will dramatically improve the ability to track, make changes to records, and essentially update the critical status of each inquiry.* Each individual inquiry will have a strategic engagement strategy designed to move him or her "down the funnel" toward deeper involvement with DHS.
- C. Every Child and DHS are in discussion about a "targeted recruitment" effort to increase the number of African American, Native American, and LGBTQ foster family inquiries, with a focus on the Portland Metro area.

Every Child is currently present in 13 counties and has plans to be present in 18 counties by the end of 2018 and 25 counties by the end of 2019

*PLF is implementing Microsoft Dynamics 365 as the CRM for Every Child. Microsoft Philanthropies has committed to come alongside the Every Child/DHS partnership to demonstrate how Microsoft's products (including Dynamics 365, Power BI, Azure, etc.) can transform the way we mobilize Oregonians to come alongside the agency. Microsoft is interested in both investing and telling the story to the world.

Every Child and DHS are currently contracting with the following organizations:

1. Benton*: LoveINC
2. Clackamas**: Embrace Oregon/PLF
3. Columbia: ShedCO
4. Coos: South Coast Leadership Foundation
5. Lane: Every Child Lane County (DBA of OneHope)
6. Linn*: LoveINC
7. Marion: CASA of Marion County
8. Multnomah**: Embrace Oregon/PLF
9. Washington**: Embrace Oregon/PLF
10. Jackson: Life Compass Jackson County
11. Josephine: Community Bridges Foundation

*Linn and Benton Counties have a joint initiative

**Clackamas, Multnomah and Washington Counties have a joint initiative

2018 Expansion/Growth Counties include:

1. Crook*
2. Deschutes*
3. Douglas
4. Jefferson*
5. Klamath
6. Lincoln
7. Polk
8. Yamhill

2019 Counties expected (but to be discussed with Central Office before committing):

- Baker or Union
- Clatsop*
- Curry**
- Hood River***
- Wasco***
- Lake
- Umatilla

- Tillamook

*Likely to be combined with Columbia effort

**Likely to be combined with Coos effort

***Hood River and Wasco counties expected to have a joint initiative

Recruitment and Retention of Ethnically and Culturally Appropriate Foster Homes

CW has partnered with the Office of Equity and Multicultural Services to provide an interpretation service that foster parents can access directly to ensure they're able to communicate accurately with parents of their foster children with whom they do not share a common language. This is intended to remove language barriers to effective communication and to facilitate visit planning and other arrangements when it can be made between foster parents and the parents of children in their care. The service has a video component that can also be accessed to allow children who communicate with their parents using American Sign Language. This service should reduce stress on foster providers and support the maintenance of relationships between children in care and their parents.

Temporary Lodging

Since August 1st we have not had more than 4 children a night in a Temporary Lodging as of August 27, there was (1) child(ren) or young adults in Temporary Lodging. From August 10th through August 16th we had 0 child(ren) and although we have had children enter Temporary Lodging, in most cases a placement is secured the following day. The four-step process which is mandated has shown to be effective, not only in finding placement for the children already in Temporary Lodging but by keeping other children from entering Temporary Lodging.

Our team of experts, on any given day find appropriate lodging for 3 to 13 additional children. This work is over and above this team's assigned 40 an hour a week job duty. The team has been exceptional and the drastic reduction in Temporary Lodging is largely due to their work, dedication, and tireless effort. The Child Welfare Director must provide authorization for any child or young adult to be placed into Temporary Lodging and has received up to 5 or 6 calls per night.

Listening to Youth Voice

Oregon Foster Youth Connection (OFYC) empowers current and former foster youth to share their voice and to be heard in key decisions affecting children and youth in foster care. CW are currently meeting with the Oregon Foster Youth Connection to discuss policy recommendations for the 2018 legislative session. These youth and young adults are uniquely experienced to identify ways we can improve the foster home experience of

children and young adult in our care. We plan to collaborate with and support them as the concepts they develop go through the legislative process in hopes that they can be successful in seeing some of them influence or be incorporated into new legislation.

Foster Care Support and Development

The 2018 Legislature approved the Department's request to release the \$750,000 reserved to support Foster Parents in the following manner:

Respite Care (60% of the funding. To be used to provide respite care/support)

A Request for Proposal is currently being developed to help identify interested parties to pilot different Respite models throughout the State, such as:

- Treatment Foster Care providers providing respite care for foster parents caring for children with high needs (as identified through the Child and Adolescent Needs and Strengths (CANS) survey); and
- Expansion/development of a program like *Foster Parent Night Out* throughout the State to allow foster parents to have a night out while their children are actively engaged in activities with a team of safe supportive people.

Trained Mentors for Foster Parents (25% of the funding. To be used to develop a mentoring program for new foster parents) A Request for Proposals has been developed and will be issued in early September.

- Provide training, support and a small stipend to experienced foster parents to provide mentoring services to help support new foster parents.

Flexible Funding (15% of the funding. To be used flexibly to meet the immediate needs of foster parents so they can more quickly care for a child or sibling group)

Funding for items such as a car seat, fire extinguisher, smoke alarm, crib, highchair, etc. to expedite appropriate placement. Funding is currently being allocated to districts, with spending to begin in September.

Organizational Challenges

Child Welfare continues to work diligently on the recruitment and retention of staff to improve outcomes for children and families by addressing existing workload issues. Even with the additional staff approved by the Legislature, we know more will be needed to bring caseloads down to the national optimal standard of 11 cases per caseworker.

Efforts are underway to expand recruitment and retention efforts to increase the number of safe, available foster homes. Additional resources will be necessary to support foster care providers in a meaningful way (i.e., checking in with them on a regular basis, providing additional supportive services, etc.). Child Welfare continues to struggle with finding appropriate placements for children and youth with high needs, specifically those with mental health conditions and developmental or intellectual disabilities. Partnering with OHA and ODDS to develop additional resources continues. However, developing resources takes time and money. In the meantime, Child Welfare continues to develop stop gap resources and bear the financial burden contributing to a projected budget shortfall.

Action Requested

Acknowledge receipt of report.

Legislation Affected

None.

If you have questions, please contact Marilyn Jones at 503-945-6627.

Sincerely,



Eric Luther Moore, DHS Chief Financial Officer

cc: Ken Rocco, Legislative Fiscal Office
Laurie Byerly, Legislative Fiscal Office
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Cathleen Connolly, Department of Administrative Services
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