Presentation to the 2019 Joint Ways and Means Subcommittee on Human Services

CHILD WELFARE PROGRAM

Marilyn Jones Child Welfare Director

February 20, 2019





Presentation Outline Day 1

- Child Welfare Program vision & keys to success
- Overview of services
- Priorities

Day 2

- Practice improvements
- Funding investments
- Budget overview
- Key Performance Measures
- Fundamental processes



Our Vision

Every child and family has a safe and positive environment in which to live and develop.





Keys to Success



Partnerships

Leading to excellence

Professional discretion & datainformed decision



Overview of Services

Child Safety Program

 Child Protective Services

Oregon Child
 Abuse Hotline

Child Permanency Program

- Reunification
- Adoption

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Guardianship

 Other Planned Permanent Living Arrangements Foster Care & Youth Transitions Program

- Foster Care
- Independent Living Program
- Interstate Compact for the Placement of Children

Treatment Services

- Behavioral
 Rehabilitation
 Services
- Placement Matching
- Child Caring Agency Compliance

Field Services



Districts We Serve

List of Districts

- D1 Clatsop, Columbia, Tillamook
- D2 Multnomah
- D3 Marion, Polk, Yamhill
- D4 Benton, Lincoln, Linn
- D5 Lane
- D6 Douglas
- D7 Coos, Curry
- D8 Jackson, Josephine
- D9 Gilliam, Hood River, Sherman, Wasco, Wheeler
- D10 Crook, Deschutes, Jefferson
- D11 Klamath, Lake
- D12 Morrow, Umatilla
- D13 Baker, Union, Wallowa
- D14 Grant, Harney, Malheur
- D15 Clackamas
- D16 Washington





Priorities

- Safety
- Children & young adults
- Families
- Foster parents
- Tribes
- Community partners
- Staff



Rooted in Safety



Rooted in Safety

Safety and well-being are the foundation of our work.



Children & Young Adults Child-centered Focus





Families Striving to Keep Families Together

- Managing safety
- Provide in-home services





Families Helping Families Heal

- Provide support services
- Family transition planning
- Child permanency





Foster Parents Helping Children Thrive

- Preserve family relationships
- Promote child well-being





Foster Parents Investments in Foster Parents

- Retain
- Recruit
- Support







Treatment Services

Current Availability of Care



16 Behavioral Rehabilitation Services (BRS) Residential Facilities within 12 Child Caring Agencies

181 Beds



Temporary Lodging

Number of Children/Young Adults in Temporary Lodging by Monthly Count - 2018



---- Total Number of Children/Young adults ---- Average Nights Slept by Child/Young Adult



CHILD WELFARE PROGRAM

Building Relationships







Community













CASA

Court Appointed Special Advocates

THE NATIONAL COURT APPOINTED SPECIAL ADVOCATE ASSOCIATION







FOR YOUTH DEVELOPMENT® FOR HEALTHY LIVING FOR SOCIAL RESPONSIBILITY



Liberty House





Staff: Our most important asset

- Workload
- Retention
- Support





Looking Forward

- Safety
- Engagement
- Opportunities



Rooted in Safety



Questions?





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Overview of Services

Health and V	Vellness
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Field Services



Who We Serve







Practice Improvements

- Overdue
 Assessment Project
- Trauma Informed Care Initiative
- Clinical Supervision
- Nursing Program Enhancements





Governor's Budget Funding Investments

- Independent Living Program
- Visitation Pilot
- Foster Family Recruitment Team
- Continuing Education
 for Foster Parents
- KEEP Program





Children and Young Adults Foster Care & Youth Transitions Program

- Independent Living Program to increase monthly service rates and expand services to youth 14-15 and 21-23 years old
- Young Adult Transitions Navigator
- Healthy Relationships Program





Families Family-Focused Services



Visitation Pilot



Foster Parents Practice Improvements

- New funding for continuing education for caregiver training
- KEEP Program
- Foster Family Retention and Recruitment Team





Staff

- Position allocations
- Oregon Child Abuse
 Hotline
- Legal Representation
- Advanced training for staff





Over Time





What We Need To Do This Work

I am a product of abouse and was blessed I people who blessed me and my ability to me and my ability to change me & my family tree. I want to give the gift back to those who need it.










DHS Child Welfare Direct Payments and Services 2017-19 GB



Note: 91.7% of budget is direct services (Delivery) or direct payments to clients or providers



Key Performance Measures

Measure	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	Target			
KPM # 7 - Absence of repeat maltreatment	95.5%	95.0%	94.6%	93.9%	92.0%	96.0%			
KPM #8 - Timely reunification	66.0%	62.9%	66.1%	73.7%	71.6%	75.0%			
KPM #9 - Timeliness of adoption once legally free	42.6%	44.3%	46.1%	48.5%	42.1%	53.7%			
KPM #19 - Children served by Child Welfare residing in parental home	25.8%	25.2%	23.9%	25.4%	23.8%	33%			
KPM #18 - Service equity	New measurements								



KPM #18- Service Equity Disparity in foster youth achieving permanency within 2 years by race/ethnicity





Average days in care at exit by race and ethnicity



Child Welfare Fundamentals Map

ATIONS	CW VISION Every child and family is empowered to live safe and healthy lives CW VISION Every child and family has safe and positive environment in which to live and develop			CW VALUES Integrity, Innovation, Respect, Service Equity			CW ACTION Promote exceptional and equitable service by embracing opportunity for growth and providing innovations, resources and support to our staff						
OAL S		Supported & H Work	lghly Engaged force	Highly Effective & Ef Organization		rong & Effective Partnerships	Strong S	upported Families	Equitable and Cultur Appropriate Service		Safety, Permanency & Well-Being		
		OPERATING PROCESSES							SUPF	ORTING PROCE \$ \$E	:\$		
RE	OP1 Developing and Maintaining Resources	OP2 Screening, Assessing and Monitoring Safety	OP3 Developing and Managing the Case Plan	OP4 Meeting Judicial Requirements		OP6 Engaging Children, Youth, Parents and Caregivers	SP1 Leading the Agency	SP2 Supporting and Retaining Workforce	SP3 Engaging Stakeholders	SP4 Developing and Implementing Rules and Procedures	SP5 Ensuring Effective Data, Analysis and Reporting	SPS Evaluating and Improving Performance	SP7 Managing Organizatio Finances
0 2 3 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	 Engaging the community and ensuring cultural responsiveness Assessing resource needs of department Finding and engaging and engaging and service providers Collaborating with caregivers and service providers Developing program models with caregivers and service providers Developing ordenacion service providers Developing ordenacion service providers Developing contracts with caregivers and service providers Monitoring contracts, payments and amendments Managing contracts, part assessing performance 	neglect 2. Completing comprehensive	I. Identifying and locating required parties, people and government entities 2. Informing, engaging and collaborating with legal parties and case participants 3. Assessing and meeting child needs and reviewing progres 5. Assessing and monitoring urrent plan 5. Assessing and monitoring current plan 7. Implementing concurrent plan 8. Facilitating and managing visitation	and Chizens Review Board (CRB) 2. Preparing and distributing discovery materials to legal parties 3. Preparing for, attending and stestifying at Court hearings and CRB 4. Notifying and parties, Tribes and others for Court and others for Court and CRB 5. Consulting and 6. Collaborating with legal parties 8. Collaborating with Courts and CRB to ensure required and timely findings 7. Ensuring due	Honoring Tribal sovereignty and Tribal government to governme agreements 2. Developing Tribal relationships at the local and state level 3. Practicing with culture 4. Understanding and complying with the Indiar waveness where negagit the tribe 4. Understanding and complying with the Indiar adhering to the Bureau o Indian Afairs (BIA) regulations and how they inform Oregon Administrative Rules (DARs) 6. Inquiring about and facilitating determination dipibility for membership and enrollement status enrolled 8. Consulting with Tribes to ensure eligible children a enrolled 8. Consulting with Tribes to determine appropriate Active Efforts	responsively 3. Demonstrating cultural humiky 4. Practicing I tauma-informed gc care 5. Defining and carfying roles and n responsibilities 0. Ensuing full an appropriate of of ore a	priorities 3. Leading organizational change 4. Leading strategic planning 5. Ensuring accountability for resu 6. Developing diversi and inclusive leadersi	hiring 2. Onboarding 3. Ensuring employee retention 4. Providing clinical supervision 5. Supporting employee safety, Mts health and well-being 6. Developing, 0. Dev	 Developing strong and culturally diverse relationships Establishing effective communication Educating and training Responding to inquiries and concerns Collaborating to achieve better outcomes Parthering to enhance services locally and statewide Creating solutions collaboratively Participating in community problem solving Participating in community outreach and events 	for rules and procedures changes 2. Creating rule and procedure changes 3. Communicating rules and procedures 4. Training and	1. Providing technical consultation, direction and support 2. Developing and implementing system changes and improvements 3. Developing and maintaining infrastructure that supports best practice and data integrity 4. Ensuring the security. confidentiality, and privacy of information 5. Researching, analyzing, and reporting program outcomes 6. Ensuring data accuracy and integrity generaling reports for effective decision making 8. Meeting external reporting requirements	reinforcing a continuous quality improvement (CQI) model 2. Establishing meaningtil and meaningtil and meaningtil and meaningtil and surable goals 3. Ensuring staff engagement in CQI 4. Using data to inform process- and practice- improvement decisions 5. Conducting comprehensive and timely quality assurance reviews 6. Developing local and statewide improvement plans 7. Menitoring progress and removing barriers to improvement barriers	Establishin adequate bud levels Developing budgets Maximizing federal revent federal revent sources of rex S. Complying external requirements A. Locasting managing display budgets T. Ensuing have are appropriat managed and service provid
ESS URES d	 a) Timely and accurate payments to providers b) Quality of placements/appropriate placements/appropriate placements/appropriate outcomes b) 6 of outcome- based contracts b) 6 of outcome- based contracts b) 6 of contracts c) 6 of contracts c) 6 of contracts c) 6 of contracts attractional sets service array 	completion of assessments b) Accurate assessment of child safety c) Safety plan sufficient & up to date 0) Average	 a) Timely & accurate assessment (planet) b) Timely & accurate assessment (planet) c) Quality of child & parent in case planning d) Average caseload per caseworker 	 a) Court cases with reasonable effort findings b) CRB cases with reasonable effort findings 	 a) Active effort findings b) Compliance with ICWA rReduction in disproportionality of tribal children in care (outcome) 	 a) Responsive, timely and culturally appropriate communication) Frequency of engagement (face to face) c) All parties engaged at critical junctures (outroally informed practic (outcome) 		a) Quality of clinical supervision ^L b) Safety incidents c) Employee well- being d) Staff retention	e) Communications provided to stakeholders) Stakeholder Involvement In workgroups / committees / advisory groups	Effective communication of instructions for all instructions (changes changes % of changes that were implementes non- value-added work and prioritize required work	accurate and a) timely reports to external parties	a) Achieving Program Improvement Plan goals Repeat audit findings C)	Timely month financial reporting Develop and communicate budget allocal process On target spe
ESS IER	Greg Westbrooks Sara Fox	Tami Kane-Suleima	n Lacey Andreser	Christle Smith	John Spence	Shannon Biteng	Marilyn Jones	Shannon Biteng	Marilyn Jones	Jana Mciellan	Sherrii Kuhna	Tamara Hammack	Christie Smit



Child Welfare Fundamentals Map





Operating Process 2 Screening, Assessing and Monitoring Safety

- 1. Screening reports of abuse and neglect
- 2. Completing comprehensive safety assessments
- 3. Determining dispositional findings
- 4. Making child safety decisions
- 5. Assessing suitability of safety service providers
- 6. Developing and monitoring and confirming safe environments
- 7. Monitoring and confirming safe environments
- 8. Evaluating safety threats and protective capacities



Operating Process 3 Developing and Managing the Case Plan

- 1. Identifying and locating required parties, people and government entities
- 2. Informing, engaging and collaborating with legal parties and case participants
- 3. Assessing and meeting parent needs and reviewing process
- 4. Assessing and meeting child needs and review process
- 5. Assessing and monitoring parent protective capacities
- 6. Developing and monitoring current plan
- 7. Implementing concurrent plan
- 8. Facilitating and managing visitation



Supporting Process 2 Supporting and Retaining Workforce

- 1. Recruiting and hiring
- 2. Onboarding
- 3. Ensuring employee retention
- 4. Providing clinical supervision
- 5. Supporting employee safety, health and well-being
- 6. Developing, providing and evaluating training
- 7. Coaching, consultation and observation
- 8. Ensuring full and appropriate employee engagement



Supporting Process 3 Engaging Stakeholders

- 1. Developing strong and culturally diverse relationships
- 2. Establishing effective communication
- 3. Educating and training
- 4. Responding to inquiries and concerns
- 5. Collaborating to achieve better outcomes
- 6. Partnering to enhance services locally and statewide
- 7. Creating solutions collaboratively
- 8. Participating in community problem-solving
- 9. Participating in community outreach and events



Supporting Process 6 Evaluating and Improving Performances

- Establishing and reinforcing a continuous quality improvement (CQI) model
- 2. Establishing meaningful and measurable goals
- 3. Ensuring staff engagement in CQI
- 4. Using data to inform process and practice improvement decisions
- 5. Conducting comprehensive and timely quality assurance reviews
- 6. Developing local and statewide improvement plans
- 7. Monitoring progress and removing barriers to improvement
- 8. Responding to audits and reviews



Moving to Excellence





Thank you



Coming up next:

- Central Services/SAEC: February 25, 2019
- Public Testimony for Self Sufficiency, Child Welfare and Central Services: February 26, 2019
- DHS Wrap-up: February 27, 2019





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