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Dear Mr. Henigson:

Enclosed you will find Oregon's revised Child and Family Services Review Program Improvement Plan. We want to thank you and your staff for the constructive feedback that you have provided us throughout this process. Given the newness of this endeavor, we all continue to learn as we engage in each phase of this process.

Many things have changed in Oregon since the Children's Bureau conducted the review in June 2001. These include:

- Actions to strengthen the child welfare practices identified in the review as needing improvement;
- Correction of the data to measure many aspects of that practice and to conform to AFCARS standards;
- A reorganization of the structure that delivers services to Oregon's vulnerable children and families; and
- The state's economic situation, including three special sessions of the Legislature to deal with expanding revenue shortfalls.

We feel strongly that the first three items listed have and will continue to help strengthen child safety, permanency, and well-being, but these efforts are constrained by Oregon's continuing economic problems. We have not been able to add resources to take on the expanding work requirements included in many of the Action Steps listed and now face a hiring freeze that will further challenge both front-line staff and the systems, policy, and research staff that provide direct support to the service delivery system. The other agencies (including local schools and courts) that are key partners in achieving these goals face similar challenges.

We ask for your patience and understanding as we work through these economic difficulties. Please know that we will continue to work hard on improvements to the fullest extent that resources allow.

Sincerely,

Ramona L. Foley  
Assistant Director  
Department of Human Services  
Children, Adults and Families

William T. Fink  
Assistant Director  
Department of Human Services  
Community Human Services

Bobby S. Mink  
Director  
Oregon Department of Human Services

**Program Improvement Plan (PIP)  
Oregon Department of Human Services  
Children, Adults, and Families**

For each of the CFSR areas in which Oregon did not achieve substantial compliance, the table below identifies the state's proposed goal for improvement, the method of measurement, and a comparison to the findings from the federal review in June 2001. In three areas, Timeliness of Investigations, and Worker Visits with Child and with Parents, Oregon's goals are to achieve 100 percent compliance. These activities are seen as key efforts that will help gain progress in numerous other practice areas. They are also areas where the state has greater control on when and how the activity is done, unlike many other areas of the review.

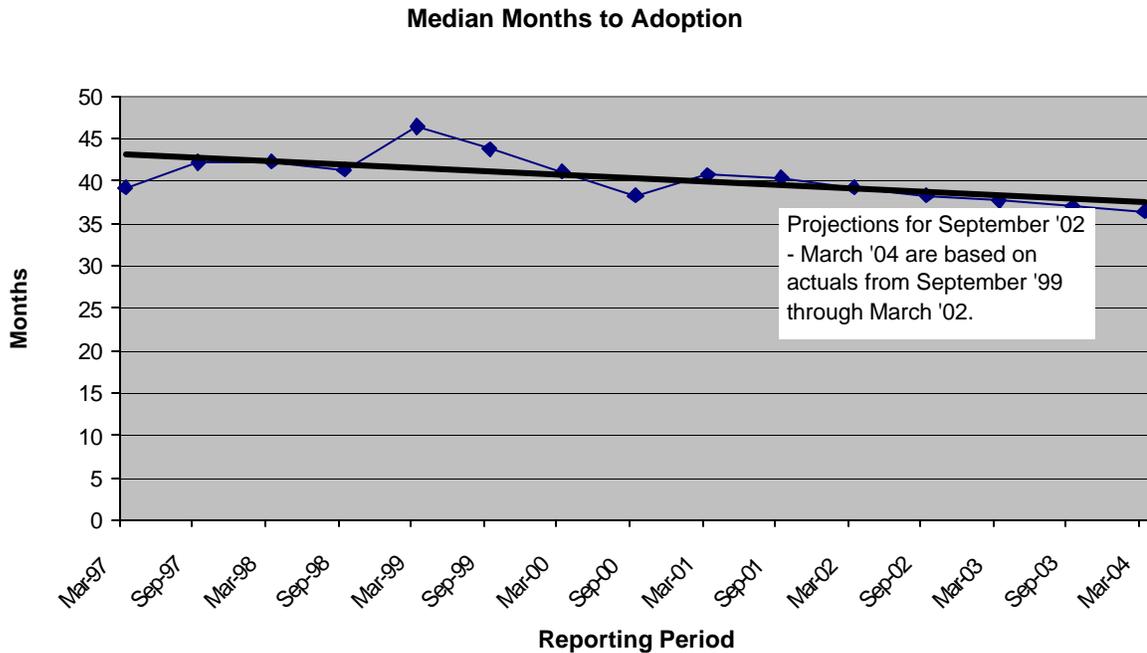
**State of Oregon  
Program Improvement Plan Goals**

CFSR Indicator	Subject	Federal Review	Goal	Method of Measurement
1	Timeliness of Investigations	67%	100%	Statewide Data System
4	Risk of Harm to Child	80%	85%	On-site Case Review
7	Permanency Goal for Child	62%	75%	On-site Case Review
8	Independent Living Services	75%	80%	On-site Case Review
9	Adoption	75%	*	Statewide Data System
10	Permanency Goal of Other Planned Permanent Living Arrangement	85%	90%	On-site Case Review
17	Needs and Services of Child, Parents, and Foster Parents	68%	80%	On-site Case Review
19	Worker Visits with Child	65%	100%	Statewide Data System
20	Worker Visits with Parents	75%	100%	Statewide Data System
21	Educational Needs of Child	82%	90%	On-site Case Review
23	Mental Health of Child	88%	90%	On-site Case Review

\* A substitute goal is proposed for Adoption, where Oregon will reduce the median length of time to achieve a final adoption from the 2001 level of 43 months to 36 months by March 2004.

In the area of adoptions, Oregon proposes to measure success by focusing on reducing the median number of months it takes to achieve a finalized adoption. This will result in stronger and better permanency for Oregon's children for whom adoption is the best plan in that it emphasizes the urgency for the total adoptee-candidate populations rather than a small segment. As seen in the graph below, at the time of the federal review, the median

number of months to achieve adoptions was approximately 43 months; today we are closer to 39 months. Our goal is to reduce this time period to 36 months by March 2004. We will continue our long standing emphasis on adoption as a permanency goal for a broad spectrum of the children we serve, not just those who are less difficult to place.



The Oregon Program Improvement Plan (PIP) has three primary initiatives to help achieve the practice standards envisioned in the federal Child and Family Services Review (CFSR). These include the:

- Guided Assessment Project (GAP), an endeavor that will change policy, practice and the systems that support it to provide child abuse investigations within a more consistent and timely structure.
- Needs planning process that will guide caseworkers in their contacts with children, parents, and foster parents to focus case planning and service activities around the identified needs and changes that occur in each case.
- Adoptions initiatives to change our adoptions process from one that achieves adoption for a high proportion of children, to one that continues to serve many, but achieves adoption for children within a

median length of time of 36 months from the date of their last entry into care.

These practice initiatives are embodied in the detailed action steps in the pages to follow with the appropriate lead managers, timelines, and measurement methods. In several areas, we request additional technical assistance from various national resource centers.

These objectives are placed in a context of national performance standards' data that adheres to the requirements of AFCARS. Oregon recognized after the federal on-site review that our performance data was based on a misinterpretation of the federal definition of foster care. While we were trying to reconcile the data discrepancy concerning foster care re-entry, we learned that many of the children that Oregon considered as re-entering, were by federal parameters, still in foster care in a "trial home visit" status because the court had not dismissed jurisdiction. In conjunction with the National Resource Center for Information Technology in Child Welfare, we have reprogrammed the AFCARS data to correct this problem and several other minor issues from 1997 to present. Revised outcomes were then calculated from this data; these new numbers are included in the outcome tables and serve as the basis of Oregon's projected level of improvement.

The corrected data indicates that Oregon meets or exceeds the federal standard for Maltreatment of Children in Foster Care and Foster Care Stability. Discussions with the Children's Bureau Region X staff indicate that Oregon's task for program improvement in these two categories is complete with this data resubmission. No additional action steps are proposed in these two areas.

Oregon will be changing its outcome monitoring from semi-annual distribution (AFCARS reporting periods) to quarterly and will provide the state's data to the Region X Office with its quarterly PIP Progress Reports. We will also be disseminating the data displayed at the service delivery area, branch, and case level for local program improvement planning purposes. The data variability between reporting periods illustrated in trend charts for several of the outcome measures will pose challenges at the federal, state, and local branch level to managers of the CFSR process who must relate the impact of individual practice decisions on broader performance measures. Past data indicates that wide shifts in outcome levels can happen when the practice requirements, staff, and clients do not appear to have changed.

PIP progress will be monitored with the national outcome state data measures and a quality assurance review process that mirrors the federal CFSR on-site review procedure. The case review process will review 50 cases semi-annually in counties with varying population sizes (5-6 counties per year). Review teams will be composed of DHS managers from across the state and across practice disciplines related to child welfare and well-being. It is our intent to have all child welfare casework supervisors participate in a review over a three-year period. They will be joined by staff responsible for program management, consultation, training, and research. The central office staff knowledge will help strengthen the review process; their participation in the review will also strengthen their understanding of the needs of clients and staff at the local level. This will lead to better policy and practice partnership across the department. We also intend to make the training on the on-site review requirements available to staff at all levels in the organization. This will better inform workers of the practice requirements for excellent child welfare services and also expand the pool of potential reviewers.

## SAFETY 1 OUTCOME MEASURE:

Children are, first and foremost, protected from abuse and neglect.

### Conformity of Statewide data indicators with national standards:

	National Standard	State's Percentage	Proj. Improvement Level	National Standard Compliance
Repeat Maltreatment	6.1%	8.68% *	7.7%	Does not meet
Maltreatment of children in foster care	.57%	.50% *	.57%	Meets

\*Revised to comply with AFCARS requirements

**Indicator 1:** Timeliness of initiating investigation of reports of child maltreatment.

**Goal 1.1:** Screening and Child Safety Assessment will meet state policy and national standard guidelines.

> ~ Ê | K **Action Step 1.1.1:** Provide summary and detailed data to CHS field offices on timeliness of CPS investigations.

- Revise FACIS to require date of first contact with the child and attempted contact information
- Train field staff on system change
- Monitor FACIS timeliness data quarterly
  - Begin Date: February 2002
  - Completion Date: May 2002
  - Lead Person: CAF CPS Manager
  - Geographic Area: Statewide
  - Method of Measurement: FACIS Summary Report
  - Frequency of Measurement: Quarterly
  - Interim Measures: N/A

> ~ • Ê | **Action Step 1.1.2:** Utilize existing research (including CWP) and national resources to create, implement and train to a single DHS policy with standards, tools and procedures for assessing child safety/risk factors present and care giver capacity at critical case junctures which may include: screening; placement and consideration of return home or alternative permanent placement; starting and ending services to enhance care

Implementing Parties:

- > Children, Adults and Families
- ~ Community Human Services
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giver/parent capacity; and visitation.

Begin Date: November 2002

Completion Date: April 2003

Lead Person: CPS Program Manager

Geographic Area: (a) Pilot sites for three months (July – September 2002)

(b) Implement CAF/CHS statewide April 2003

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measure: Draft policy completion August 2002

> ~ • | **Action Step 1.1.4:** Incorporate the abuse-type clarifications in Action Step 1.2.1 into the Screening and Assessment practice.

Begin Date: June 2002

Completion Date: April 2003

Lead Person: CPS Program Manager

Geographic Area: (a) Pilot sites for three months

(b) Implement statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measure: Draft policy completion August 2002

**Goal 1.2:** Policy revision and application will support consistency of practice in determining CPS eligibility; screening decisions; and in completion of assessment and safety planning.

- > **Action Step 1.2.1:** Revise Child Protective Services (CPS) Policies (CPS Eligibility, Screening, Assessment, Safety Planning) to include:
  - Definitions of key terms to increase statewide consistent application (e.g. service population as it relates to child abuse/neglect (CA/N), safety threats (immediate, imminent), child abuse types (including threat of harm), and third party and familial reports
  - Process for handling reports on open cases
  - Responding to reports of CA/N when child is a teen
  - The handling of reports from LEA.

Begin Date: January 2002

Completion Date: April 2003

Implementing Parties:

> Children, Adults and Families

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Lead Person: CPS Program Manager  
Geographic Area: Statewide  
Method of Measurement: Completed policy rule development  
Frequency of Measurement: One time report  
Interim Measure: (a) Workgroup recommendations completed  
(b) Draft rule completion August 2002

> **K Action Step 1.2.2:** Design tools based on policy revision to guide/assist Screening and Assessment activities (e.g. Screening Template, Safety Assessment, and Protective Capacity worksheet). For purposes of testing at designated test sites, tools will be first developed as templates to be merged with existing FACIS documents. After completion of site tests, final design of tools will be completed and incorporated into FACIS.

Begin Date: December 2001  
Completion Date: April 2003  
Lead Person: CPS Program Manager  
Geographic Area: Statewide  
Method of Measurement: Completed tool development  
Frequency of Measurement: N/A  
Interim Measure: Draft tools utilized and revised as part of pilot

• > **ÊK Action Step 1.2.3:** Revise policy/tools based on analysis and recommendations from test sites.

Begin Date: August 2002  
Completion Date: March 2003  
Lead Person: CPS Program Manager  
Geographic Area: Statewide  
Method of Measurement: All revisions complete  
Frequency of Measurement: N/A  
Interim Measure: N/A

~ > | **Action Step 1.2.4:** Develop and deliver training curriculum on child protective services policy changes.

Begin Date: April 2002  
Completion Date: April 2003  
Lead Person: CAF Training Manager, CPS Program Manager  
Geographic Area: Statewide

Implementing Parties:

- > Children, Adults and Families
- ~ Community Human Services
- | Training
- Policy
- K Systems
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Method of Measurement: Completed training for DHS child protective services workers  
Frequency of Measurement: Evaluation at the completion of each training.  
Interim Measure: N/A

**Goal 1.3:** The technical information system will support changes in CPS policy and practice.

> **k Action Step 1.3.1:** Revise FACIS to incorporate tools to assist CPS policy implementation.

Begin Date: October 2001

Completion Date: April 2003

Lead Person: CAF Program Systems Support Manager

Geographic Area: (a) Three month pilot sites  
(b) CAF/CHS statewide

Method of Measurement: Statewide application

Frequency of Measurement: N/A

Interim Measure: Complete detail design specifications – August 2002

Complete coding – November 2002

Complete systems testing – December 2002

Complete user acceptance testing – January 2003

Complete pilot test – February 2003

**Indicator 2:** Repeat Maltreatment

**Goal 2.1:** Policy and practice protocols will provide for consistency in responding to and reporting abuse in care events.

**Action Step:** Refer to Action Step 1.2.1

**Goal 2.2:** Statewide and community based practice protocols will focus on issues of neglect and develop a comprehensive, collaborative response improving interventions and service to this population.

Implementing Parties:

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> ~ **Action Step 2.2.1:** Create collaborative community response to chronic neglect cases.

Begin Date: January 2002

Completion Date: June 2003

Lead Person: CPS manager, CHS

Geographic Area: Statewide

Method of Measurement: Number of local plan developed

Frequency of Measurement: Quarterly

Interim Measure: Establish statewide neglect workgroup involving CHS, CAF, and Safety Net – January 2002

Revise neglect protective service eligibility policy – February 2002

Develop neglect practice protocol – January 2003

CAF/CHS coordination of neglect response at SDA and community level, development of local agreements – June 2003

**Action Step:** Refer to Action Step 1.1.3

**Goal 2.3:** Data entry into FACIS/IIS will accurately reflect re-abuse incidents.

| > **k** • **Action Step 2.3.1:** Review and revise current data entry policy, practices, and procedures regarding entry of information related to “founded” CPS referrals. Train field staff through family-based services consultants and FACIS training staff.

Begin Date: March 2002

Completion Date: January 2003

Lead Person: Research Manager, FACIS Manager

Geographic Area: Statewide

Method of Measurement: Report from review

Frequency of Measurement: One time study

Interim Measure: N/A

| > ~ **Ê** **Action Step 2.3.2:** Provide quarterly summary and detailed data to CHS field offices on repeat maltreatment from internally generated reports.

Begin Date: June 2002

Completion Date: June 2002

Lead Person: Research Manager, OIS Manager

Geographic Area: Statewide

Implementing Parties:

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Method of Measurement: Report to Region X on initiation data reports

Frequency of Measurement: One time event

Interim Measure: N/A

**Action Step:** Refer to Action Step 1.2.1

Implementing Parties:

> Children, Adults and Families

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⌘ Research

## **SAFETY 2 OUTCOME MEASURE**

**Indicator 4:** Risk of harm to child

**Action Step:** Refer to Action Steps 1.1.2 and 5.1.1

Implementing Parties:

- > Children, Adults and Families
- ~ Community Human Services
- | Training
- Policy
- ⌞ Systems
- ⌞ Research

## PERMANENCY 1 OUTCOME MEASURE:

Children have permanency and stability in their living situation

### Conformity of Statewide data indicators with national standards:

	National Standard	State's Percentage	Proj. Improvement Level	National Standard Compliance
Foster Care re-entries	8.6%	10.06% *	8.60%	Does not meet
Length of time to achieve reunification	76.2%	79.06%	---	Meets
Length of time to achieve adoption	32%	7.11% *	10.00%	Does not meet
Stability of foster care placements	86.7%	86.97%*		Meets

\*Revised to comply with AFCARS requirements

### Indicator 5: Foster Care re-entries

**Goal 5.1:** Case plans will address an assessment of the capacity of parents to address core risk factors present in their families, as well as identification and provision of individualized services that target safety, permanency, and well being concerns specific to each case. Decisions to reunify will be based on measurements of substantial change in parenting capacity.

> **Action Step 5.1.1:** Realign treatment services for parents to focus on child safety issues using Cohort, System of Care, and IV-E Waiver data. This will include collaboration with partners and treatment providers. Services should be individualized, timely, have a research-based likelihood of effectiveness, and be focused on parental behavior change. Services should demonstrate that the parent has achieved the necessary behavioral changes before the child is returned to the parent.

Begin Date: December 2001

Completion Date: December 2002

Lead Person: Family Based Services Manager

Geographic Area: Statewide

Method of Measurement: AFCARS Data File

Frequency of Measurement: Reduced re-entry rate

Interim Measures: Quarterly progress reports on research,

#### Implementing Parties:

> Children, Adults and Families

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⌘ Research

collaboration, and implementation

> **Action Step 5.1.2:** Develop standards for providers of treatment services to parents that are based on demonstrated and documented parent behavior change, to include in-home, hands-on parent training before child is returned to parent.

Begin Date: May 2002

Completion Date: December 2002

Lead Person: CAF Family Based Services Manager

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: Quarterly report of progress

**Indicator 7:** Permanency goal for child

**Goal 7.1:** Concurrent Planning policy and practice will reflect a parallel process with demonstrated and documented efforts toward both plans.

> • | **Action Step 7.1.1:** Develop policy and training on concurrent planning; document specific concurrent planning steps taken throughout the case plan.

Begin Date: April 2002

Completion Date: April 2003

Lead Person: CAF Family Based Services Manager

Geographic Area: Statewide

Method of Measurement: AFCARS data on time to achieve permanency plan other than return to parent

Frequency of Measurement: Quarterly

Interim Measures: Progress toward establishment of policy and delivery of training

> ~ • | **Action Step 7.1.2:** Provide statewide training on case decision making where it may not be appropriate to wait 12 months to file TPR.

Begin Date: July 2002

Completion Date: July 2003

Lead Person: CAF Training Manager

Implementing Parties:

> Children, Adults and Families

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Geographic Area: Statewide  
Method of Measurement: AFCARS data on time to achieve  
permanency plan other than return to parent  
Frequency of Measurement: Twice yearly  
Interim Measures: N/A

**Indicator 8:** Independent Living Services

**Goal 8.1:** Youth in DHS foster care will have a plan for independence developed at or before the age of sixteen (16).

Youth may be considered for formal ILP services at the age of 14 and will be referred for ILP services by age 16 (unless it is not in the youth's best interest and that is documented in the case file per DHS policy I-B.2.3.5).

> ~ | **Action Step 8.1.1:** Provide training and implement the new Independent Living Program Policy dated January 22, 2002 for staff, foster parents, tribes, and community partners. Training shall be provided at a minimum of 10 sites around the state between January and June 2002. This training shall outline overall policy requirements and draw specific attention to two new areas for practice change:

1. Youth who are over 14 years of age may begin to be considered for development of a plan for independence.
2. Identify and train at least one staff person in every DHS Service Delivery Area (SDA) to serve as an expert to their area on teen issues, services, and local resources.

These local experts will then have the responsibility to assist caseworkers within their communities regarding development of plans for independence, provide liaison contact with local independent living program contract providers and the CAF Independent Living Program Coordinator.

Begin Date: January 2002

Completion Date: October 2002

Lead Person: CAF Foster Care Manager

Implementing Parties:

- > Children, Adults and Families
- ~ Community Human Services
- | Training
- Policy
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- ⌘ Research

Geographic Area: Statewide  
Method of Measurement: Semi-annual Case Review  
Frequency of Measurement: Twice yearly  
Interim Measures: Number of sites and participants involved in training

**Goal 8.2:** Increase Caseworker visits with youth.

**Action Step:** Refer to Indicator 19 and Action Steps.

**Goal 8.3:** Increase access to formalized ILP providers in each county within Oregon.

> **Action Step 8.3.1:** Coordinate the contracting of services and providers for teen services to assure access in all communities with other DHS programs for teens. Coordination shall be through DHS Teen Services Workgroup.

Begin Date: April 2002

Completion Date: October 2002, ongoing

Lead Person: CAF Foster Care Manager

Geographic Area: Statewide

Method of Measurement: Contracted ILP provider in each SDA.

Frequency of Measurement: Annual Contracts, October - September.

Interim Measures: Request For Proposals for ILP services to be in targeted communities by September 2002.

**Indicator 9:** Adoption

**Goal 9.1:** Progressively increase over the federal AFCARS reporting periods 2003-A through 2004-B the percentage of children who exit foster care to adoption for whom finalized adoption is achieved within 24 months of removal from home by:

- A. Decreasing the length of time from identification of adoption as the permanency plan to finalized adoption by piloting focused tracking and expedited processing of identified cohorts of children at selected

Implementing Parties:

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sites who are likely to be adopted by their (relative or non-relative) current caretakers; and

- B. Conducting, publishing and disseminating a report compiled from individual adoption case files of the most frequently occurring case characteristics of all ffy 2002A (and 2002B) adoptions that finalized in 24 months or less; include in this study information about length of time to achieve major landmark events during the progression to adoption
- C. Streamlining processes across the child welfare system to achieve improved length of time to adoption outcomes for all children with a plan of adoption

> **K Action Step 9.1.1:** Identify target sites and target populations (i.e. children whose adoption plans are approved between key dates); identify lead staff from identified target sites and the CAF Adoptions Unit, and establish and pilot protocols for expedited achievement of adoption that includes monthly tracking of and reporting on children as they progress toward adoption.

Begin Date: July 2002

Completion Date: September 2002

Lead Person: CAF Administration and CHS Administration

Geographic Area: to be determined

Method of Measurement: CAF-CHS agreement on target sites;  
publication of

Frequency of Measurement: quarterly

Interim Measures: none

> **E Action Step 9.1.2:** Use information learned from the pilot to expedite the identified cohorts of children, as well as from the study of 2002 adoptions finalizing in 24 months or less to make and train to changes in legal assistance and adoption policy and standard procedures, as appropriate, in addition to those changes being prescribed elsewhere in this plan.

Begin Date: July 2002

Completion Date: September 2002

Implementing Parties:

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Lead Person: Administrator of CAF Office of Program Performance and Reporting

Geographic Area: statewide

Method of Measurement: task completion

Frequency of Measurement: one-time event

Interim Measures: N/A

> ~ **Action Step 9.1.3:** Identify statewide systems barriers to achievement of finalized adoption within 24 months of removal. Identify opportunities across the child welfare system for streamlining processes to achieve more efficient and timely movement from removal from home to finalized adoption; identify key partners and systemic changes (e.g. policies, training) required to support improved performance.

Working collaboratively with designated CHS statewide administrative leads:

- Identify all currently required activities from removal from home to finalized adoption for children whose permanency plan is or may be achieve adoption
- Critically evaluate each activity to identify opportunities for improvement (why it is done; why it is necessary; what are the opportunities and consequences for eliminating, reducing, simplifying; combining with another activity or doing them concurrently; re-sequencing; moving to the earliest reasonable time after removal from home; modifying who does or approves the activity)
- Identify key partners and required modifications in policies and training to support
- Create and publish a draft time line worksheet and electronic concurrent planning/TPR/adoption checklist for application to individual children. This worksheet should include sequence of and beginning and end markers for all activities necessary to achieve finalized adoption by 24 months after removal from home

Begin Date: March 2002

Completion Date: July 2002

Lead Person: CAF Adoptions Manager

Implementing Parties:

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Geographic Area: statewide  
Method of Measurement: completion  
Frequency of Measurement: one-time event  
Interim Measures: N/A

> ~ **Action Step 9.1.4:** Involve key child welfare stakeholder groups to finalize time line and checklist and to launch implementation plan:

Begin Date: May 2002

Completion Date: October 2002

Lead Person: Administrator of CAF Office of Permanency for

Children and of Training jointly with CHS administrative lead

Geographic Area: statewide

Method of Measurement: accomplishment of A and B, below

Frequency of Measurement: quarterly

Interim Measures:

A. August 2002: Initial meeting of statewide key stakeholders, including: CASA, CRB, DOJ General Counsel, FLS/DOJ, Multnomah DA, defense bar, JCIP, DHS/CAF administration, CAF Adoptions, CAF FBS (concurrent planning lead), JRP, and other key partners

B. October 2002: Local meetings in lead counties to include SDA manager, child welfare manager, local CHS staff, judge, CASA, CRB, FLS/DOJ (in Multnomah, MDA) attorney, defense bar, JCIP, CAF Adoptions, CAF FBS (concurrent planning lead), JRP, and other key partners, set performance standards: reasonable time frames for accomplishment of each landmark activity in their local service delivery area. This team should agree on a local plan and meet quarterly to track progress.

> • ~ | **Action Step 9.1.5:** Streamline processes to assess potential adoptive resources for every child and link child with family:

➤ Resolve electronic forms issues, operationalize and train to Progressive Family Assessment; use for all targeted children whenever possible; phase in use for all other children according to CHS-CAF agreement

Implementing Parties:

> Children, Adults and Families

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- Blend certifier and adoption worker roles and assignments in lead branches where feasible; cross train where not feasible; reconsider attachment of certifiers/adoption workers to other units (such as CPS intake) in lead branches
- Combine foster care and adoption pre-service training for prospective providers in target counties where this is not already combined; include mandatory component on Adoption Assistance
- Make policy changes to expedite Current Caretaker staffings, “adoptability” staffings & sibling planning staffings with clear rules, criteria and expectations of all involved; consider elimination of formal staffings under certain circumstances
- Modify Adoption Assistance rules to require preliminary Adoption Assistance determination at first Current Caretaker staffing and to require submission of completed Adoption Assistance application within 7 days of final Current Caretaker staffing
- Establish in administrative rule a requirement for completion of Current Caretaker adoption home study within 60 days of assignment; train to policy change in lead sites; establish statewide training plan
- Re-examine relative search and assessment requirements in existing administrative rules; make recommended modifications to conclude more expeditiously while maintaining premium value on placement with relatives when it can be accomplished in a timely way in accord with child’s attachment needs

Begin Date: September 2002

Completion Date: March 2003

Lead Person: CAF Adoptions Manager

Geographic Area: statewide, with first training at lead sites

Method of Measurement: policy changes drafted; training delivered to lead sites and local implementation plans operationalized for target children; statewide training plan established

Frequency of Measurement: quarterly

> • ~ **Action Step 9.1.6:** Streamline legal processes to free children for adoption

Implementing Parties:

> Children, Adults and Families

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- Examine use of and clarify, in administrative rules, the appropriate use of early TPR in cases with aggravated circumstances in which no reasonable efforts are required; plan with Department of Justice, judges, Multnomah County District Attorney's Office, defense bar, JCIP; train staff and partners.
- Provide legal assistance staffing for every child at no later than 10 months in care if return home is not imminent to assure that all concurrent planning activities are done; proactively staff and track until finalization
- Establish procedures and modify interagency agreements with legal counsel to reduce time to complete legal assistance referral and file TPR petitions for children for whom a legal assistance referral has been approved
- Review local jurisdictional hearing scheduling and resolve timeliness barriers with local officials
- Work with partners to remove barriers to timely termination trials
- Work with Judicial Department to establish statewide standards for time allowed for court to issue signed orders and notify DHS via copy
- Modify administrative rules and contracts to expedite legal assistance mediation for cases in which this process is appropriate for the establishment of post-legal communication agreements

Begin Date: August 2002

Completion Date: November 2003

Lead Person: CAF Adoptions Manager with leads from strategic partner agencies

Geographic Area: statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: N/A

> • **Action Step 9.1.7:** Make policy changes to combine, where possible and appropriate, documents required for child's permanent adoption record; provide statewide training on changes, including but not limited to, those that appear below:

Implementing Parties:

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- A. October, 2002: Make policy changes to incorporate required notification of Adoption Registry to adoptive parents into the adoption home study packet, and to legal parents into letter of notification of decision to pursue TPR; train staff
- B. January, 2003: Develop a “progressive” Medical and Genetic History form (cf 246), incorporating medical form 310, and modeled on the Progressive Family Assessment; train staff and CASAs on use; solicit help of children’s CASAs to complete this required form

Begin Date: August 2002

Completion Date: July 2003

Lead Person: CAF Adoptions Manager

Geographic Area: statewide, with first training at lead sites

Method of Measurement: policy changes drafted; training completed at lead sites; statewide training plan established

Frequency of Measurement: quarterly until completion

Interim Measures:

> ~ | **KÊ Action Step 9.1.8:** Maximize use of available data (from all sources) and create new data for efficient step-by-step tracking of and reporting on movement of children to finalized adoption.

- Identify management reports needed for tracking cases through concurrent planning and adoption process; coordinate with Judicial Department.
- Disseminate to and train all appropriate CAF, CHS, Justice, and Judicial staff on use of reports.

Begin Date: August 2002

Completion Date: July 2003

Lead Person: Administrator of CAF Office of Program Performance and Reporting

Geographic Area: statewide, with priority for lead counties

Method of Measurement: identification, creation and production of management reports

Frequency of Measurement: one time event

Implementing Parties:

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Interim Measures: N/A

**Action Step:** Refer to Action Steps 7.1.1 and 7.1.2

**Indicator 10:** Permanency goal of other planned permanent living arrangement

> • | **Action Step** 10.1.1: Develop standards and criteria for making determination that adoption is not a suitable permanency goal for a child; revise the administrative rule and train to standards.

Begin Date: May 2002

Completion Date: October 2002

Lead Person: CAF Adoptions Manager

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: Quarterly progress reports on development of adoptability standards and training

Implementing Parties:

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## WELL-BEING 1 OUTCOME MEASURE:

Families have enhanced capacity to provide for their children's needs.

**Indicator 17:** Needs and services of child, parents, and foster parents.

**Goal 17.1:** Children's, teenagers', and parents' needs will be adequately assessed; appropriate services to meet needs will be identified at all critical junctures in a case; caseworkers will be able to use strengths/needs-based practice to engage and motivate family members to participate in services, and there will be evaluation of improvement in parenting capacity.

**Action Step:** Refer to Action Steps 1.1.3, 5.1.1, 5.1.2, and 8.1.1

> ~ • **Ê Action Step 17.1.1:** Create a Needs Planning Guide by utilizing existing research (including CWP) and national resources to create, implement and train to a single DHS policy with standards, tools and procedures for assessment of safety, permanency, and well being needs for children and youth and care giver capacity at critical case junctures which may include: screening; placement and consideration of return home or alternative permanent placement; starting and ending services to enhance care giver/parent capacity; and visitation.

Begin Date: April 2002

Completion Date: August 2002 (roll-out on this date for statewide field use)

Lead Person: CAF Family Based Services Manager, CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Case narratives will convey a case plan that reflects services clearly targeted toward identified safety, permanency and well-being needs, as well as ongoing assessment of those needs throughout the life of the case.

Frequency of Measurement: Every six months

> ~ **Action Step 17.1.2:** Train staff to assure that foster parents will be involved in all case planning meetings and provider capacity to meet

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children's identified placement needs will be assessed and documented on an ongoing basis. Foster parents will be invited to family decision meetings to insure children's safety, permanency and well being while in care.

Begin Date: September 2002 (to begin notification and inclusion in family decision meetings)

Completion Date: September 2002

Lead Person: CAF Foster Care Manager, CHS Administration

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: N/A

### **Indicator 19:** Worker visits with children

**Goal 19.1:** Caseworkers will have face-to-face time with children in the custody and/or care of DHS every 30 days, with the expectation that this contact will build a caseworker-child relationship that supports ongoing assessment of children's safety, permanency, and well being needs that can be articulated into the case plan.

> • **K Action Step 19.1.1:** Policy I-E.3 Placement Expectations currently indicates that caseworkers are to have monthly contact with children in the care and/or custody of DHS, to include voluntary placements, children returned home and children in designated adoptive placements. Policy also defines expected contacts with parents.

- A. Revise the Placement Expectation I-E.3 to clearly state monthly contact as every 30 calendar days and to clarify activities to be completed using the assessment tool being developed in action step 17.1.1 during contacts, to include developing a relationship with the child and assessing ongoing needs of the child.
- B. Require electronic recording of case notes on FACIS to consistently document caseworker-child contacts and allow electronic editing of case notes into the narrative case plan (147 series).

Begin Date: April 2002

Completion Date: October 2002 for Policy Implementation

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Lead Person: CAF System of Care Manager, CHS Administration  
Geographic Area: Statewide  
Method of Measurement: Semi annual case review process  
Frequency of Measurement: Twice yearly  
Interim Measures: Quarterly management reports on worker-child contacts will be developed from the 147 Case Plans, which clearly convey child contacts for each six-month period in the life of a case

**Indicator 20:** Worker visits with parents

**Goal 20.1:** Caseworkers will have face-to-face contact with parents in both substitute care and in-home cases to engage parents actively in planning for their children, to motivate parents to participate in identified services, and to assess improvement in parenting capacity.

> • **K Action Step 20.1.1:** Policy I-E.3 Placement Expectations currently indicate that caseworkers are to have monthly contact with parents of children in the care and/or custody of DHS, to include voluntary placements, children returned home, and children in designated adoptive placements.

A. Revise the Placement Expectation I-E.3 to clearly state monthly contact as every 30 calendar days and to clarify activities to be completed during contacts, to include developing a relationship with the parent and assessing ongoing needs of the parent using the assessment tool being developed in action step 17.1.1.

B. Require electronic recording of case notes on FACIS to consistently document caseworker-parent contacts and allow electronic editing of case notes into the narrative case plan (147 series).

Begin Date: April 2002

Completion Date: October 2002 for Policy Implementation

Lead Person: CAF System of Care Manager, CHS Administration

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

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Interim Measures: Quarterly management reports on worker-parent contacts will be developed from the 147 Case Plans, which clearly convey parent contacts for each six-month period in the life of a case

~ > Ê **Action Step 20.1.2:** CAF will participate in a DHS project that will analyze the composition and assignment of caseloads across the Department (to include the role of support staff positions) to best address caseload standards that support DHS outcomes, including those identified for child welfare.

Begin Date: May 2002

Completion Date: Anticipated for completion of the project is in mid-2003

Lead Person: Deputy Assistant Director for Budget

Geographic Area: Statewide

Method of Measurement: Completion of a revised, DHS caseload standards model

Frequency of Measurement: One-time event

Interim Measures: Completion of parameters for work to be conducted, completion of task orders for a contractor, selection of contractor through an RFP process, completion of work product by contractor

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## WELL-BEING 2 OUTCOME MEASURE:

**Indicator 21:** Educational needs of the child.

**Goal 21.1:** Provide training on educational issues to staff, foster parents, and contractors.

~ > | **Action Step 21.1.1:** Provide training for staff, foster parents and independent living contractors regarding educational issues, such as surrogacy, advocacy roles, early childhood brain development, early intervention, early childhood special education, Head Start, K-12 Special Education and educational services for at-risk students.

Begin Date: April 2002

Completion Date: Ongoing

Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Number of staff, foster parents and others trained in each 6-month period.

Frequency of Measurement: Twice yearly

Interim Measures: Number of sessions and persons trained in each 3-month period.

**Goal 21.2:** Case files to contain educational records.

> **Action Step 21.2.1:** Revise and strengthen the CAF educational policy to address issues relating to children receiving appropriate educational needs, including the timely inclusion of required educational information in case files.

Begin Date: April 2002

Completion Date: September 2003

Lead Person: CAF Foster Care Manager

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Policy in effect by January 2003

Interim Measures: Policy revised and disseminated

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> | **Action Step 21.2.2:** Develop packets of educational resource materials and listing of community resources for caseworkers, foster parents and independent living contractors.

Begin Date: September 2002

Completion Date: March 2003

Lead Person(s): CAF Foster Care Manager

Geographic Area: Statewide

Method of Measurement: Packet developed and disseminated

Frequency of Measurement: Packets available January 2003

Interim Measures: N/A

Implementing Parties:

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## WELL-BEING 3 OUTCOME MEASURE:

Children receive adequate services to meet their physical and mental health needs.

**Indicator 23:** Mental health of the child

**Goal 23.1:** Improve access to culturally competent appropriate care by increasing enrollment into managed care plans.

> ~ **Action Step 23.1.1:** CHS and CAF staff will work with DHS Health Services staff to enroll all non-exempt children into managed care plans. Explore MHO enrollment for children that have third party (private) insurance. Increase enrollment into Oregon Health Plan and managed care plans for children placed in all non-paid foster care placements.

Begin Date: November 2001

Completion Date: December 2002

Lead Person: Lead Medical Assistance Resource Coordinator

Geographic Area: Statewide

Method of Measurement: Excluding valid exemptions, increase percentage of children enrolled in managed care from 72% in November 2001.

Frequency of Measurement: Quarterly

Interim Measures: N/A

> ~ | **Action Step 23.1.2:** Provide training to DHS staff, CHS staff, and foster parents on how to access appropriate and culturally competent mental health services. Training will include instructions on how to challenge decisions and file a grievance if necessary. Include OMHAS staff, MHOs, CHS, and JRP in curriculum design and field training. Include training in DHS Core Training.

Begin Date: July 2001

Completion Date: Ongoing

Lead Person: CAF Training Manager, Lead Medical Assistance Resource Coordinator

Geographic Area: Statewide

Method of Measurement: Number of sessions and number of participants

Frequency of Measurement: At each training session

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Interim Measures: Work with staff to complete training packet by October 2001. Provide initial training at all CHS Child Welfare branches by November 2002.

**Goal 23.2:** Take appropriate action on all follow-up treatment recommendations for mental health services.

> ~ **Action Step** 23.2.1: CHS staff will follow-up on all appropriate recommendations for mental health treatment and document action taken.

Begin Date: July 2002

Completion Date: December 2002

Lead Person: Lead Medical Assistance Resource Coordinator

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: N/A

> ~ **Action Step** 23.2.2: Assure that the case file includes complete, up to date health records.

Begin Date: July 2002

Completion Date: December 2002

Lead Person: Lead Medical Assistance Resource Coordinator

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: Supervisory reviews at branch

> ~ • **Action Step** 23.2.3: Write clear policy for children receiving adequate, timely, necessary and culturally competent mental health, medical and dental services.

Begin Date: July 2002

Completion Date: October 2002

Lead Person: Lead Medical Assistance Resource Coordinator

Geographic Area: Statewide

Method of Measurement: Completed policy

Frequency of Measurement: One time

Interim Measures: N/A

Implementing Parties:

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## ASFA SYSTEMIC FACTOR STATEWIDE INFORMATION SYSTEM

**Indicator 24:** State is operating a statewide information system that, at a minimum, can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is, or (within the immediately preceding 12 months) has been in foster care.

**This goal is voluntary. DHS is under no obligation to develop an action plan for Indicator 24.**

**Goal 24.1:** Develop a culture that values data and recognizes its importance in the child welfare program.

~ > | **Action Step 24.1.1:** Train employees to complete computer entry. Cover importance of the accuracy of the data and the requirement to enter information after an event has occurred. CHS management needs to emphasize consistency of data from office to office. (This includes FACIS, IIS and any reports.)

Begin Date: June 2001 (actual classes began December 2001)

Completion Date: Ongoing

Lead Person: CAF Program Systems Support Manager

Geographic Area: Statewide

Method of Measurement: Through training evaluations, result of performance measures, and through the quarterly onsite case reviews

Frequency of Measurement: Quarterly with first report March 2002

Interim Measures: N/A

> ~ **Action Step 24.1.2:** Define official case record and maintain it for each case.

Begin Date: June 2002

Completion Date: July 2003

Lead Persons: CAF Administrators for Child Safety and Permanency for Children

Geographic Area: Statewide

Method of Measurement: Quarterly onsite case reviews

Frequency of Measurement: Quarterly

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Interim Measures: N/A

**Goal 24.2:** Fully support outcomes-based practice for permanency of children

> **κAction Step 24.2.1:** Review and continue to modify the recently revised tracking report used to notify branches when permanency hearings are due.

Begin Date: June 2002

Completion Date: December 2002

Lead Persons: CAF Program Systems Support Manager

Geographic Area: Statewide

Method of Measurement: Review permanency hearing tracking report for data integrity issues.

Frequency of Measurement: Quarterly with first report due March 2003

Interim Measures: N/A

Implementing Parties:

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## SYSTEMIC FACTOR #2 CASE REVIEW SYSTEM

**Indicator 25:** Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parents.

**Goal 25.1:** Each child will have a current written case plan that shows evidence of having been jointly developed with the child's parents.

> **Action Step 25.1.1:** Review case plan narrative outline (FACIS) to ensure hidden text instructions for each topic heading provide clear guidance and make revisions to improve the clarity of the instructions where necessary. These instructions are critical to ensure caseworkers prepare a case plan containing all required provisions, a discussion of the child's individualized needs, a description of specialized services to meet those needs and documentation of efforts to involve the family (and the child, if applicable) in the case planning process.

Begin Date: January 2002

Completion Date: May 2002

Lead Person: CAF Program Monitoring Manager

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Improved content of revised case plan narrative assessed twice yearly through branch semi-annual case review process.

Interim Measures: 1. Revised case plan narrative content issued to field for review and comment in June 2002.  
2. Final revision of narrative content, based on field comment completed July 31, 2002.

> ~ | **Action Step 25.1.2:** Notify branch casework supervisors of revised case plan and FACIS narrative enhancements, including revised prompts and topic headings. Supervisors will review changes with caseworkers using a supplied training packet at their earliest opportunity.

Begin Date: December 2002

Completion Date: January 2003

### Implementing Parties:

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Lead Person: CAF Program Monitoring Manager  
Geographic Area: Statewide  
Method of Measurement: Semi annual case review process  
Frequency of Measurement: Twice yearly  
Interim Measures: Child Welfare Partnership and CAF Program Monitoring Manager to complete and issue to the field a supervisors training packet in December 2002.

> **K Action Step** 25.1.3: FACIS staff to complete the system changes for case plan narrative documents.

Begin Date: February 2002  
Completion Date: September 2002  
Lead Person: CAF Program Systems Support Manager  
Geographic Area: Statewide  
Method of Measurement: Program Systems Support Manager to report in Program Improvement Plan progress report  
Frequency of Measurement: Quarterly  
Interim Measures: Information Systems Management to begin programming of FACIS August 1, 2002 and complete programming and testing of the revised FACIS case plan narrative by October 1, 2002.

> ~ | **Action Step** 25.1.4: Train select branch staff who will be responsible to provide regularly scheduled local branch training on quality completion and timeliness of case plan narratives.

Begin Date: October 2002  
Completion Date: December 2002  
Lead Person: CAF Program Monitoring Manager  
Geographic Area: Statewide  
Method of Measurement: Semi annual case review process  
Frequency of Measurement: Twice yearly  
Interim Measures: 1. Revised narrative case plan piloted in three branches for one month beginning October 2002.  
2. Necessary revisions to case plan and FACIS program made in November 2002.

Implementing Parties:

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3. Policy on revised narrative requirements for case plans issued and training by CAF Program Monitoring Manager or select supervisors to be completed December 2002.

**Indicator 27:** Provide a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

**Goal 27.1:** A court report outline within the case plan narrative will ensure courts have adequate written information to make appropriate permanency decisions during permanency hearings.

> • **kAction Step 27.1.1:** CAF/JCIP will review and revise a court report outline within the CF147B substitute care case review narrative to ensure information is presented to the court in a format which assists the court in their decision making process. Judges will be consulted in this process to gain perspective into what they'd like to see in a court report. In conjunction with the Judicial Department JCIP and Indigent Defense Administration, the Department will develop strategies and determine training needs to address the barriers causing court delays or continuances in the scheduling of permanency hearings.

Begin Date: January 2002

Completion Date: July 2002

Lead Person: CAF Program Monitoring Manager

Geographic Area: Statewide

Method of Measurement: Survey CHS staff, courts and CRB to measure improvement of court reports.

Frequency of Measurement: Three months after implementation.

Interim Measures: 1. Revised case plan narrative content issued to judges for review and comment in June 2002.

2. Final revision of narrative content, based on judicial comment completed July 31, 2002.

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**Goal 27.2:** Permanency goals will be reexamined for appropriateness given the child's current circumstances at each permanency hearing.

> ~ **Action Step 27.2.1:** Continuous reexamination of the appropriateness of the permanency goal will be required and included in the revisions/enhancements made to the case plan narrative and court report documents. A report will be made available to child welfare supervisors showing the current and concurrent permanency goal for children on their staff's caseloads. Supervisors will be asked to monitor and review this report with their staff on a regular basis to ensure that the permanency goal remains appropriate given the child's current circumstances. JCIP will also speak to the necessity of this examination in their communication, meetings and training with courts.

Begin Date: May 2002

Completion Date: January 2003

Lead Person: CAF Program Monitoring Manager

Geographic Area: Statewide

Method of Measurement: Semi annual case review process

Frequency of Measurement: Twice yearly

Interim Measures: 

1. Monitoring through monthly CRB reviews.
2. A report to assist in supervisor's monthly review of the permanency goals recorded on their staff's caseloads to be developed.

Implementing Parties:

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## TRAINING OUTCOME MEASURE:

**Indicator 32:** The State is operating a staff development and training program that supports the goals and objectives in the CFSR, addresses services provided under Title IV-B and IV-E, and provides initial training for all staff that deliver these services.

**Goal 32.1:** Staff receives adequate training prior to carrying a caseload.

| > ~ • **Action Step 32.1.1:** Refine and implement policy on staff training requirements to require caseworkers to complete core casework practice training prior to being given responsibility for a caseload.

Begin Date: April 2002

Completion Date: September 2002

Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Policy adopted and disseminated; tracking through training records

Frequency of Measurement: Policy in place by July 2002

Interim Measures: N/A

| > **Action Step 32.1.2:** Refine and deliver job specific staff training requirements (e.g. screening, legal issues, adoption)

Begin Date: January 2002

Completion Date: January 2002

Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Percent of staff who need training complete required training

Frequency of Measurement: Twice annually

Interim Measures: Curriculum developed and training scheduled

| > **Action Step 32.1.3:** Coordinate and sequence training calendar for Core Training to maximize opportunities for new staff to complete their schedule of training in a timely manner.

Begin Date: January 2002

Completion Date: January 2002

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Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Calendar established which allows for staff to initiate Casework Practice and Child Protective Services Training within three months of hire. Review of new worker database to determine if they received training within three months.

Frequency of Measurement: One time event

Interim Measures: N/A

**Goal 32.2:** Supervisors receive training, which includes clinical supervision, management, and using data as a supervisory and management tool.

| > ~ **Action Step 32.2.1:** Implement 3-week “Supervising for Excellence” training that will provide supervisor training, including clinical supervision, management and using data as a supervisory and management tool.

Begin Date: October 2001

Completion Date: June 2003

Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: 20 attendees in each cohort

Frequency of Measurement: After each cohort

Interim Measures: Number completed

| ~ **Action Step 32.2.2:** Explore resources for continuing child welfare-specific supervisory training after current supervisors are trained.

Begin Date: October 2002

Completion Date: October 2003

Lead Person: CAF Training Manager, PSU Child Welfare Partnership

Geographic Area: Statewide

Method of Measurement: Resources identified

Frequency of Measurement: N/A

Interim Measures: N/A

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**Goal 32.3:** Initial core training includes appropriate hands-on, skill-based training such as practice testifying at hearings and practice interviewing parents and children.

| > **Action Step 32.3.1:** Review existing training to determine how additional skill-building elements should be added into core or other training venue to address other PIP training needs.

Begin Date: January 2002

Completion Date: January 2003

Lead Person: CAF Training Manager

Geographic Area: Statewide

Method of Measurement: Progress reports from PSU Partnership

Frequency of Measurement: Quarterly reports

Interim Measures: Quarterly reports

**Indicator 33:** The State provides for ongoing training of staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSR.

**Goal 33.1:** Staff engage in appropriate skill-enhancing ongoing training

**Action Step:** Refer to Action Steps 1.1.1, 1.1.3, 1.2.4, 2.3.1, 7.1.1, 7.1.2, 8.1.1, 9.1.5, 9.1.7, 9.1.8, 21.1.1, 23.1.2, 24.1.1, and 25.1.4

**Goal 33.2:** Casework staff attends legal training, which includes testifying in court and utilizing the court process.

| > ~ **Action Step 33.2.1:** Supervisors, CETs and/or identified staff attend new “CWP Legal Issues” training.

Begin Date: February 2002

Completion Date: February 2003

Lead Person: CAF Training Manager, PSU Child Welfare Partnership

Geographic Area: Statewide

Method of Measurement: Session attendance records

Frequency of Measurement: Quarterly

Interim Measures: N/A

Implementing Parties:

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Ramona L. Foley  
Assistant Director  
Children, Adults and Families  
Oregon Department of Human Services  
500 Summer Street NE, E62  
Salem, Oregon 97301-1067

Dear Ms. Foley:

Thank you for your recent submittal of Oregon's eighth and final quarterly progress report for the Children and Family Services Review Program Improvement Plan. With the accomplishments you note in this last report the action steps have been completed and the goals met for both Well-being Outcome I and Systemic Factor Case Review. Therefore, the associated penalties are rescinded. As I have conveyed previously, all other requirements of the Program Improvement Plan have been met over the course of the last two years. With this last report I am very please to find the Oregon Program Improvement Plan has been successfully concluded in its entirety.

I want to express my considerable appreciation for the efforts the State of Oregon has made on behalf of children and families to improve child welfare outcomes. I believe that those improvements will continue to provide increasingly positive program performance outcomes and lasting systemic change. Congratulations to you and your staff for your hard and successful work throughout the Program Improvement Plan.

Sincerely,

Steve Henigson  
Regional Administrator