



Child and Family Services Reviews

Statewide Assessment Instrument

March 25, 2016



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR
CHILDREN & FAMILIES
Administration on Children, Youth and Families
Children's Bureau

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Introduction

The Child and Family Services Reviews (CFSRs), authorized by the 1994 Amendments to the Social Security Act (SSA), are administered by the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. The goals of the CFSR are to:

- Ensure substantial conformity with title IV-B and IV-E child welfare requirements using a framework focused on assessing seven safety, permanency, and well-being outcomes and seven systemic factors;
- Determine what is happening to children and families as they are engaged in child welfare services; and
- Assist states in helping children and families achieve positive outcomes.

The CFSR Process

The CFSR is a two-phase process, as described in 45 CFR 1355.33. The first phase is a statewide assessment conducted by staff of the state child welfare agency, representatives selected by the agency who were consulted in the development of the Child and Family Services Plan (CFSP), and other individuals deemed appropriate and agreed upon by the state child welfare agency and the Children's Bureau.

The second phase of the review process is an onsite review. The onsite review process includes case record reviews, case-related interviews for the purpose of determining outcome performance, and, as necessary, stakeholder interviews that further inform the assessment of systemic factors. The onsite review instrument and instructions are used to rate cases, and the stakeholder interview guide is used to conduct stakeholder interviews.

Information from both the statewide assessment and the onsite review is used to determine whether the state is in substantial conformity with the seven outcomes and seven systemic factors. States found to be out of substantial conformity are required to develop a Program Improvement Plan (PIP) to address the identified areas out of substantial conformity. States participate in subsequent reviews at intervals related to their achievement of substantial conformity. (For more information about the CFSRs, see the *Child and Family Services Reviews* at <http://www.acf.hhs.gov/programs/cb>.)

Integration of the CFSP/APSR and CFRS Statewide Assessment

The CFRS process is intended to be coordinated with other federal child welfare requirements, such as the planning and monitoring of the CFSP. We are encouraging states to consider the statewide assessment as an update to their performance assessment in the state's most recent CFSP and/or Annual Progress and Services Report (APSR) rather than a separate assessment process and reporting document. Most of the content for the statewide assessment overlaps with the CFSP/APSR and the same expectations for collaboration with external partners and stakeholders exist across all planning processes. States can use the statewide assessment process to re-engage these partners and stakeholders in preparation for the CFRS.

The Statewide Assessment Instrument

The statewide assessment instrument is a documentation tool for states to use in capturing the most recent assessment information before their scheduled CFRS. Each section, as outlined below, is designed to enable states to gather and document information that is critical to analyzing their capacity and performance during the statewide assessment phase of the CFRS process.

- Section I of the statewide assessment instrument requests general information about the state agency and requires a list of the stakeholders that were involved in developing the statewide assessment.
- Section II contains data profiles for the safety and permanency outcomes. These include the data indicators, which are used, in part, to determine substantial conformity. The data profiles are developed by the Children's Bureau based on the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS), or on an alternate source of safety data submitted by the state.
- Section III requires an assessment of the seven outcome areas based on the most current information on the state's performance in these areas. The state will include an analysis and explanation of the state's performance in meeting the national standards as presented in section II. States are encouraged to refer to their most recent CFSP or APSR in completing this section.
- Section IV requires an assessment for each of the seven systemic factors. States develop these responses by analyzing data, to the extent that the data are available to the state, and using external stakeholders' and partners' input. States are encouraged to refer to their most recent CFSP or APSR in completing this section.

We encourage the state to use this document "as is" to complete the assessment, but the state may use another format as long as the state provides all required content. The statewide assessment instrument is available electronically on the Children's Bureau website at <http://www.acf.hhs.gov/programs/cb/resource/round3-cfsr-statewide-assessment>.

Completing the Statewide Assessment

The statewide assessment must be completed in collaboration with state representatives who are not staff of the state child welfare agency (external partners or stakeholders), pursuant to 45 CFR 1355.33 (b). Those individuals should represent the sources of consultation required of the state in developing its title IV-B state plan and may include, for example, Tribal representatives; court personnel; youth; staff of other state and social service agencies serving children and families; and birth, foster, and adoptive parents or representatives of foster/adoptive parent associations. States must include a list of the names and affiliations of external representatives participating in the statewide assessment in section I of this instrument.

We encourage states to use the same team of people who participate in the development of the CFSP to respond to the statewide assessment. We also encourage states to use this same team of people in developing the PIP. Members of the team who have the skills should be considered to serve as case reviewers during the onsite review.

How the Statewide Assessment Is Used

Information about the state child welfare agency compiled and analyzed through the statewide assessment process may be used to support the CFSR process in a range of ways. The statewide assessment is used to:

- Provide an overview of the state child welfare agency's performance for the onsite review team;
- Facilitate identification of issues that need additional clarification before or during the onsite review;
- Serve as a key source of information for rating the CFSR systemic factors; and
- Enable states and their stakeholders to identify early in the CFSR process the areas potentially needing improvement and to begin developing their PIP approach.

THE PAPERWORK REDUCTION ACT OF 1995 (Pub. L. 104–13)

Public reporting burden for this collection of information is estimated to average 240 hours for the initial review and 120 hours for subsequent reviews. This estimate includes the time for reviewing instructions, completing the assessment, and reviewing the collection of information.

An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

Statewide Assessment Instrument

Section I: General Information

Name of State Agency: Department of Human Services

CFSR Review Period

CFSR Sample Period: April 1, 2016 through September 30, 2016

Period of AFCARS Data: 08-19-15 AFCARS

Period of NCANDS Data: 09-25-15 NCANDS

Case Review Period Under Review (PUR): April 1, 2015 through September 30, 2016

State Agency Contact Person for the Statewide Assessment

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Statewide Assessment Participants

Provide the names and affiliations of the individuals who participated in the statewide assessment process; please also note their roles in the process.

State Response:

The following individuals provided administrative data and other information included in this report and/or reviewed drafts and provided input into the item narratives.

Clyde Saiki, Director, Department of Human Services

Dr. Reginald Richardson, Deputy Director, Department of Human Services

Lois Day, former Director, Office of Child Welfare Programs, DHS

Jason Walling, Deputy Director, Office of Child Welfare Programs, DHS

Jerry Waybrant, former Chief Operating Officer, DHS

Ryan Vogt, Deputy Chief Operating Officer, DHS

Stacy Lake, Safety Program Manager, OCWP, DHS

Stacey Ayers, Safety Program Manager, OCWP, DHS

Kathy Prouty, Permanency Program Manager, OCWP, DHS

Lacey Andresen, Title IV-E Waiver Program Manager, OCWP, DHS

Gail Schelle, Permanency Program Assistant Manager, OCWP, DHS

Lori Harris, Post Adoption Guardianship Assistant Manager, OCWP, DHS

Kevin George, Well Being Program Manager, OCWP, DHS

Laurie Price, Well Being Program Manager, OCWP, DHS

Sherril Kuhns, Federal Policy, Planning and Resources, OCWP, DHS

Angela Skyberg, OR-Kids Business Manager, OCWP, DHS

Vera James, ICPC Manager, DHS

Karyn Schimmels, Training Manager, OCWP, DHS

Nadja Jones, Tribal Affairs Director, Senior ICWA Manager, DHS

Gregory Jolivette, Senior Federal Policy Analyst, OCWP, DHS

Matthew Rasmussen, GRACE Coordinator

Billy Cordero, Foster Care Coordinator

Katherine Stelzer, Education Coordinator

Leola McKenzie, Director, Juvenile Court Improvement Program

Conor Wall, Data Analyst, Juvenile Court Improvement Program

Christina Jagernauth, Director, Citizen Review Board

Don Sheets, Oregon Foster and Adoptive Parent

Sally Guyer, Clinical Supervisor, Private Adoption Agency

Zachary Hackett, Training Specialist, Child Welfare Training Unit

Anna Cox, Data Collection and Reporting Manager, OBI, DHS

Judy Helvig, Research Analyst, OBI, DHS

Kathryn Wolf, Research Analyst, OBI, DHS

Jeremy Lecoure, Research Analyst, OBI, DHS

Eloise Rasmussen, Research Analyst, OBI, DHS

Marthe Lowrey, Director of Workforce Development, Portland State University

Child Welfare District Managers

Child Welfare Program Managers

Child Welfare Office Managers

Foster Parent Surveys:

Foster parents certified by the Department were surveyed in the of Fall, 2014, Spring 2015, and Fall, 2015. Because the surveys are anonymous, the names of the participants are not included here.

New Staff Survey:

The Department, in conjunction with Portland State University and the Child Welfare Partnership, conducted a survey in the fall of 2015 of all social service staff who have completed new worker (CORE) training over the past two years and their supervisors in order to better evaluate the effectiveness of training for new child welfare staff. Because the surveys are anonymous, the names of the participants are not included here.

Stakeholder Survey:

The Department conducted a Stakeholder survey in the Fall of 2015. Because the surveys are anonymous, the names of the participants are not included here.

Parent Advisory Committee:

The Department held a focus group with the Parent Advisory Committee on January 20, 2016.

Oregon Foster Youth Connection:

The Department held a focus group with Oregon Foster Youth Connection on February 4, 2016.

Child Welfare Governance:

The Department's Child Welfare Governance Committee reviewed the draft of prepared sections of the statewide assessment in February and March, 2016. A conference call gave members opportunity to provide recommended edits and revisions.

Child Welfare Advisory Committee:

CWAC reviewed the draft statewide assessment during the meeting on March 9, 2016. Written comments were received and changes incorporated into the assessment.

Indian Child Welfare Advisory Committee:

The ICWA Advisory Committee received the draft statewide assessment on March 2, 2016. Written comments were received and changes incorporated into the assessment.

Section II: Safety and Permanency Data
State Data Profile

(CB-generated state data profile will be inserted here)

[The state data profile was removed in its entirety.]

Section III: Assessment of Child and Family Outcomes and Performance on National Standards

Instructions

Refer to the section in the state's most recent Child and Family Services Plan (CFSP) or Annual Progress and Services Report (APSR) that provides assessment information on state performance on each of the seven child and family outcomes. Review the information with the statewide assessment team and determine if more recent data are available that can be used to provide an updated assessment of each outcome. If more recent data are not available, simply refer to the most recent CFSP or APSR document by indicating the document name/date and relevant page numbers where the information can be found for each outcome. Analyze and explain the state's performance on the national standards in the context of the outcomes.

A. Safety

Safety Outcomes 1 and 2

Safety outcomes include: (A) children are first and foremost, protected from abuse and neglect; and (B) children are safely maintained in their own homes whenever possible and appropriate.

- For each of the two safety outcomes, include the most recent available data demonstrating the state’s performance. Data must include state performance on the two federal safety indicators, relevant case record review data, and key available data from the state information system (such as data on timeliness of investigation).
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Safety Outcomes 1 and 2, including an analysis of the state’s performance on the national standards for the safety indicators.

State Response:

Safety Outcome 1: Children are first and foremost protected from abuse and neglect

Item 1: Timeliness of initial investigations of reports of child maltreatment

The table below provided by the Office of Business Intelligence as a summary of ROM data shows the number of allegations of abuse or neglect assigned to screening and assigned either a 24-hour or 5-day response time for calendar years 2014 and 2015.

Year	24 Hour Response			5-Day Response			Total Investigations		
	Timely 24-hour response	Total 24-hour response times	Percent	Timely 5-day response	Total 5-day response times	Percent	Total Completed Timely	Total	Total Percent
2014	13553	21289	63.7 %	1139	7019	16.2 %	14692	28308	51.9 %
2015	13808	22050	62.6 %	1165	7509	15.5 %	14973	29559	50.7 %
Grand Total	27361	43339	63.1 %	2304	14528	15.9 %	29665	57867	51.3 %

Oregon as a whole is challenged to respond within the timeframes established in administrative rule ([OAR 413-015-0210](#)). Oregon is trending in wrong direction. One factor influencing this measure may be that Oregon has seen an increase of over 1250 assessments between the calendar years 2014 and 2015. Additionally, upon further analysis, Oregon has identified the area of greatest concern in timeliness of response in cases with a 5-day response time, which was met only 15.5% of the time in 2015. These cases represented approximately 25% of the assignments in 2015 however, this designation is rapidly increasing due to the implementation of Differential Response (DR), which has increased the number of reports with a 5-day response timeline.

The impact of this change has been demonstrated in an analysis of screening decisions in January 2016, where DR counties averaged 43% of assigned referrals receiving a designation of 5-day response compared to Non-DR counties who average only 16% of cases assigned as 5-day response.

The overall measure of timeliness for 2015 is 50.7%. Additionally, Oregon recognizes that performance at a 62.6% timely response for assessments with a 24-hour designation leaves substantial room for improvement that must also be addressed. Because Oregon has invested in a comprehensive evaluation of DR implementation through the University of Illinois, this measure will receive ongoing attention increased insight as to what is impacting Oregon's ability to respond in a more timely way.

In addition, further analysis demonstrated that 5 of 16 Districts (2, 4, 5, 15, & 16), which comprise 15,336 of 29,559 (52%) of all assessments assigned in 2015, performed below the statewide average of 50.7%. Due to the volume of assessments in these districts, they represent the areas that would have the greatest impact on Oregon's performance in this measure as strategic improvement efforts around this measure are implemented.

All of the data reporting above rely on a caseworker's and supervisor's full understanding of the functionality of Oregon's OR-Kids database system. There are certain dependencies on how information and casenote documentation is entered, linked to the assessment, and approved in OR-Kids which, if not correctly utilized, can make the contact appear to not be within timelines when it actually was completed timely. Oregon is currently completing additional analysis of the ROM report functionality and is planning enhancements to the report to indicate approved decisions. That said, Oregon may be performing better on this measure than the data indicates. Updates on the process for greater data accuracy will be reported in the next annual progress report.

The CFSR case review ratings in 2015 indicate timeliness to investigation was rated as a strength overall 66% of the time. This item was not measured in the CFSR review prior to 2015.

The CFSR case review data provides a more detailed understanding of the factors that impact our ability to successfully achieve this measure. However, because this item was not included in the previous year's reviews, and only 29 cases reviewed resulted in a rating of "Area Needing Improvement", informative trends are difficult to identify. Although the case reviews demonstrated a relatively equal distribution of both element #1A and #1B, areas for particular attention include both timeliness from report to assignment and assuring that all children are seen within the designated timeframes.

In review, at this time Safety Outcome 1 is an area needing improvement due to the fact that it appears from both administrative data and CFSR Case Review Ratings that Oregon is substantially below the 95% compliance.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate

Item 2: Services to the family to protect child/ren in the home and prevent removal or re-entry into foster care.

This outcome measures the efforts of the agency, through service provision, to prevent removal of child/ren or re-entry after a reunification. This measure is considered met when the agency has made concerted efforts to provide appropriate and relevant services to the family to address the safety issues in the family so that the child(ren) could remain in the home or would not re-

enter foster care or it was determined that the removal of the child was necessary to ensure the safety of the child.

Children Served In Home

Oregon’s OBI has developed a temporary report (report not yet built into the OR-Kids reports or ROM automated reports) of children served in home. This is a point in time report indicating a child with a Child Protective Services case type is reported as served in home with the following requirements:

- The child must have an open case plan in OR-Kids, or
- The case must have an active Protective Action, or
- The case has an active Safety Plan that was opened within 14 days of the Protective Action start, or was already open before the PA and is still open even if the PA is closed.
- The child does not have a placement service open in OR-Kids.

A child with a Family Support Services case type (not an allegation of abuse/neglect) is reported as served in home when:

- The case is open (assessment completed), and
- The child does not have a placement service open in OR-Kids.

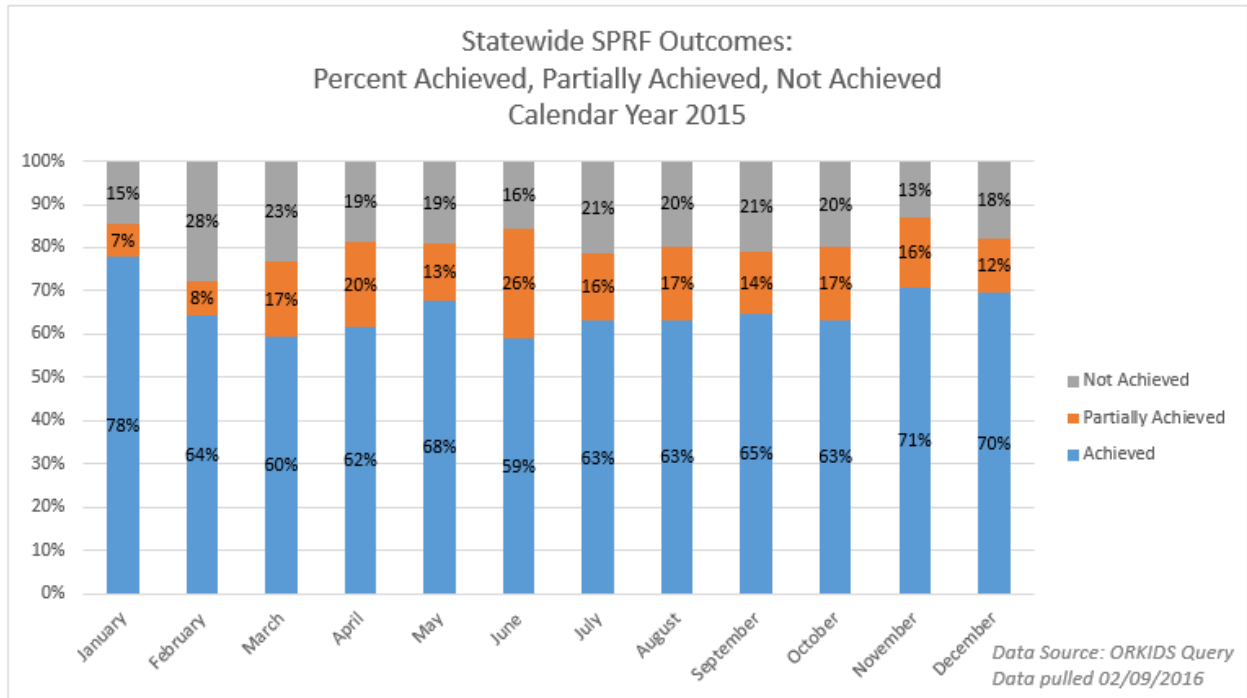
The table below displays the summary information on the number of children served in their own homes by District as of March 2016.

Children served in home by District 3/2/2016

District	Total	Protective	Reunification
Central Office Total	40	3	37
District 01 Total	61	20	41
District 02 Total	218	111	107
District 03 Total	143	84	59
District 04 Total	56	30	26
District 05 Total	266	174	92
District 06 Total	34	20	14
District 07 Total	27	18	9
District 08 Total	178	140	38
District 09 Total	5	5	0
District 10 Total	16	11	5
District 11 Total	34	27	7
District 12 Total	9	8	1
District 13 Total	7	6	1
District 14 Total	16	7	9
District 15 Total	39	24	15
District 16 Total	122	84	38
Grand Total	1271	772	499

Oregon has begun measuring the effectiveness of the intervention services designed to prevent placement or support reunification and prevent re-removal. Within the last six months Oregon has incorporated defined outcome measures within In-Home Safety and Reunification (ISRS) and Strengthening Preserving and Reunifying Family (SPRF) service contracts.

The process and the data below is the initial effort to monitor not only the effectiveness of each service but also services within a case and the ability of the service provider to adapt to the presenting needs of the client. The data shows the identified outcome measures for each of the service types under Strengthening, Preserving, and Reunifying Family service category. This is the first step in developing a comprehensive performance based contracting structure. The data is available for 53% of all SPRF services in the calendar year 2015. The chart is displayed on a month-end basis and early indicators demonstrate that services under this model have been 'achieved' at greater than 60% of the time and 'partially achieved' at greater than 20% of the time. Of note, 'not achieved' could mean a service was not available or provided, as well as the service provision not achieving the desired outcomes. Currently Oregon is approaching the data with a level of caution as it is still new in implementation and very dependent on adherence to the validation process.



Foster care re-entry

Oregon meets the national standard for foster care re-entry on the state data profile as indicated in Section II of this assessment.

Oregon’s ROM report PA.04 (Fed) Re-entry into Custody measures the number of children entering foster care in the 12 month target period (2-3 years prior to report) and discharged within 12 months to reunification, living with a relative(s), or guardianship. Although this report

does not yet perfectly align with the federal data measure, its use enables a better understanding of what populations are most likely to experience foster care re-entry.

Report Period End	Oct 31, 2015		Nov 30, 2015		Dec 31, 2015		Jan 31, 2016		Feb 29, 2016	
- Total	1525	100.0%	1495	100.0%	1496	100.0%	1467	100.0%	1471	100.0%
Maintained Permanency	1340	87.9%	1310	87.6%	1323	88.4%	1295	88.3%	1291	87.8%
- Re-entry	185	12.1%	185	12.4%	173	11.6%	172	11.7%	180	12.2%
Entered Care During	Nov 2012 - Oct 2013		Dec 2012 - Nov 2013		Jan - Dec 2013		Feb 2013 - Jan 2014		Mar 2013 - Feb 2014	

Race	AIAN		Asian/Pac Islander		Black/AA		White		Other		Hispanic		NULL	Total		
- Total	90	100.0%	30	100.0%	80	100.0%	958	100.0%	20	100.0%	293	100.0%	0	0.0%	1471	100.0%
Maintained Permanency	73	81.1%	24	80.0%	70	87.5%	847	88.4%	20	100.0%	257	87.7%	0	0.0%	1291	87.8%
- Re-entry	17	18.9%	6	20.0%	10	12.5%	111	11.6%	0	0.0%	36	12.3%	0	0.0%	180	12.2%
Entered Care During	Mar 2013 - Feb 2014															

Age Group Episode Start	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
- Total	473	100.0%	324	100.0%	255	100.0%	169	100.0%	160	100.0%	90	100.0%	0	0.0%	1471	100.0%
Maintained Permanency	393	83.1%	292	90.1%	229	89.8%	153	90.5%	141	88.1%	83	92.2%	0	0.0%	1291	87.8%
- Re-entry	80	16.9%	32	9.9%	26	10.2%	16	9.5%	19	11.9%	7	7.8%	0	0.0%	180	12.2%
Entered Care During	Mar 2013 - Feb 2014															

Despite the fact that Oregon's Data Profile and CFSR Self-Assessment data represents that Oregon is meeting this measure, there is still opportunity to better understand which children are at greatest risk to experience re-entry into foster care. Oregon's data is showing at this time, the population at greatest risk of re-entry is children between the age of 0 and 2 years of age. This measure is consistent across all racial and gender groups. The second highest population is children between the ages of 12 and 14, however this group does not cross all the same gender and racial categories, as it appears to be driven up by the number of females in this age range that re-enter foster care.

At this time Oregon is heavily reliant upon CFSR case reviews to evaluate performance on this measure. Over the past two years Oregon has reviewed 344 cases of which this item applied in 169 (49%) of the reviewed cases. In 2014 96% of the 71 cases met the criteria for this item and in 2015 97% of the 98 cases were determined to have met the criteria for this item.

From both the quantitative data, although early in its development, and the qualitative data from the case reviews, it appears that Oregon is in substantial compliance in efforts to prevent removal and serve children in home, and one that is trending in the right direction.

Additional information will be available to Oregon over the next 18 months with the evaluative work currently underway through both the Title IV-E waiver and DR evaluations being conducted under those program areas. Both of these evaluation efforts include parent/child interviews as a part of the evaluation design.

Oregon is beginning the process of analyzing data relevant to foster care re-entry to determine whether the type of re-entry and suppositions regarding re-entry are causal. If these are found

to be causal, Oregon will develop strategies to address these practice issues. Analysis will be done by a combination of case reviews and data analysis testing certain suppositions.

- 1) Case is closed following a child being reunified with a parent
Supposition: The case was closed prematurely without the proper supports in place for the family.
- 2) Case remains open following a child being returned to a parent (custodial or non-custodial)
Supposition: Incorrect application of the safety model, conditions for return were not met, or inadequate supports and services in place to keep the child safely in home.
- 3) Children return to foster care from a disrupted guardian
Supposition: the guardianship plan was finalized too quickly, or an inadequate homestudy was completed to address the capacity of the guardian to meet the child's needs.
- 4) Court returns to parent/relative over the Department's objections and dismisses the case.
Supposition: the Department's explanation was insufficient to keep the case open, or a relative could not meet Department certification standards.

Item 3: Risk and Safety Assessment and Management

The risk and safety assessment and management measure is a combination of factors that need to be met in order to be considered an area of strength. In this item the agency must:

- Conduct an initial assessment that accurately assessed all risk and safety concerns for the target child in foster care and/or any child in the family remaining in the home (3A)
- Conduct accurate ongoing assessments of safety concerns for the target child and any/or any child(ren) in the family remaining in the home.(3B)
- Develop appropriate safety plans and monitor and update the plans, including the monitoring of engagement in safety-related services (3C)
- Prevent the recurrence of maltreatment of another report within a 12-month period before or after the report that involved the same or similar circumstances (3D)
- Provide an appropriate level of monitoring of visitation in relationship to the known safety concerns (3E)
- Prevent the maltreatment of a child by a foster parent or a child remaining in a placement setting that puts the child a risk, due to inadequate monitoring, that goes unaddressed or is inadequately addressed (3F)

The federal measure for rate of maltreatment in foster care measures the following: of all children in foster care during a 12 month period, what is the rate of victimization, per day of care. Oregon does not meet the national standard rate of 8.50. The rate of observed performance in the CFSR Data Profile of November, 2015 is 10.26. Note: Maltreatment in foster care is expressed as a rate per 100,000 days in care. The federal measure is not specific to abuse by the child's substitute caregiver.

Maltreatment in foster care.

Oregon has a Quarterly Business Review (QBR) measure for abuse maltreatment in foster care. This measure calculates the number of children with a founded disposition during the period divided by the number of children in care for any part of the period.

The QBR data indicated an upward trend of maltreatment in care.

QBR reporting period	Period of Abuse	Number Abused	Total Children Served in Foster Care	Percent Abused in Foster Care
QBR 2014_Q4 **	10/1/2013 - 9/30/2014	111	11,316	0.98%
QBR 2015_Q1 **	1/1/2014 - 12/31/2014	109	11,277	0.97%
QBR 2015_Q2 **	4/1/2014 - 3/31/2015	109	11,220	0.97%
QBR 2015_Q3 **	7/1/2014 - 6/30/2015	97	11,380	0.85%
QBR 2015_Q4 **	10/1/2014 - 9/30/2015	116	11,265	1.03%

A review of three quarters (January through September, 2015) of cases of abuse in care indicate some of the following factors may both influence the data and provide Oregon with intervention strategies to reduce maltreatment in foster care:

- Oregon’s definition of child abuse includes ‘threat of harm’ which may impact the number of victims with ‘founded’ dispositions if one child in the substitute caregiver’s home was a victim and other children live in the home.
- In some cases there were previous calls that were closed at screening or assessed and had a disposition of ‘unable to determine.’
- In some cases, there were case notes in the provider record indicating requests for additional supports.
- In some cases the homestudy did not fully explore the history and characteristics of the family.
- Investigations conducted through the Office of Adult Abuse Prevention and Investigations has a different definition of child abuse that may impact ‘substantiated’ findings on investigations in the contracted providers.

Oregon’s newest ROM reports, ROM SA. 01 (Fed) Maltreatment in Foster Care report measures substantiated or indicated reports per 100,000 days of care provided to children in foster care during the Rolling 12-Month Period. Although this report does not yet perfectly align with the federal data, it does enable a better understanding of maltreatment in foster care.

Section III: Assessment of Child and Family Outcomes and Performance on National Standards

Report Period End	Mar 31, 2015				Jun 30, 2015				Sep 30, 2015				Dec 31, 2015			
	Count	Reports	Days	Rate	Count	Reports	Days	Rate	Count	Reports	Days	Rate	Count	Reports	Days	Rate
Maltreatment in Foster Care	5734	188	1373501	13.7	5726	178	1371408	12.8	5729	170	1372352	12.4	5680	159	1370240	11.6
Rolling 12 Month Period	Apr 2014 - Mar 2015				Jul 2014 - Jun 2015				Oct 2014 - Sep 2015				Jan - Dec 2015			

Legend

As demonstrated in the data table above, Oregon has made improvements in this measure over the course of the last four quarters.

Safety of children is Oregon’s highest priority. Oregon has taken specific actions to address this issue. Oregon established a Foster Care Safety Team last year. Over the past year Oregon has provided training specific to confirming safe environments to all child welfare staff and has trained all certification staff and supervisors in specific analysis of family factors in the process of completing a SAFE home study. Study is currently underway in analysis of Oregon’s out of home care assessment processes and procedures. Revisions to administrative rule and processes are currently underway, and legislative changes direct some specific changes to addressing safety in Oregon’s licensed child caring agencies.

Please refer to the multiple efforts underway in Oregon to address safety in substitute care in Item 25, Quality Assurance for additional information.

Recurrence of Maltreatment

Oregon does not meet the national standard of 8.5. This standard measures of all children who were victims of a substantiated or indicated maltreatment report during a 12-month period, what percent were victims of another substantiated or indicated maltreatment report within 12 months.

Oregon ROM report SA.02 measures recurrence of maltreatment by the total child victims in the cohort, the number/percent of these children who had another substantiated or indicated (recurrence) that occurred within 12 months. The table displays the report period by quarter January 1, 2015 – December 31, 2015 compared to the initial maltreatment period. Although this report does not yet perfectly align with the federal data, it does allow Oregon to track this measure by quarter.

SA.02 (Fed) Recurrence of Maltreatment
Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report?
Report Time Period: January 1, 2015 - December 31, 2015

Report Period End	Mar 31, 2015		Jun 30, 2015		Sep 30, 2015		Dec 31, 2015	
Safe	8607	90.6%	8704	90.4%	8754	90.2%	9178	90.3%
Recurrence	874	9.2%	924	9.6%	954	9.8%	981	9.7%
Total Child Victims	9481	100.0%	9628	100.0%	9708	100.0%	10159	100.0%
Initial maltreatment during	Apr 2013 - Mar 2014		Jul 2013 - Jun 2014		Oct 2013 - Sep 2014		Jan - Dec 2014	

In 2014 CFSR rating data, item #3 rated as in substantial compliance with 164 of the 173 (95%) of the cases reviewed rated as an area of strength. However, in 2015 this measure has fallen well below the level of cases with this item in substantial compliance with 134 of the 171 (78%) of the cases reviewed being rated as an area of strength.

Due to the complexity of Safety Outcome 2, Oregon's analysis is separated into sections below.

3A, Appropriately identified, reported, and applied the appropriate disposition of allegations of maltreatment.

The CFSR ratings do not indicate this as a significant area of concern when reviewing the 2015 case review summaries for each quarter. However, the analysis conducted on reabuse does seem to point to inadequate or incomplete assessments (see below).

3B, Accurately conducted ongoing assessments of safety concerns for the target child.

Again the CFSR ratings do not indicate this as a significant area of concern when reviewing the 2015 case review summaries for each quarter. However, Oregon has developed an ongoing process of case reviews resulting from sensitive issue reports and critical incidents. The individual case reviews indicate inconsistency in practice in completing comprehensive assessments. Oregon is in the process of better capturing data during the sensitive issue report case review process in order to more thoroughly understand what is learned through these reviews.

3C, Develop appropriate safety plans and monitor and update the plans, including monitoring engagement in safety related services.

The caseworker failure to routinely monitor and update the safety plan emerged as a consistent theme in the review of the 2015 case review summaries. What seemed to occur was once the safety plan was established, there were ongoing reviews or updates as a part of monitoring case progress. This issue has also been true in some of the sensitive issue case reviews conducted over the past year.

3D, Prevented the re-occurrence of maltreatment within a 6-month period before or after the initial report that involved the same circumstances.

This area of the overall measure did not emerge as an area of concern in a review of the 2015 CFSR case review summaries. As indicated in the data table above, Oregon is performing well in this measure, although it should be noted that reabuse is more likely during the 3-6 month period in each of the six month time frames reported. In the work Oregon is doing with Casey Family Foundation on the safe and equitable reduction of foster care, their review of national data for Oregon showed that approximately 20% of children who enter care will, at some point in their childhood return to care. This may tie into more sophisticated analysis of whether there are any correlations that can inform practice.

3E, Provide an appropriate level of monitoring of visitation in relationship to the known safety concerns.

This is not an area that emerges as an area of concern in a review of the 2015 CF SR case review summaries.

3F, Prevent the maltreatment of a child by a foster parent or a child remaining in a placement setting that puts the child at risk, known to the agency or unknown, due to inadequate monitoring that goes unaddressed or is inadequately addressed.

Although this was not an area in need of improvement in the 2015 CF SR review ratings, Oregon (14.08) is far above the national standard (8.5). This is an area of significant concern for Oregon.

Re-abuse rate

In order to better understand the re-abuse rate, Oregon also analyzed the re-abuse data for 172 children from the third quarter of 2015, to identify any systemic issues that could be identified or addressed. These results are reflected in the table below.

Group	Was a Child Welfare case open at the time of reabuse?	Was the child on an open assessment at the time of reabuse?	What was the ultimate safety decision of the assessment of the original maltreatment?	Was the child in foster care at the time of reabuse?	Was the child in an open in-home case at the time of reabuse?	Number of children
A	No	No	Safe	No	No	24
B	No	No	Unsafe	No	No	1
C	Yes	No	Safe	No	No	22
D	Yes	No	Unsafe	No	No	26
E	Yes	Yes	Safe	No	No	42
F	Yes	Yes	Unsafe	No	No	9
G	Yes	No	Safe	No	Yes	2
H	Yes	No	Unsafe	No	Yes	6
I	Yes	Yes	Safe	No	Yes	3
J	Yes	Yes	Unsafe	No	Yes	2
K	No	No	Safe	Yes	No	1
L	Yes	No	Unsafe	Yes	No	25
M	Yes	Yes	Unsafe	Yes	No	9

172

Closed Case No Assessment	Open In-Home No Assessment	Open Assessment In-Home	Open Sub-Care	Open Assessment at time of Re-Abuse
26	56	56	34	65
15%	33%	33%	20%	38%

Closed	In-Home	Sub-Care
26	112	34
15%	65%	20%

For example, rows A and B, the 3rd quarter data showed that 25 children had closed cases at the time of subsequent maltreatment, and all but one of those were determined to be safe at the close of the initial assessment. This may indicate a failure on the part of the initial assessment – perhaps the assessment was not comprehensive, overlooked existing safety threats, and was closed too early.

In row D, 25 children were effected by a reabuse incident, but were not in foster care. Although the incident did not occur during an open assessment, the case was opened and the original assessment determined the child was unsafe. This may suggest there was no plan in place to

manage child safety or that the plan was inadequate to prevent another incident from occurring again.

The circumstances of Group E were difficult to analyze. It may be this measure is impacted by the large number of overdue assessments in the Child Welfare system, there is not sufficient information to understand if these cases are managed as in-home cases but not accurately documented in the state data system or are cases that are intended to be but not yet closed as they are children determined to be safe at the conclusion of the assessment.

The 35 children in rows K, L and M were in foster care at the time of reabuse. This may indicate an issue related to safety in foster care, or other issues related to abuse while in care (inappropriate respite providers, Oregon's definition of child abuse that includes threat of harm, or other issues).

Oregon is involved in several actions specific to child welfare to impact this measure. In 2015 the Consortium for Children reviewed 75 certification records to assess fidelity to the use of the SAFE home study process. The review identified many strengths in Oregon's practice but also identified challenges in appropriately mitigating issues of concern that surfaced during the home study process.

Following the file reviews and submission of findings, Oregon contracted with the Consortium for Children to conduct regionally based trainings for all staff who utilize the SAFE home study. The training was focused specifically in further development of placing emphasis on and developing proficiency in risk mitigation techniques.

Separate regionally based trainings were provided for all supervisors and managers who oversee staff conducting SAFE home studies. This management training was designed to provide additional insight and skill development on supervision strategies and techniques when consulting on, reviewing and approving a SAFE home study.

The Department also provided training for all casework, social service assistant and supervisory staff on Confirming Safe Environments. Additional information is included in Section IV, Item 27, Systemic Factors of this assessment.

The Department is working with Casey Family Programs for analysis of Oregon's current administrative rules and gathering information on best practices around the nation. This work began in 2015, and is ongoing at this time.

The Department has been reviewing all allegations of abuse by a foster parent at both the local and central office level. Case reviews have been conducted on cases where there has been a founded maltreatment by a foster parent. These reviews resulted in the sharing of findings with local offices staff and the development of corrective action plans or strategies where appropriate. The recent development of a quality assurance tool that measures fidelity to the SAFE Home Study Model, compliance with Oregon Administrative Rule and Title IV-E

requirements (IV-E PIP) will allow Oregon to gather data and identify trends not only across the state but also down to the local level. These quality assurance reviews are starting April, 2016.

In addition to the actions above, statewide work is occurring within and outside of child welfare to improve safety in foster care. Please find additional information in Item 25, Quality Assurance for Oregon efforts.

An overall review of Safety Outcome 2 indicates both an area of strength and an area needing improvement. The rating is a result of Item # 2 identified as an area of strength and Item #3 as an area of improvement.

B. Permanency

Permanency Outcomes 1 and 2

Permanency outcomes include: (A) children have permanency and stability in their living situations; and (B) the continuity of family relationships is preserved for children.

- For each of the two permanency outcomes, include the most recent available data demonstrating the state’s performance. Data must include state performance on the four federal permanency indicators and relevant available case record review data.
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Permanency Outcomes 1 and 2, including an analysis of the state’s performance on the national standards for the permanency indicators.

State Response:

Permanency Outcome 1: Children have permanency and stability in their living situations

CFSR Item 4: Stability of Foster Care Placement

The federal measure shows the rate of placement moves per day for all children who enter care in a 12-month period. For the period 4/1/2014 to 3/31/2015, Oregon had 6.31 moves per 1000 days of foster care. This is almost 50% higher than the national standard of 4.2.

The table below from Oregon’s Results Oriented Management (ROM) system shows an additional placement stability measurement. This report shows the number of placements per child for any child in substitute care at the end of the period.

Report Period End	Dec 31, 2014		Mar 31, 2015		Jun 30, 2015		Sep 30, 2015	
- Total	7567	100.0%	7558	100.0%	7593	100.0%	7556	100.0%
0 Placements	14	0.2%	21	0.3%	24	0.3%	29	0.4%
1 Placement	2751	36.4%	2802	37.1%	2792	36.8%	2752	36.4%
2 Placements	1954	25.8%	1980	26.2%	1970	25.9%	1933	25.6%
3 Placements	1054	13.9%	982	13.0%	1005	13.2%	1022	13.5%
4 Placements	580	7.7%	571	7.6%	595	7.8%	617	8.2%
5 Placements	342	4.5%	334	4.4%	349	4.6%	334	4.4%
6 or more Placements	872	11.5%	868	11.5%	858	11.3%	869	11.5%
Last day in Period	Dec 31, 2014		Mar 31, 2015		Jun 30, 2015		Sep 30, 2015	

For the most recent federal fiscal year, ending September 30, 2015, Oregon met the goal of two or fewer placements a total of 62.4% of the time. For the past five years, that percentage rate

has been fairly stable with a variance of only 1.9%. Overall placement stability in Oregon has not improved over the past five years and is an area needing improvement.

Item 4 of the CFSR determines whether the child in foster care is in a stable placement and if changes in placement do occur, it is for the best interest of the child and consistent with achieving the child's permanency goal. In general, a case is rated as a strength if a child has experienced no moves in foster care or if they have experienced a move, the move reflects efforts to achieve the case goal; movement from a more restrictive placement to a less restrictive placement such as relative care, or to a pre-adoptive home. A case can also be rated a strength if a placement move was made to provide the child with needed services such as movement into treatment foster care.

Oregon's Office of Program Integrity conducts ongoing internal CFSR case reviews and reviewed 171 cases in 2015. These qualitative reviews give helpful information regarding the reason for movement in foster care. CFSR ratings in 2015 show placement stability rated as a strength 72% of the time.

Oregon is not performing adequately in this outcome measure. Both case review analysis, and internal and external stakeholder's interviews indicate several barriers to placement stability.

One of Oregon's strengths is the emphasis on placement with relatives. As discussed below, while this might also impact placement moves, overall, Oregon's practice positively influences placement stability as well as ongoing connections with a child and his/her family.

One contributing factor is a lack of placement matching opportunities upon initial placement or even subsequent placement. Minus children on trial home visits or in supervised independent living, Oregon's substitute care population at the end of January, 2016 was 6,650. The total number of foster homes at the end of 2015 was 3,847.

Also contributing to multiple moves for children may be foster parents who are not equipped to meet the special needs of the child, may lack of available child care, may be filled beyond capacity, or may lack local resources to meet the level of support needed for the child. Oregon is struggling to keep adequate treatment foster care beds, and have ready access to appropriate psychiatric programs, resulting in children remaining in family foster care and experiencing multiple moves with foster families ill equipped to meet their needs. Oregon has the ability to contract for 465 treatment beds, but is currently utilizing approximately 316 due to the inability of programs to recruit and retain treatment foster care families. While there is no way to capture the number of children in regular foster care who should be in a higher level of treatment care, stakeholder reports indicate that across the state children who meet criteria for BRS placement are living within the regular foster care system.

Another contributing factor to multiple moves may be that Oregon certifies its relative foster homes, and therefore children may be in regular foster care until the relative is temporarily certified. While the CFSR reviews will reflect this type of move as a strength because it leads to a less restrictive placement, the overall number of placements is negatively impacted.

Oregon is also participating in a comprehensive review of the substitute care system as described in Section 4, Item 25, Quality Assurance.

Increased placement with relatives and placement with siblings which should impact the overall health of placement stability is included in Oregon's five year plan. Each branch or District that is performing below Oregon's average in these areas is required to develop and implement an improvement plan with local activities and measures. These plans are in the process of being developed with assistance from eight permanency consultants; six which were just added within the past few months (these improvement plans are discussed in more detail at the end of Permanency Outcome 1).

CFSR Item 5: Permanency Goal for the Child

Item 5 of the CFSR measures whether appropriate permanency goals were established for the child in a timely manner.

An OR-Kids data query from the research analysts in OBI report Oregon's statewide data system indicates the OR-Kids child specific case plan where permanency goals are documented in the OR-Kids system are completed within 60 days only 26.4% of the time. This query measures whether a child-specific case plan was completed timely.

In a review of 100 cases and reported in Item 19, Statewide Information System, reviewers found 76% of all cases had child-specific case plans entered into OR-Kids, which measured whether the case plan was available in the system regardless of the time in which it was entered into the database.

CFSR ratings for 2015 show item 5, Permanency Goal for a Child rated as a strength 59% of the time. The rating takes into consideration whether established permanency plans were timely, appropriate and documented somewhere in the case record. In addition to timeliness of establishing the permanency goals, reviewers will determine whether the permanency goals are appropriate. Also included is whether the child has been in care at least 15 of the most recent 22 months, and if so, did the Department either file a petition to terminate parental rights or receive an exception required by the Court. This is an area needing improvement.

CFSR case reviews rate this measure as a strength if permanency goals are identified in documents other than the case plan in OR-Kids, such as a court report. In a review of the comments on the 2015 case reviews, Item 5 is most often rated as an area needing improvement because the case plan was not established in a timely manner. Additionally, cases rated as an area needing improvement when the primary permanency goal was not changed in a timely manner, was not appropriate for the child, or the concurrent goal was either not established or pursued in timely manner.

Stakeholder interviews with the field program managers, providers and the CFSR review team suggest that the two most common barriers to filing timely TPR petitions are judges extending

the jurisdictional period prior to a TPR hearing if parents are making progress on case goals, and DOJ attorneys not willing to file TPR petitions due to legal insufficiency. In Oregon, most counties have their District Attorneys handle the case pre-jurisdiction, and the Department of Justice handles the case post jurisdiction. Stakeholders indicated some DA's negotiate petition allegations findings to settle cases and avoid trial. The result may be findings that do not address the primary safety issues that brought a child into care and do not meet a standard for the filing of a TPR. Stakeholders report that having one attorney for the department throughout the life of the case would help reduce this factor as a barrier.

Interviews with child welfare program managers revealed the most likely contributing factor to this measure is that completing case plans within 60 days is a low priority for field managers who place a higher focus on meeting face to face contact timelines and completing overdue CPS assessments. The managers reported even if a case plan is not completed timely, they believe families are receiving an action plan and conditions for return in a timely manner.

Because Oregon has not routinely measured or monitored this particular item through quantitative data, it is difficult to rely on.

The Juvenile Court Improvement Program (JCIP) reports are reliable information and will be very useful for ongoing monitoring at the local level. The JCIP reports are extremely helpful and Oregon has recently expanded distribution of these reports. Each county has the ability to look at their own court data from JCIP to determine performance around timeliness and each county can work with their judicial team to determine steps for improvement.

As reflected in interviews with field managers, with competing priorities for child welfare casework, it may be that case plan development falls lower in the list of priorities. Also, the number of assessments not completed in a timely manner may negatively impact timeliness to developing a case plan when the ongoing caseworkers receive the case with little time to complete protective capacity assessments and develop a comprehensive case plan.

Also impacting this measure is the actual time it takes for a case to be adjudicated. The Juvenile Court Improvement Program tracks data related to court hearings. Their data show that 66% of dependency petitions filed between July 1, 2014 and June 30, 2015 had jurisdiction findings within 60 days of filing, 16% had jurisdiction findings within 61-90 days of filing, and the remaining 18% took more than 90 days before there were any findings regarding the court's jurisdiction over the child. In 2014, the Oregon Court of Appeals clarified in *Dept. of Human Services v. W.A.C.*, 263 OR App 382 (2014) that contested petition allegations must be resolved as to both parents before the court may establish jurisdiction over the child. Previously, courts were establishing jurisdiction based on evidence or admissions of one parent. This may be contributing to the delay to jurisdiction in some cases.

Lack of timeliness to jurisdiction and disposition may likely be a contributing factor to workers not having their permanency plans documented in either a case plan or a court report.

Oregon needs improvement in this area. Because Oregon is strengthening its ability to provide additional consultation on permanency issues through the new permanency consultants discussed in Item 4, Oregon expects improvement in this area.

CFSR Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement

This measure determines whether children had permanency in their living situations and if the permanency was achieved in a timely fashion.

Permanency in 12 months for children entering foster care

For the period 4/1/2012 to 3/31/2015, 40% of the children achieved permanency within 12 months of removal. This is 0.5% less than the national standard of 40.5%.

Permanency in 12 months for children in foster care 12 to 23 months

For the period 4/1/2014 to 3/31/2015, 42.9% of the children in foster care who had been in foster care between 12 and 23 months achieved permanency within the period. This is 0.7% less than the national standard.

Permanency in 12 months for children in foster care for 24 months or longer

For the period 4/1/2014 to 3/31/2015, 31.6% of all children in foster care who had been in foster care 24 months or more achieved permanency within the period. This is 1.3% above the national standard of 30.3%.

Oregon is within one percentage point of the national standards for permanency within 12 months of entering foster care and permanency in 12 months for children in foster care 12 to 23 months. Oregon is above the national standard for permanency in 12 months for children in foster care for 24 months or longer. Nonetheless, the tables provided below indicate that Oregon is not achieving timely permanency and has much work to do in several areas. The current efforts to increase timely permanency in Oregon are highlighted at the end of this section.

The following data tables, produced through ROM provide detail for Oregon's performance in the area of achieving permanency. The first table, CM.05 Discharge Reason, shows where children went at discharge from foster care. The report also reflects the discharge reason for each age group dependent upon the age of removal. For example, permanency through adoption decreases at a significant rate when children enter care on or after age 9. This table includes reunification, adoption, guardianship, and permanency not attained. For permanency not attained, emancipation in Oregon means the child has aged out of the foster care system. Not surprisingly, the percentage of children at discharge from foster care for the reason of aging out increases substantially as children in foster care get older.

CM.05 Discharge Reason (of those discharged)
 Percent/count of children discharged, by the discharge reason, by selected filter
 Report Time Period: October 1, 2014 - September 30, 2015

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
Total	1276	100.0%	730	100.0%	618	100.0%	469	100.0%	467	100.0%	366	100.0%	0	0.0%	3926	100.0%
Reunification	707	55.4%	476	65.2%	384	62.1%	298	63.5%	271	58.0%	159	43.4%	0	0.0%	2295	58.5%
Reunification w Parent(s)/Prim. Caretaker(s)	696	54.5%	457	62.6%	373	60.4%	289	61.6%	251	53.7%	149	40.7%	0	0.0%	2215	56.4%
Living w Other Relative(s)	11	0.9%	19	2.6%	11	1.8%	9	1.9%	20	4.3%	10	2.7%	0	0.0%	80	2.0%
Adoption	478	37.5%	162	22.2%	121	19.6%	41	8.7%	13	2.8%	1	0.3%	0	0.0%	816	20.8%
Guardianship	68	5.3%	73	10.0%	66	10.7%	63	13.4%	40	8.6%	20	5.5%	0	0.0%	330	8.4%
Permanency Not Attained	20	1.6%	17	2.3%	37	6.0%	60	12.8%	133	28.5%	172	47.0%	0	0.0%	439	11.2%
Emancipation	5	0.4%	6	0.8%	28	4.5%	42	9.0%	83	17.8%	122	33.3%	0	0.0%	286	7.3%
Transfer to Another Agency	9	0.7%	9	1.2%	6	1.0%	11	2.3%	26	5.6%	21	5.7%	0	0.0%	82	2.1%
Runaway	0	0.0%	2	0.3%	1	0.2%	7	1.5%	23	4.9%	29	7.9%	0	0.0%	62	1.6%
Death	6	0.5%	0	0.0%	2	0.3%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	9	0.2%
Missing or Unknown	3	0.2%	2	0.3%	10	1.6%	7	1.5%	10	2.1%	14	3.8%	0	0.0%	46	1.2%

Reunification

The next two tables are specific to children who achieved reunification. The first table, FO.01.1 Reunification in 12 months, shows the number and percentage of children, by age, who achieved reunification and whether they did so within 12 months. The overall percentage is 65.8%. With the exception of children entering care at 15+, who have a better chance of achieving reunification within 12 months than any other age group, reunification within 12 months decreases with older children.

The second table shows, by age, the median months to reunification of those that reunified. It is once again surprising that children entering care at 15+ and who achieved reunification, had the shortest foster care episode. With the exception of this age group, younger children who achieve reunification do so more quickly.

FO.01.1 Reunification in 12 months (of those reunified)
 FO.01.1 Reunification in 12 months (of those reunified)
 Report Time Period: October 1, 2014 - September 30, 2015

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
Total reunified	687	100.0%	453	100.0%	368	100.0%	284	100.0%	261	100.0%	148	100.0%	0	0.0%	2201	100.0%
Met - less than 12 months	480	69.9%	275	60.7%	227	61.7%	182	64.1%	173	66.3%	111	75.0%	0	0.0%	1448	65.8%
Reunified 0-5 months	312	45.4%	164	36.2%	128	34.8%	105	37.0%	105	40.2%	76	51.4%	0	0.0%	890	40.4%
Reunified 6-11 months	168	24.5%	111	24.5%	99	26.9%	77	27.1%	68	26.1%	35	23.6%	0	0.0%	558	25.4%
Not met - Reunified 12+ months	207	30.1%	178	39.3%	141	38.3%	102	35.9%	88	33.7%	37	25.0%	0	0.0%	753	34.2%
Reunified 12-23 months	151	22.0%	119	26.3%	84	22.8%	59	20.8%	47	18.0%	28	18.9%	0	0.0%	488	22.2%
Reunified 24-36 months	43	6.3%	42	9.3%	36	9.8%	23	8.1%	25	9.6%	6	4.1%	0	0.0%	175	8.0%
Reunified 36+ months	13	1.9%	17	3.8%	21	5.7%	20	7.0%	16	6.1%	3	2.0%	0	0.0%	90	4.1%
Reunified During	Oct 2014 - Sep 2015															

FO.01.2 Median months to reunification (of those reunified)

FO.01.2 Median months to reunification (of those reunified)
Report Time Period: October 1, 2014 - September 30, 2015

Adoption

The following two tables are specific for children who achieved adoption. The first table, FO.02.1 Adopted in less than 24 months, shows children achieving adoption and whether they did so within 24 months. Oregon is meeting this requirement only 16.5% of the time, indicating a significant area needing improvement.

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL		Total	
Total	478	100.0%	162	100.0%	121	100.0%	41	100.0%	13	100.0%	1	100.0%	0	0.0%	816	100.0%
Met - less than 24 months	100	20.9%	16	9.9%	14	11.6%	2	4.9%	2	15.4%	1	100.0%	0	0.0%	135	16.5%
Adopted 0-11 months	4	0.8%	2	1.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	0.7%
Adopted 12-23 months	96	20.1%	14	8.6%	14	11.6%	2	4.9%	2	15.4%	1	100.0%	0	0.0%	129	15.8%
Not met - Adopted 24+ months	378	79.1%	146	90.1%	107	88.4%	39	95.1%	11	84.6%	0	0.0%	0	0.0%	681	83.5%
Adopted 24-35 months	189	39.5%	61	37.7%	44	36.4%	11	26.8%	3	23.1%	0	0.0%	0	0.0%	308	37.7%
Adopted 36+ months	189	39.5%	85	52.5%	63	52.1%	28	68.3%	8	61.5%	0	0.0%	0	0.0%	373	45.7%
Dates Adopted	Oct 2014 - Sep 2015															

The second table, FO.02.2 Median months to adoption, shows the median months to achieving adoption. Overall, Oregon is at 34.9%. No age group is doing well in this area, although the table shows that by age, the older the child, the longer it takes to achieve adoption.

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL		Total	
	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median
Median	687	6.9	453	8.9	368	8.8	284	8.8	261	7.6	148	5.9	0	0	2201	7.9
Reunified During	Oct 2014 - Sep 2015															

Oregon has chosen to track in its state plan a sub measure of adoption timeliness by measuring the percentage of children who are adopted in less than 12 months after being legally free. This sub measure was chosen because Oregon believes staff actions will likely have the greatest impact during this time period. Timeliness or lack thereof on a case pre-TPR can come from many system factors. Timeliness or lack thereof post-TPR should primarily fall within the Department's control. Oregon has set a benchmark that 53.7% of children achieve adoption within 12 months of being legally free. Oregon is presently meeting this goal only 44.3% of the time.

Guardianship

Oregon's statewide data system does not have a specific report which tracks timeliness to guardianship, and is unable to provide specific information on how well Oregon is achieving timely guardianships. Discharge reason of guardianship is reflected in the overall timeliness to permanency measure in CM.05, Discharge reason.

APPLA

The following tables show the number of children on APPLA plans and highlights Oregon's progress in reducing the number of children on APPLA plans over the past five quarters.

The first table comes from Oregon's Quarterly Business Review report, the data comes from OR-Kids generated production reports (FC 1005, Children in Care), and shows that Oregon reduced APPLA plans for children under the age of 18 from 15.7% to 9.3%. Even before the Federal law was enacted in October 1, 2015, Oregon was making slow but steady progress in reducing the number of children on APPLA (discussed at the end of this section).

Program population	Foster Care children under age 18 on an APPLA case plan at the end of the quarter. Source FC 1005 Children In Care report from production reports				
Calculation	Calculate Percent of all foster care children under age 18 with an appla plan using Permancy Plan data.				
Outome Range	Red	Yellow	Green	Not a Tier 1 Measure	
CW Target: <12.4% (25% reduction)	>15.0%	15.0 - 13.6%	<13.6 %	Tier 2 Owner: Kathy Prouty	
Period	Administrative Data				
QBR period	Date of Source Data	Children in APPLA Under 18	All Foster Care Children Under 18	Percent of Fostercare Children on APPLA and Under 18	Outcome Color
QBR 2014_Q4	1/1/2015	1,113	7,094	15.7%	Red
QBR 2015_Q1	4/1/2015	1,094	7,007	15.6%	Red
QBR 2015_Q2	7/1/2015	1,044	7,111	14.7%	Yellow
QBR 2015_Q3	10/1/2015	943	7,080	13.3%	Green
QBR 2015_Q4	1/1/2016	660	7,060	9.3%	Green

The following table provides a current breakdown of the number and age of children who remain on APPLA plans in Oregon and was provided through a research analyst query of the OR-Kids data.

APPLA Children in FC on 3/1/2016										
Districts	Age 0 to 5		Age 6 to 12		Age 13 to 17		Age 18 to Older		Total APPLA	
	#	%	#	%	#	%	#	%	#	%
Central Office		0.0%		0.0%		0.0%	2	0.5%	2	0.2%
District 01		0.0%	4	5.6%	16	3.5%	16	3.6%	36	3.7%
District 02	2	66.7%	33	46.5%	120	26.5%	160	36.4%	315	32.6%
District 03		0.0%	9	12.7%	54	11.9%	42	9.5%	105	10.9%
District 04		0.0%	6	8.5%	41	9.1%	17	3.9%	64	6.6%
District 05		0.0%	5	7.0%	61	13.5%	69	15.7%	135	14.0%
District 06		0.0%	3	4.2%	23	5.1%	13	3.0%	39	4.0%
District 07		0.0%	2	2.8%	12	2.6%	13	3.0%	27	2.8%
District 08		0.0%	2	2.8%	34	7.5%	29	6.6%	65	6.7%
District 09		0.0%	1	1.4%	5	1.1%	3	0.7%	9	0.9%
District 10	1	33.3%	1	1.4%	10	2.2%	7	1.6%	19	2.0%
District 11		0.0%	2	2.8%	10	2.2%	5	1.1%	17	1.8%
District 12		0.0%	1	1.4%	13	2.9%	7	1.6%	21	2.2%
District 13		0.0%		0.0%	6	1.3%	1	0.2%	7	0.7%
District 14		0.0%		0.0%	5	1.1%	5	1.1%	10	1.0%
District 15		0.0%	2	2.8%	24	5.3%	19	4.3%	45	4.7%
District 16		0.0%		0.0%	19	4.2%	32	7.3%	51	5.3%
Total APPLA	3	100.0%	71	100.0%	453	100.0%	440	100.0%	967	100.0%

Between January 1, 2014 and December 30, 2015, Oregon conducted Permanency Roundtables on approximately 500 youth. While a plan of APPLA was not the primary case selection criteria, many of the youth reviewed were on APPLA and had been in care at least two years. In August of 2015, the first metrics were evaluated for Multnomah, Washington and Clackamas counties only (counties who had completed PRT's at least one year from the report). Of 235 youth who received a PRT in those counties, five were returned home and eight entered into guardianships. An updated report on additional counties will be ready before Oregon's next APSR submission.

OPI through their CFSR reviews not only determine whether permanency was achieved timely, but whether concerted efforts were made to achieve the identified permanency plan for the child. CFSR case reviews for Item 6 during 2015, determined that Oregon met this outcome 75% of the time.

The CFSR review team reports many of the cases with a rating as an area needing improvement are for children on APPLA with a lack of effort to achieve legal permanency, or children remaining on reunification plans long after the reviewers determine an alternate permanency plan should be implemented.

A review of the summary reports from the 2015 reviews indicate a lack of concerted efforts on the part of the Department in achieving permanency, not changing the permanency plan in a timely manner, court extensions of the reunification plan and, at times, insufficient services to meet the needs of the child or parent in a timely manner.

Oregon's data reports provide a picture of both the efforts to achieve permanency and where it becomes more challenging, as indicated in the tables above and the comments. The quantitative data provides the additional information for some of Oregon's struggle with timeliness to achieving permanency.

Further analysis of some data tables, such as the breakdown of children remaining in care on APPLA plans reflects the impact of more populated districts on the overall statewide measure. For example Districts 2 and 5 alone account for over 50% of all children over 18 remaining in the Department's custody and on an APPLA plan. Children with a permanency plan of APPLA will continue to change over the course of 2015 as the annual court reviews occur and younger children who currently have APPLA plans will be changed to a different permanency plan.

Internal and external stakeholders cite barriers to achieving timely permanency that mirror closely what is reflected in the CFSR case review process. Stakeholders reported lack of understanding of the complicated processes for both adoption and guardianship, worker turnover, lack of ongoing training and consultation, judicial delays especially in giving parents additional time to achieve their expected outcomes, and more accountability when workers simply do not get their work done in a timely manner.

Additionally, Oregon's staffing limitations as described in Item 25, Quality Assurance, may also impact timeliness to adoption.

A significant barrier that became apparent in the PRT's was the number of foster families who would have committed to guardianship but for the fact of their foster child not being eligible for guardianship assistance. As a result, Oregon requested a revision to state statute that now allows state general funds to be used for guardianship assistance for non IV-E children. Guardianships are now in progress for many children who had been lingering in care and in APPLA plans.

In addition to the Permanency Roundtables for individual youth, Oregon staff were trained by Casey Family Programs to present Casey's permanency values training curriculum which occurred for every District. This all-day training which was mandatory for permanency workers and supervisors highlighted the benefits for children of all ages achieving legal permanency, the research that shows discouraging outcomes for children who age out of the foster care system, specific strategies for reducing the barriers for achieving permanency, and how Roundtables can be used to get long stayers out of foster care.

New resources within the Child Permanency Program have recently been added, increasing the number of permanency consultants covering the state from two to eight. With the completion of Permanency Roundtables in Oregon and the addition of these new resources, permanency consultants are now addressing the permanency measures in Oregon's state plan. Using individual data analysis available through ROM and the Oregon Judicial Department, permanency consultants are working alongside the leadership in each branch to develop a strategic plan to increase the timeliness to permanency (reunification, guardianship, and adoption), placement stability, placement with siblings, and placement with relatives if they are performing below the state averages. Those plans include a summary of the data analysis, the branch or district specific goals, specific strategies to reach those goals, measurements to be used, accountability plans, needed supports, and risks or consequences that may be associated with the identified strategies. This work is just beginning. It is the expectation that these plans will not be DHS driven only, but will include community stakeholders such as the judiciary if the data analysis determines timeliness and other types of barriers include factors outside of DHS control.

Permanency Outcome 2: The Continuity of Family Relationships and Connections is Preserved for Children

Item 7: Placement with Siblings

This measure determines whether children are placed with their siblings and if they are not, whether concerted efforts were made to do so or a determination was made whether it was necessary to place them separately to meet the needs of one of the siblings.

Statewide Children in Out of Home Foster Care Placed Together, Partly Together, Not Together September 30, 2014							
Sibling Group Size	Number of Cases	Count			Percentage		
		All Siblings Together	Partly Together	Not Together	All Siblings Together	Partly Together	Not Together
2	958	697	1	260	72.8%	n/a	27.1%
3	355	195	112	48	54.9%	31.5%	13.5%
4	127	55	68	4	43.3%	53.5%	3.1%
5	39	13	26		33.3%	66.7%	0.0%
6	16	3	18		18.8%	112.5%	0.0%
7	3	1	2		33.3%	66.7%	0.0%
8	2		2		na	100.0%	0.0%
Total Number of Sibling Groups	1,500	964	229	327	64.3%	15.3%	21.8%

**Note does not include IV-E eligible children served by the tribes*

Source: Oregon Data Book, AFCARS

The most recent data shows that in Oregon, a child is placed with at least one sibling about 79% of the time. Since 2010, the percentage has decreased slightly with the highest variance in percentage at 82% in 2011.

Oregon’s Office of Program Integrity through the CFSR reviews in 2015, indicate that Oregon makes concerted efforts to place children with all their siblings 90% of the time. The reviewers only count a case as a strength if a child is placed with all their siblings, unless there is a valid reason not to do so. Some common valid reasons for sibling separation include safety, half siblings placed with respective relatives, or, if children are placed apart, concerted efforts being made to reunite them in foster care.

Internal and external stakeholders believe the most common barrier to not achieving this goal in a case is lack of foster homes that can take sibling groups, and when children are separated, lack of effort to get them back together. Attorneys, CASA’s, and even caseworkers will hesitate to “disrupt” a child’s stable placement even if it means bringing siblings back together while in substitute care.

CFSR Item 8: Visiting with Parents and Siblings in Foster Care

This measure determines whether concerted efforts were made to ensure that visitation between a child in foster care and his or her mother, father, and siblings is of sufficient frequency and quality.

Oregon’s statewide data system is unable to provide quantitative data on this measure, so Oregon relies on the Office of Program Integrity to evaluate this measure through the internal CFSR reviews. Although the statewide data system captures types of visits, because there are multiple ways to enter and code visitation information in OR-Kids, without focused and intentional training in documentation of visitation types, data analysis would be unreliable.

When evaluating this measure, the CFSR review looks at the whereabouts of the parents and whether they are available or not, whether one or both parents had an existing relationship to the child prior to foster care, whether efforts were made to ensure visitation and parents failed to follow through, and if there are siblings, the concerted efforts to ensure continued contact with the siblings is occurring. Oregon reviews both the frequency and the quality of the visits.

CFSR case reviews in 2015 determined that Oregon was meeting this outcome 89% of the time.

The Oregon Citizen's Review Board also took a look at visitation in Oregon from November 1, 2014 through April 30, 2015. The CRB collected data from 33 counties on 1,316 children and determined that in 9 out of 10 cases reviewed, DHS was making concerted efforts to ensure that the frequency and quality of visitation was sufficient to maintain and promote the continuity of the relationship between children and their families. In 92% of the cases reviewed, DHS made concerted efforts to ensure that the visits with mothers were adequate, in 82% of the cases reviewed, DHS made concerted efforts to ensure that the visits with fathers was adequate, and in 93% of the cases reviewed, DHS made concerted efforts to ensure that the visits with siblings was adequate. Visitation with fathers appears to be area needing improvement in this outcome.

DHS program managers believe that a contributing factor to this measure doing well is that many judges set a minimum standard for visitation and hold workers accountable to that standard.

CFSR Item 9: Preserving Connections

This measure determines whether concerted efforts were made to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends.

Oregon's statewide data system is unable to provide quantitative data on this measure, and Oregon relies on the CFSR review to evaluate this measure.

An evaluation of important connections for the child prior to the child entering care is an important part of this measure and is included in the rating. The reviewers conducting the CFSR case reviews during 2015 determined that Oregon is meeting this outcome 91% of the time.

A contributing factor to the positive outcome on this measure is likely due to the court ordering a child to remain in their home school as a best interest determination.

The Indian Child Welfare Act requires states to comply with the placement preferences of the tribe for children in care, and in the level of effort being provided to prevent removal.

Tribal collaboration and stakeholder input over the last year has resulted in improvement of data collection. This improvement has supported the building of a data baseline for increased the knowledge of the Oregon tribes on length of stay in placement, the ratio of ICWA children that are from out-of-state and in-state tribes, and how individual district ICWA data can help drive system and practice improvements. The Oregon ICWA Advisory Council is regularly informed and engaged in this data sharing process.

CFSR Item 10: Relative Placement

This measure determines whether concerted efforts were made to place the child with relatives when appropriate

The table below, based on a data query from the data warehouse of OR-Kids data maintained by OBI, indicates not only first placement with relatives, but whether children were eventually placed with relatives and at what point in the case. Oregon believes that first placements with relatives are important, but if that is not possible, it is equally important to get a child with their relative in the shortest amount of time possible. For children entering care during the 2014 federal fiscal year, 46% were eventually placed with a relative.

Placement with relatives for children who entered foster care	
For Children entering care for FFY 2014	
Children 18 or older on the removal date were excluded from the dataset	
source: data query from DW	
	Time from entry in foster care to placement with a relative
	%
	First placement with relatives
	30%
	Placement within 30 days
	9%
	Within 90 days
	3%
	Within 6 months
	2%
	Within first year
	2%
	Placement after first year
	<1%
	Has never been placed with a relative
	54%

Oregon’s Office of Program Integrity evaluates this measure through the CFSR case review and rates the item as a strength on a case if a child was placed with a relative during the review period. The measure can also be rated as a strength if timely and concerted efforts to search and locate relatives, provide equal efforts to both maternal and paternal families, and continue with searches at critical junctions of a case are seen during the case review. The CFSR case reviews during 2015 determined that Oregon met this outcome 90% of the time. Placement with relatives is a strength for Oregon.

Discussion with field program managers on Oregon’s performance on this measure indicate that having dedicated staff or contracts with community partners that focus solely on relative search and engagement is a contributing factor to the success in this area.

CFSR Item 11: Relationship of Child in Care with Parents

This measure determines whether concerted efforts were made to promote, support, and or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver through activities other than just arranging for visitation. There are other ways to promote the child's relationship with their parent or caregiver; encouraging participation in school activities, medical appointments, sports activities, etc.

Oregon's statewide data system is unable to provide quantitative data on this measure, and relies on Oregon's Office of Program Integrity to evaluate this measure through their CFSR reviews.

CFSR case reviews during 2015, determined that Oregon met this outcome 76% of the time.

Stakeholders, especially in discussion with field program managers commented the most common barrier is lack of resources. If foster parents are hesitant to have personal contact with parents, it becomes the responsibility of the caseworkers or casework aides to notify parents of activities they may be involved with, as well as potentially providing transportation.

Overall Oregon is performing well on Permanency Outcome 2. Oregon anticipates continued improvements in each of the permanency outcomes with the increased capacity to provide ongoing consultation in the field offices through permanency consultants.

The challenges in this area that Oregon needs to address are the more sophisticated use of OR-Kids, training for field staff (such as consistent and accurate documentation of the type of visit) and the development of related reports that could inform Oregon's case practice. Other challenges over which the Department does not have control is the level of funding for staff given the workload model, and readily available community resources to assist families, such as transportation.

Oregon is also conducting training throughout the state specific to family engagement strategies as a part of the Differential Response implementation, which increases staff knowledge and skill in maintaining family connections. Additionally, the IV-E waiver project extensively uses family and youth involvement in case planning, increasing Department workforce knowledge and skills in implementing family centered, trauma-informed practice.

C. Well-Being

Well-Being Outcomes 1, 2, and 3

Well-being outcomes include: (A) families have enhanced capacity to provide for their children's needs; (B) children receive appropriate services to meet their educational needs; and (C) children receive adequate services to meet their physical and mental health needs.

- For each of the three well-being outcomes, include the most recent available data demonstrating the state's performance. Data must include relevant available case record review data and relevant data from the state information system (such as information on caseworker visits with parents and children).
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Well-Being Outcomes 1, 2, and 3.

State Response:

Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs

CFSR Item 12: Child's, Parents', Foster Parents' Needs Assessed and Met

Item 12 determines, under the period under review, the agency (1) made concerted efforts to assess the needs of children, parents, and foster parents both initially, if the child entered foster care or the case was opened during the period under review, and on an ongoing basis to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family and (2) provided the appropriate services.

The Department refers all children for a Child and Adolescent Needs and Strength (CANS) assessment after the child has been substitute care to identify the supervision needs of the child. A referral is made within the first 20 days of the child's initial placement, annually thereafter if the CANS ratings indicate a level of care is needed, when a child moves from a BRS placement to regular foster care, or when a child's behaviors indicate reassessment is needed.

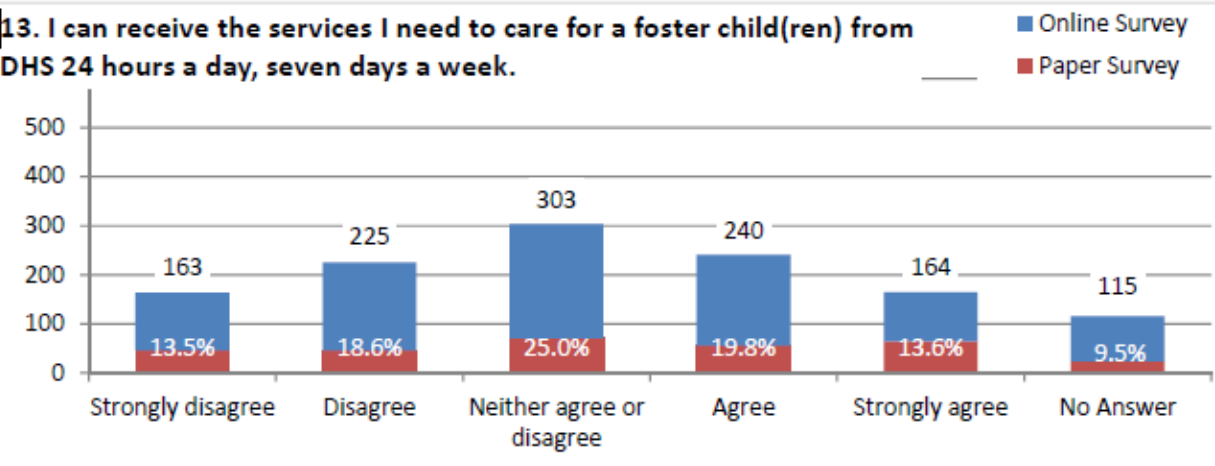
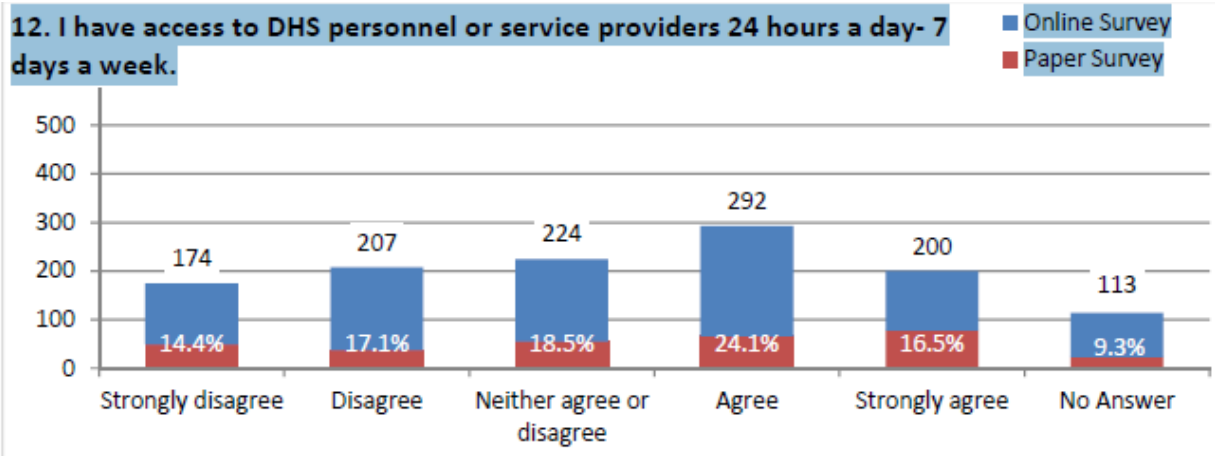
The Department has contracted agreements with Oregon Health Authority's Coordinated Care Organizations (CCO) to ensure children and youth receive a CANS assessment when needed. These services are provided by the CCO's statewide. There is no reliable data at this time to indicate whether children in care eligible to receive a CANS assessment are receiving one in a timely manner. The Department is aware of the deficiencies of the current report and are actively working with the technical staff to correct and enhance the report functionality.

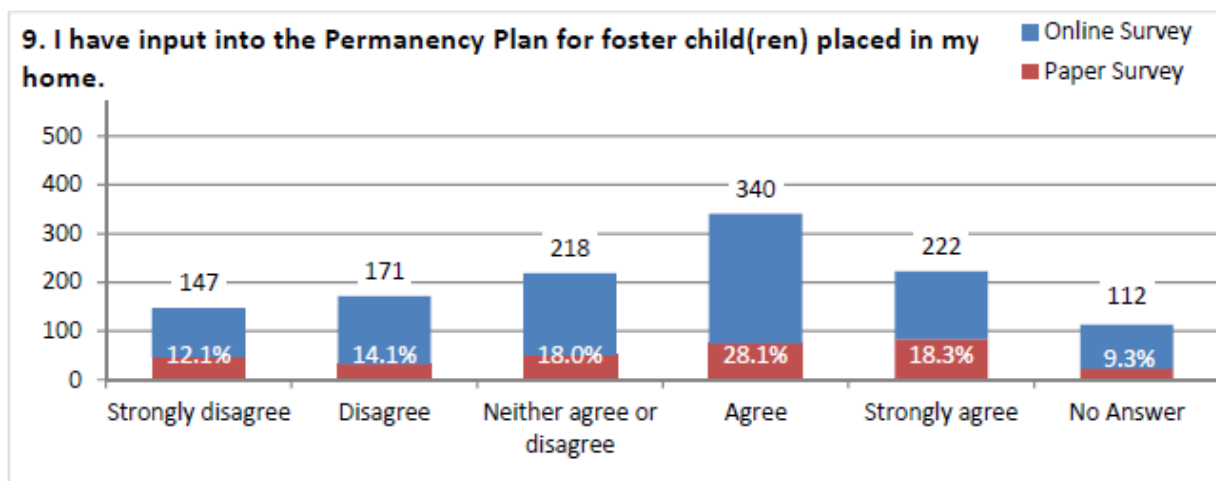
During the assessment of all new child welfare cases, the caseworker is responsible for completing a protective capacity assessment and incorporate the findings of the parents behavioral, cognitive and emotional characteristics into the development of the case plan. Oregon completed a review of 200 cases were reviewed for compliance with Oregon policy and

found that 89 cases (44.5%) had updated Protective Capacity Assessments documented in OR-Kids.

As a part of the Round 2 CFSR Program Improvement Plan, Oregon developed a 90-day case staffing review tool. It is unknown at this time how often this is still used by supervisors in regular clinical consultation.

At this time Oregon does not have quantitative data available to assess the needs of foster parents. Please also refer to Item 28 for additional information. The results of the 2015 foster parent survey indicate that 30% of foster parents responding to the survey disagree or strongly disagree that Department staff and providers are available after-hours or can receive the services they need to care for a child at all times. Over 26% of respondents disagree or strongly disagree that they have an opportunity for involvement in permanency planning.





Oregon completed 171 CFSR reviews during 2015 with results for Item 12 indicated below.

- 74 % of the cases were found to be a strength. (2014 this was rated as 90%).

A review of the CFSR summaries indicates several recurring areas. The most prevalent is the lack of efforts to assess the needs of the foster parent. The following comments indicate the themes for this item and need for improvement:

- Not providing the foster parent with sufficient information and not seeking support for foster parents in addressing challenging children’s behaviors
- Children not receiving a CANS (Child and Adolescent Needs and Strengths Assessment) or not receiving in a timely manner
- Assessment of needs for one but not both parents, particularly fathers, and
- Delays in assessment due to waiting lists and/or availability of services.

Oregon’s child welfare system has in place the processes and procedures to assess the needs of children, families, and foster parents. Oregon has identified the need to improve these processes and monitor progress in this area

During the end of 2014 and throughout 2015, the Department engaged in a comprehensive staff training referred to as Oregon Safety Model refresh, including classroom and web based trainings. Emphasis was placed on completing the Protective Capacity Assessment with families. Ongoing training and supervision will improve integration the identified needs of families into case planning and tracking for actual service delivery.

The efforts underway in the implementation of Differential Response and the IV-E Waiver project will increase family engagement and the addition of consultant resources available throughout the state in supporting ongoing case progress review will improve the work in this area. The Differential Response and IV-E Waiver evaluations (each conducted through contracted evaluation teams) will provide valuable information in this area.

Oregon is in the infancy stages of performance based contracting (refer to Section 4, E. Service Array) which will, within the next few years, enable the Department to track service outcomes to identified needs and case outcomes.

As the case reviews indicate, there may be times when assessment services (particularly psychological assessments) are not readily available in a community, or, when available, have a wait time for appointments. There are situations with some cases that inhibit or delay parent participation in assessments (for example, parents' attorneys advising a parent not to participate in an assessment or delaying timely completion of an assessment). Factors such as these are out of the control of the Department.

Paid child care is available to only a limited number of relative caregivers and the Department is currently assessing feasibility of making this resource more widely available. A standard process for communicating children's needs to the caregiver may be a strategy to improve this area.

Overall, this is an area that needs improvement in Oregon with consistent oversight in ensuring assessment procedures are followed.

CFSR Item 13: Involvement of Child/Parents in case planning

Item 13 determines, whether, during the period under review, concerted efforts were made (or are being made) to involve parents and children (if developmentally appropriate) in the case planning process on an ongoing basis.

Oregon does not have a quantitative data measure for this item.

CFSR case reviews during 2015, determined that Oregon met this outcome 74% of the time. In the 2014 reviews, this measure was rated as a strength 60% of the time. This item was not measured in the CFSR reviews prior to 2014.

Oregon reviewed all of the Item 13 summary comments for the 2015 case reviews. In those cases where this item was rated as an area needing improvement (26 % of all cases) summary comments indicate caseworkers involved mothers more than fathers in the case planning. Other comments included poor communication between caseworkers and one or both parents or the child, the parent's belief that they were not involved in case planning to the extent desired, lack of ongoing contact and involvement with parents after the permanency plan changed to APPLA.

Youth participating in the focus group expressed a desire for more involvement in their case planning processes, particularly involvement in youth transition.

Parents participating in the focus group expressed a strong desire for more involvement and information about the well being of their child/ren when the child was in substitute care. Parents also indicated that a mentor was a valuable resource for navigating the complexities of child welfare involvement in the family and a support for engaging in services.

As indicated in Item 12, Oregon identifies a need for further improvement in this area. The actions undertaken to improve staff knowledge and skill in the Oregon Safety Model and in family engagement will impact improved performance on this item. There is additional work underway as part of the Differential Response evaluation, including a parent survey in both DR and non-DR Districts. The results of this survey will inform impact of DR on family engagement and the strategies used in implementation.

DR District/County	Matched non-DR District
D5 (Lane)	D3 (Marion County only) (implementation 10/17)
D11 (Klamath/Lake)	D10 (Jefferson/Crook/Deschutes) (10/17)
D4 (Linn/Benton/Lincoln)	D3 (Polk and Yamhill) 10/17 D6 (Douglas) 10/17
D16 (Washington)	D2 (Multnomah) (8/16)

The survey is being conducted with the following matching criteria:

- County population
- % racial minority population
- Number of CPS assessments conducted per year
- DR implementation schedule (only counties implementing DR 8/16 or after were considered for potential matches)

The several APPLA cases parents were no longer included in case planning processes, and in some cases had lost most communication altogether. Department practice and court direction over the years has been to shift the focus solely on the child and the caregiver rather than continued relationship with the parents once an APPLA plan became the primary plan. Overtime Oregon is learning this is not necessarily in the child's or the parents' best interest and is changing practice for children on APPLA plans. Finally, the change in federal law limiting availability of APPLA plans is reducing the number of youth on APPLA plans in Oregon, as evidence in Permanency, Item 6 of this assessment.

Partners in the child welfare system also influence improvement in case planning.

Juvenile judges in Oregon have recently received training on engaging children in the courtroom. Juvenile judges have started to be more consistent in asking the question at court hearings if the child and parent was involved in the case planning being presented. This line of questioning is helping to increase caseworker knowledge and practice to include others in the planning.

Oregon's investment in caseworker training in trauma informed practice and family engagement training will improve Oregon practice in this item.

The expansion of Navigator services was reported by the Parent Advisory Group as a great benefit to assist families in advocating for and coordinating services for their families and is a growing part of the Department's service array.

The Oregon Foster Youth Connection (OFYC) is a group of current and former foster youth and advocates who are helping policy and practice changes. OFYC has been very instrumental in advocating for the voice of youth in all aspects of case planning. There is also active involvement in statewide committees, rule advisory committees and other Department workgroups. OFYC also reported having a CASA provided a voice for their involvement in case planning.

The OFYC has achieved many legislative changes over the recent years: Oregon's Foster Child Bill of Rights, a requirement that the court review foster youth involvement in extracurricular activities, advocate for obtaining a savings account as a standard practice, increase

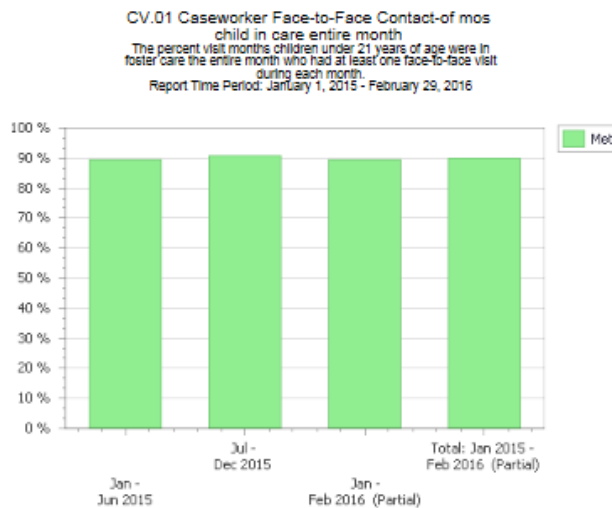
opportunities for higher education through Oregon public colleges and universities and extend health care coverage for former foster youth.

During this last year 2015, the Director of Child Welfare has engaged a Parent Advisory Committee (PAC) who meets on a quarterly basis to advise the Department on the needs of Parents, children and families. The PAC provides an ongoing forum for dialogue and recommendations for practice improvement which are implemented within our programs, such as renewed efforts to provide venues for parents involvement with their children during their time in substitute care (such as attending medical appointments, school meetings and events, and sports or other social gatherings).

CF SR Item 14: Monthly Face-to-Face with the child

Item 14 determines whether the frequency and quality of visits between caseworkers and the child are sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals.

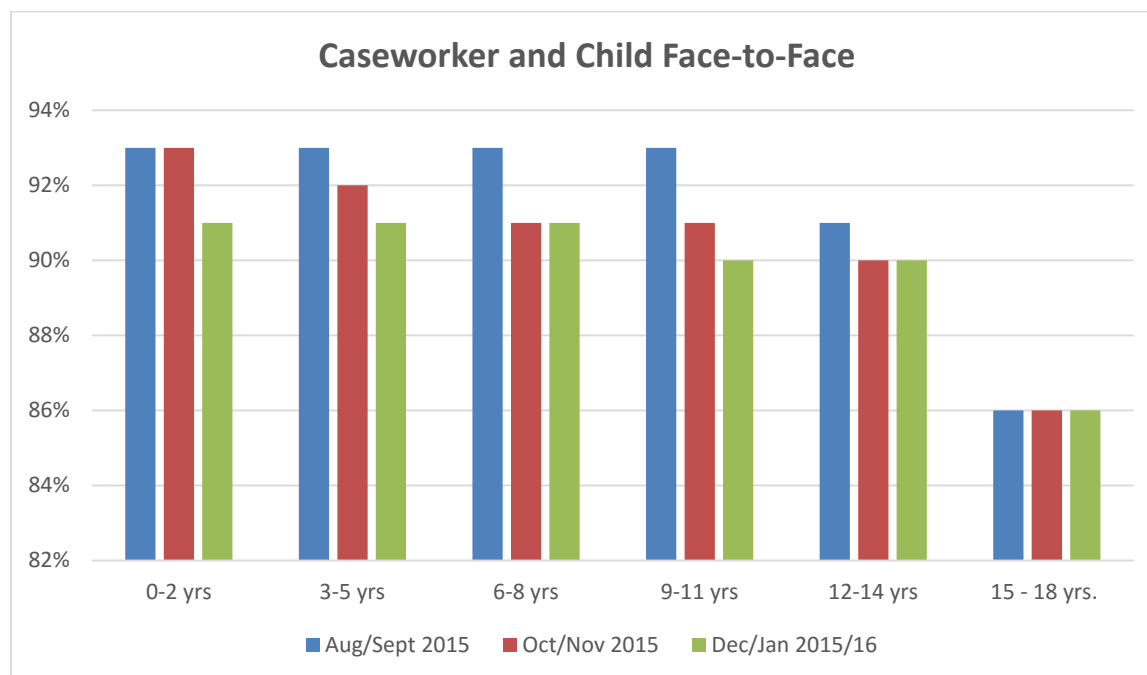
The ROM CV.01 Caseworker Face-to-Face Contact reports the number of children in care who had a visit during the month and whether the visit was in the home or at another location (Visited in-person only). This report captures contact for only children through age 18 who spent the entire month in foster care.



Report Period	Jan - Jun 2015	Jul - Dec 2015	Jan - Feb 2016 (Partial)	Total: Jan 2015 - Feb 2016 (Partial)
Total Visit months	43561 100.0%	43514 100.0%	14415 100.0%	101490 100.0%
Met	39040 89.6%	39448 90.7%	12914 89.6%	91402 90.1%
Visited in-home	27033 62.1%	28138 64.7%	8829 61.2%	64000 63.1%
Visited in-person only	12007 27.6%	11310 26.0%	4085 28.3%	27402 27.0%
Not Met	4521 10.4%	4066 9.3%	1501 10.4%	10088 9.9%
Other not in-person visit	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No visit	4521 10.4%	4066 9.3%	1501 10.4%	10088 9.9%
Date data are based	Jan - Jun 2015	Jul - Dec 2015	Jan - Feb 2016 (Partial)	Jan 2015 - Feb 2016 (Partial)

Overall, for children in substitute care the face-to-face contact is achieved for children under 18 nearly 90% of the time.

Further breakdown of this data report indicates there is less frequent contact for youth ages 15-18.



Oregon also measures and provides monthly reports produced through the Office of Business Intelligence to District management teams for all children in substitute care through age 20 and children who remain in the home. These reports are used as a management tool as a methodology to track the numbers of all visits.

The December contact report for cases in which children are in foster care indicates, statewide, at least one contact for 87.46% of all children in foster care regardless of the location of the visit or age of the child. However, several individual branches have a higher percentage of contact. As this is a point in time report, conclusions are not easily made from this data. However, there is some indication that Districts who currently have a higher rate of casework position vacancies, for example Districts 5 and 10, have less capacity to meet the face to face meeting requirements.

Worker District	Total Persons	Number	Percent
Central Office	6	4	66.67%
District 01	367	329	89.65%
District 02	1494	1286	86.08%
District 03	718	648	90.25%
District 04	388	354	91.24%
District 05	1096	898	81.93%
District 06	372	319	85.75%
District 07	312	283	90.71%
District 08	764	648	84.82%
District 09	159	141	88.68%
District 10	306	248	81.05%

Worker District	Total Persons	Number	Percent
District 11	304	286	94.08%
District 12	142	128	90.14%
District 13	128	114	89.06%
District 14	157	152	96.82%
District 15	344	331	96.22%
District 16	464	409	88.15%
Statewide Total	7521	6578	87.46%

The December contact report for cases in which children are residing in the family home indicates, statewide, at least one contact for 69.47% of all children in care. However, several individual branches have a higher percentage of contact.

Worker District	Total Persons	Number	Percent
Central Office	38	0	0.00%
District 01	49	31	63.27%
District 02	192	139	72.40%
District 03	139	85	61.15%
District 04	51	35	68.63%
District 05	268	192	71.64%
District 06	38	25	65.79%
District 07	22	13	59.09%
District 08	219	186	84.93%
District 09	11	4	36.36%
District 10	20	10	50.00%
District 11	27	20	74.07%
District 12	11	8	72.73%
District 13	20	14	70.00%
District 14	22	18	81.82%
District 15	31	27	87.10%
District 16	136	92	67.65%
Statewide Total	1294	899	69.47%

CFSR case reviews during 2015, determined that Oregon met this outcome 75% of the time. In the 2014 reviews, this measure was rated as a strength 51% of the time.

Review of the case review summaries for the 2015 reviews reveals some themes for those cases needing improvement: a determination that the visits were of insufficient quality (contact at a child/parent visit, no visitation in the foster home, lack of youth involvement in discussion of case during contacts, contact made during meetings, appointments for therapy without individual time for the child) and lack of documentation on the substance of the contact.

Overall, this is an area where Oregon continues to demonstrate improvement, particularly in meeting the requirements for face to face contact with the child. There has been focused management oversight of ensuring routine face to face contacts with children. That said, there are areas which Oregon needs to monitor and support ongoing improvement.

One area is contact with children in care who are over 15 years of age. As the chart above indicates, the 90% overall achievement for contact compares to 86% for this age group. This is an area that needs ongoing attention and further analysis for why contact occurs less frequently for this age group.

The monthly reports provided to the Districts provide additional information. The overall percentage of contact with children in substitute care is at 87.46%, including those 18-20. Also, these reports are produced at month's end, and if a contact visit is documented the following month, as data matures, the ad hoc measures and ROM measures may more closely align. Unless ROM reports include the 18-20 year old population in the future, there will always remain some discrepancy in the reports.

The monthly report for contacts with children living in the family home is an area needing improvement as indicated by the December contact report.

The Department is engaged in multiple efforts to improve safety in substitute care with internal and external oversight (more information is in Systemic Factor 25, Quality Assurance) and more robust reporting and monitoring the safety of the child.

Oregon continues to focus on increasing the quality of the contact between caseworkers and children. Due in part to the increased attention of the safety of children in substitute care, coupled with an increase of maltreatment in foster care, Oregon initiated training for all caseworkers, supervisors and social service assistants in Confirming Safe Environments in 2015. Additional assessment of the impacts of Oregon's administrative rules is currently underway, and ongoing training for staff including web based training will ensure sustainability of caseworker training.

CFSR Item 15: Monthly Face-to-Face with Parent

Item 15 determines the frequency and quality of the visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals.

The Office of Business Intelligence produces a monthly statewide report, reported by District, of the number and percent of caseworker and adult (parent) contact. The report shows contacts made or not made with parents of children served in foster care or served in home. The District and branch management teams can drill down to the case level on these monthly reports for detail level contact information. For example the report for January 2016 reports a total of 3,937 Caseworker and Parent contacts. Because the report is produced at the beginning of the following month, there may be some lag time in data entry that results in an undercount of total contacts. While the OR-Kids summary report does not sort out the specific adult parent with whom the caseworker had contact, it does report a total parental contacts during the month. This is a management tool, and cannot be interpreted to quantify parental contact over time or evaluate the quality of caseworker/parent visits

a)

Worker District	Worker Name	Total Persons	Person Contact By Exception		At Least 1 Contact		Contacted Persons Total		No Contact Person Total	
			Number	Percent	Number	Percent	Number	Percent	Number	Percent
Central Office	District Total	74	0	0.00%	4	5.41%	4	5.41%	70	94.59%
District 01	District Total	339	71	20.94%	112	33.04%	183	53.98%	156	46.02%
District 02	District Total	1441	509	35.32%	445	30.88%	954	66.20%	487	33.80%
District 03	District Total	723	231	31.95%	389	53.80%	620	85.75%	103	14.25%
District 04	District Total	342	7	2.05%	45	13.16%	52	15.20%	290	84.80%
District 05	District Total	1367	91	6.66%	405	29.63%	496	36.28%	871	63.72%
District 06	District Total	377	40	10.61%	141	37.40%	181	48.01%	196	51.99%
District 07	District Total	289	44	15.22%	86	29.76%	130	44.98%	159	55.02%
District 08	District Total	928	6	0.65%	242	26.08%	248	26.72%	680	73.28%
District 09	District Total	150	43	28.67%	70	46.67%	113	75.33%	37	24.67%
District 10	District Total	299	89	29.77%	155	51.84%	244	81.61%	55	18.39%
District 11	District Total	361	59	16.34%	170	47.09%	229	63.43%	132	36.57%
District 12	District Total	145	16	11.03%	38	26.21%	54	37.24%	91	62.76%
District 13	District Total	112	20	17.86%	40	35.71%	60	53.57%	52	46.43%
District 14	District Total	157	64	40.76%	77	49.04%	141	89.81%	16	10.19%
District 15	District Total	423	0	0.00%	84	19.86%	84	19.86%	339	80.14%
District 16	District Total	489	11	2.25%	133	27.20%	144	29.45%	345	70.55%
	Statewide Total	8016	1301	16.23%	2636	32.88%	3937	49.11%	4079	50.89%

CFRS case reviews during 2015, determined that Oregon met this outcome 54% of the time. In the 2014 reviews, this measure was rated as a strength 51% of the time.

An analysis of the case rating summaries for 2015 also indicate there is not the needed frequency of contact that is required and the quality of contact is missing in terms of meeting children’s needs and achieving case plan goals.

The focus groups with parents also indicated there was an increased need for parent involvement in case planning and better communication, which could be facilitated with more frequent contact.

This is an area needing improvement in Oregon practice. As in previous measures in Well Being Outcome 1, the efforts underway to improve family engagement and trauma informed practice are strategies Oregon is utilizing to improve practice in this area. The Title IV-E waiver program has an intensive focus on family engagement and family meetings, which is likely to improve Oregon’s practice in this area over the next few years.

Well-Being Outcome 2: Children received appropriate services to meet their educational needs.

CFRS Item 16: Education needs of the child

This item determines whether the agency made concerted efforts to assess children’s educational needs at the initial contact with the child or on an ongoing basis and whether identified needs were appropriately addressed in case planning and case management activities.

As part of the statewide assessment process of Section 4 A, Statewide Information System, the Department reviewed a statistically relevant number of cases (95) from the AFCARS foster care population. The review of data elements indicated the following:

- Child's current grade level, 41% missing data on the person management screen
- Child's current school, 39% missing data on the person management screen

Because these are the data entry points in the OR-Kids system that can be evaluated for aggregate information, developing a query report from these sources is not reliable at this time.

CFSR case reviews during 2015, determined that Oregon met this outcome 92% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the 2015 case rating summaries show no clear identifiable areas of improvement.

Oregon has strong statutory support for ensuring positive educational outcomes for children, including requirements that the court monitor school placement, number of school moves, and achievement of high school credits at each court hearing. Data on the consistent, periodic court reviews is reported in Item 21, Periodic Reviews, in Systemic Factors.

Oregon has strong statutory support for ensuring positive educational outcomes for children, including requirements that the court monitor school placement, number of school moves, and achievement of high school credits at each court hearing.

Oregon completed a 3-year federal grant *Education Stability Matters* in 2015. During this time the department engaged with the Oregon Department of Education (ODE) in a systemic change in how foster children are identified and supported within the educational system. DHS and ODE began a series of trainings of the educators in Oregon to assist them in better understanding of the role of foster care, case workers, and DHS. This education of educators included presentations at multiple layers of the educational system; Superintendent Conference, Principal Association, School counselors, and local schools. In turn, there have been trainings presented to Department caseworkers and supervisors about the role of local school districts, educational districts and ODE. This collaborative outreach and engagement has continued as the federal grant ended. Both DHS and ODE have determined a need to continue to have an educational specialist/liaison in the respective Departments to continue this work. The Department is in the planning stages with ODE for establishing a data exchange. While this is not yet scheduled for any implementation date, the early planning to establish mutual data exchange elements will facilitate the respective agency's databases for future exchange, including a unique student ID (from the ODE system) which would establish the reliability for the data transfer. A recently awarded ODE grant may lend itself to development of a data exchange for the purposes of identifying foster children in the ODE database. This will be one of the primary focuses in 2016 around educational needs of children.

The Department also provides information to ODE each calendar year regarding the number of children in foster care, which impacts the Education Department's funding formula, and impacts planning for free and reduced meals.

The child's school information data in OR-Kids on the person management screen lacks consistent and complete data entry on several data elements including those mentioned above: Whether the child is on track to graduate, has an active IEP or 504 plan, the most recent updates, and high school credits. In 2015 Central Office worked closely with branch offices to

increase the data entry of school information for foster children. The branch offices responded well and the data entry of current school identifying information increased but the initial effort to improve data entry has not been sustained. Oregon needs to develop the business process protocols and subsequently develop reports to ensure data entry on the person management screens.

The Department remains engaged in supporting higher education opportunities for our current and former foster youth with approximately 231 current or former foster youth engaged in some level of higher education. The continued outreach by OFYC and caseworkers and ILP provider involvement in comprehensive transition planning have increased youth awareness of continued educational opportunities beyond high school.

Despite the inability at this time to readily access aggregate report data statewide, case reviews consistently indicate that children's educational needs are being addressed and children are receiving educational services appropriate to meet their needs in Oregon.

Well-Being Outcome 3: Children received adequate services to meet their physical and mental health needs.

CFSR Item 17: Physical health needs of the child, including dental needs

Item 17 determines whether the agency addressed the physical health needs of the children, including dental health needs.

Oregon's statewide information system has a built in data exchange with Oregon's Medicaid system. For all children in substitute care enrolled in Medicaid, any all medical services and prescriptions paid through Medicaid are entered into the child's person record in the medical services section in OR-Kids.

Oregon establishes Medicaid eligibility for all children entering the child welfare system. While not a measure of service delivery, Oregon does measure Title XIX eligibility for all children in care. A review of the ADP Summary information (EL-3011-S Foster Care Eligibility ADP Summary) shows that there is an eligibility rate of between 95.555% and 96.111% for each month of calendar year 2015. The eligibility rate consistently runs over the 95.5% range. The Medicaid coverage for the remaining 4.5% of the population is paid with 100% state general fund dollars.

Oregon does not have any methodology at this time to report aggregate information on the various types of amount of medical services to children and relies on qualitative measures on this outcome.

In the 2015 APSR Oregon conducted a preliminary query of initial medical services in an attempt to review whether medical services were received timely, including the initial well child check. Since that initial query, and without additional staff support from the Oregon Health Authority, Oregon has not been able to further validate whether the information is reliable. Ongoing work is underway to validate the query information. However, this query was conducted again in preparation for this assessment. The table below, even without further validation, does indicate a slow but steady decrease in the time it takes to obtain an initial assessment. Again, this data must be approached with caution without additional validation.

Physical Health Assessments		FFY2012	FFY2013	FFY2014	FFY2015
Total Children Entering Foster Care		4385	3806	3469	3809
Total in care >30 Days		4042	3575	3270	3651
Total with Physical Assessment while in care >30 days		3653	3301	2956	3300
Percent with Physical Assessment of those in care >30 days		90.38%	92.34%	90.40%	90.39%
Total with Physical Assessment within 30 days of entering care		1831	1798	1664	1881
Percent with Physical Assessment within 30 days of entering care		45.3%	50.3%	50.9%	51.5%

CFSR case reviews during 2015, determined that Oregon met this outcome 84% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the case rating summaries indicates that meeting dental needs is a recurring issue. There were two reported cases that indicated the absence of medication logs; overall this was not a recurring issue.

The Department continues to access health care for children through the Oregon Health Authority and the Coordinated Care Organizations (CCO) as a result of the Health Care Transformation in Oregon.

The CCO model continues to develop across the state and engagement with Child Welfare varies depending on who holds the CCO contract. The Department actively advocates for care of our children through 32 local branch staff identified as Medical Assistance Specialists (MAS) and two Central Office Medical Resource Assistance Coordinators (MARC). These teams ensure children are being enrolled timely into the CCO covering their area and can help troubleshoot with OHA any situations which fall outside the typical CCO enrollment.

One example of collaborative practice with a CCO is Health Share in the Portland metro area which invested in employing a Foster Care System Navigator who actively works with the Child Welfare system to ensure children are getting their needs met and barriers to care are being reduced and eliminated.

Access to health care is one area and having the appropriate care is an equally and/or more important area. The Department has had an active approach to providing oversight for Psychotropic Medication for children in foster care through collaboration between DHS, OHA and leadership in child psychiatry in Oregon. The routine review of use of psychotropic medications is a QBR measure. Refer to Item 18 for additional information.

Similarly the Department has actively engaged with OHA, Public Health, Child and Maternal Health and others to have an ongoing Child Health Policy Team which looks across public entities to advocate for children's health. One focus area that has arisen from this team has been the need for Trauma Informed Screenings for all children. Trauma Informed Oregon at Portland State University was created in 2014 and has become an active member of the Child Health Policy Team. This team has been reformed and repurposed as the *Child Family Trauma*

and Well Being Interagency Work Group. The Department anticipates a revision of the CANS assessment in 2016 to specifically include screening elements that measure the impact of trauma on the child. These changes are currently in the priority list of OR-Kids system builds/updates.

In the case reviews conducted during 2015, lack of timely dental services was an area needing improvement on a number of cases. While there is no statistical analysis of the factors contributing to this issue, it is only within the last calendar year that the CCOs have included dental care in their service array. The lack of coordination may be an indicator of a newly added medical service area. There have also been anecdotal reports of a limited number of dental providers who accept Medicaid payment, which may impact timely access to dental care.

CFSR Item 18: Mental/Behavioral Health Needs Met

Item 18 measures whether the agency addressed the mental/behavioral health needs of the children.

The Department tracks the timely referrals for initial mental health assessments. Oregon acknowledges this is only a data capture of referral, and is a hand count only. This data is monitored through the Quarterly Business Review. In the first 3 quarters of 2015 the percentages have been 72%, 71% and 68% respectfully. Information for the 4th quarter is not yet available.

In the 2015 APSR Oregon conducted a preliminary query of the time it takes to obtain initial mental health services. Since that initial query, and without additional staff support from the Oregon Health Authority, Oregon has not been able to further validate whether the information is reliable. Ongoing work is underway to validate the query information. However, this query was conducted again in preparation for this assessment. The table below, even without further validation, does indicate a slow but steady increase in initial mental health assessments. Again, this data must be approached with caution without additional validation.

Mental Health Assessments					
		FFY2012	FFY2013	FFY2014	FFY2015
	Total Children Entering Foster Care	4385	3806	3469	3809
	Total in care >60 Days	3889	3439	3163	3521
	Total with Mental Assessment while in care	2347	2287	1889	2207
	Percent with Mental Assessment of those in care >60 days	60.35%	66.50%	59.72%	62.68%
	Total with Mental Assessment within 60 days of entering care	1052	1300	1241	1550
	Percent with Mental Assessment within 60 days of entering care	27.05%	37.80%	39.23%	44.02%

The Department also routinely measures the required reviews of psychotropic medication use per Department policy. Quarter 3 data of children in care who are eligible for initial review is summarized in the following table:

Psychotropic Med Reviews	July	August	September	Total
# of initial reviews	81	44	59	184
# of reviews requiring 2nd review (records requests)	22	10	20	52
# waiting for record	3	1	11	15
% reviews completed	96%	98%	81%	92%
% reviews waiting for record	4%	2%	19%	25%
# that went to a MD review	7	4	4	15
# that went to a OPAL-K review	5	3	1	9

Additionally, the Department is required to report to the court when a child is receiving psychotropic medications for behavioral or mental health needs.

CFSR case reviews during 2015, determined that Oregon met this outcome 76% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the 2015 case rating summaries indicates recurring instances where psychotropic medications were not being logged by the provider per Department policy (a documentation error more than a deficiency in actual service delivery), and lags in accessing timely counseling for children with identified needs.

The change in ratings from 2014 is not the result of a distinct policy, practice or statutory change.

The Department continues to struggle with accessing timely and quality Mental Health services for children for outpatient therapy with trained clinicians in the clinical issues of foster care, attachment, engagement and trauma. This is an area needing improvement.

The Department and the state as a whole have struggled with having an adequate supply of therapeutic outpatient and inpatient services for children in Oregon. The Department has been challenged in the last 2 years with Emergency Departments at hospitals being exacerbated with the need to treat children and having no place for them to go for continued care and therapy. Often the ED will contact Child Welfare expecting to place the child in foster care. The Department remains engaged in trying to address these issues with OHA but due to some significant organizational changes in 2015 there remain gaps in management and authority over services for children.

As a result of the changing OHA organizational structure some of the ongoing collaboration between Child Welfare and Children's Mental Health needs to be reestablished. Two such collaborative groups have been Child Welfare and Children's Mental Health, and the Mental Health CANS collaboration. Each of these entities needs some attention, re-clarification of roles, responsibility and accountabilities.

The Department needs ready access to therapeutic foster care services for children. This need is identified elsewhere in this assessment and is problematic throughout both urban and rural areas of the state. Recently passed Oregon legislation and the ongoing work of the comprehensive review of behavior rehabilitation services, including proposing rate increases for providers in the 2017 legislative session, will likely improve accessibility over the next 18 months.

The current state of therapeutic placement resources is poor. Most private contracts are unable to fulfill their full contract utilization because of the struggle to recruit and retain enough foster families to provide therapeutic services. In addition, private agency programs who provide residential services are also having significant challenges with hiring skilled, qualified staff for the rates available. Reports from some private providers indicate the agency's board of directors is no longer willing to underwrite the cost of behavior rehabilitation services through private fund raising.

Please see Items 25, 29 and 30 in Systemic Factors for additional information on this issue.

Section IV: Assessment of Systemic Factors

Instructions

The statewide assessment information for systemic factors is used in determining ratings for substantial conformity. Therefore, it is imperative that the statewide assessment team ensures that information in this section speaks to how well each systemic factor requirement functions across the state. To complete the assessment for each systemic factor, state agencies should:

1. Review the *CFSR Procedures Manual* (available on the Children's Bureau Web site at <http://www.acf.hhs.gov/programs/cb>), which elaborates on key concepts and provides examples of data that are relevant to the assessment of systemic factor requirements.
2. Respond to each assessment question using the requested data and/or information for each systemic factor item. Relevant data can be qualitative and/or quantitative. Refer to the section in the state's most recent Child and Family Services Plan (CFSP) or Annual Progress and Services Report (APSR) that provides assessment information on state performance for each of the seven systemic factors. Review the information with the statewide assessment team and determine if more recent data is available that can be used to provide an updated assessment of each item. If more recent data are not available, refer to the most recent CFSP or APSR document by indicating the document name/date and relevant page numbers where the information can be found for each systemic factor item.
3. Emphasize how well the data and/or information characterizes the statewide functioning of the systemic factor requirement. In other words, describe the strengths and limitations in using the data and/or information to characterize how well the systemic factor item functions statewide (e.g., strengths/limitations of data quality and/or methods used to collect/analyze data).
4. Include the sources of data and/or information used to respond to each item-specific assessment question.
5. Indicate appropriate time frames to ground the systemic factor data and/or information. The systemic factor data and/or information should be current or the most recent (e.g., within the last year).

The systemic factor items begin with #19 instead of #1 because items #1 through 18 are outcome-related items covered in the onsite review instrument used during the onsite review. Items related to the systemic factors are items #19 through 36.

A. Statewide Information System

Item 19: Statewide Information System

How well is the statewide information system functioning statewide to ensure that, at a minimum, the state 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?

Please provide relevant quantitative/qualitative data or information that show the statewide information system requirements are being met statewide.

State Response:

Oregon utilizes an information system deployed late August 2011, called OR-Kids. OR-Kids, is fully operational and available to staff 24 hours a day, 7 days a week, except for routine maintenance downtime. OR-Kids is a system that was developed and is functioning to ensure data identifying the status, demographic characteristics, location and goals for the placement of every child who is or was in foster care is readily available.

OR-Kids is utilized by child welfare casework, management, and research staff as well as partners and volunteers.

The OR-Kids system is the system of record from which all Child Welfare data and reporting is sourced. The data is copied, transformed and loaded into the DHS Data Warehouse in support of reporting. Part of the DHS Data Warehouse includes the Base Working Tables for the Results Orient Management (ROM) reporting application, as well as tables that support the OR-Kids Reports.

For users, OR-Kids is a role based system, ensuring access is limited to the specific areas of information required by the duties of workers' assigned jobs. For example, someone assigned to the security group that allows creation of a provider, OR-Kids prevents the individual assigned to that security group from creating a payment. If an attempt is made to create a payment by the same individual who created the provider, OR-Kids displays a security error message that will prevent further action on creating a payment.

An Access Control Committee comprised of program, OR-Kids staff and internal auditors, reviews and makes decisions on all new access requests that are requests for access outside of staff work assignments. The Department sends periodic access reports to all supervisors to validate appropriate access for assigned staff.

OR-Kids also utilizes access audit reports which display case and person information, as well as which pages were accessed by any worker logged into the system to ensure appropriate system access.

OR-Kids had 3,509 active users as of February 1, 2016.

The Department's Adoption and Foster Care Analysis Reporting System (AFCARS) files consist of data extracted from OR-Kids, such as the location, status, goals and demographic

characteristics of every child in foster care. The department's FFY2014a, FFY2014b, and FFY2015a AFCARS submissions had no elements with error rates above 10%, which is the "exceeds standards" thresholds that indicates an AFCARS penalty. Data quality reports show the number of AFCARS records with missing data, and the data quality report for FFY2015a demonstrates the following error rates for the data elements pertinent to Statewide Assessment Item 19:

FC-06 Date of Birth: 0 missing records

FC-07 Sex: 0 missing records

FC-08 Race: 0 missing records

FC-09 Hispanic Origin: 172 missing records (1.92% failing)

FC-18 First Removal Date: 0 missing records

FC-20 Last Discharge Date: 0 missing records

FC-21 Latest Removal: 0 missing records

FC-21 Latest Removal: 0 missing records

FC-41 Current Placement: 1 missing records (.16% failing)

FC-42 Out of State: 0 missing records

FC-43 Most Recent Goal: 0 missing records

In addition to the federal requirements for reporting AFCARS information, Oregon uses the AFCARS filing timelines to routinely review and assess whether there are additional actions the Department needs to take to improve the functionality, use, and integrity of the OR-Kids data. In the above submission example, "Missing records" indicates that the data was not entered into the field that the AFCARS batch extracts that element from, but it does not mean the information is unknown to the Department. In this submission the record showing as "missing" for current placement, upon further review, found that child's location is documented in the case file record but not documented as a placement service.

Each federal reporting period, prior to submission the Department creates the AFCARS file and reviews for missing or inaccurate data elements. Missing data is categorized and messages are sent to the local branch offices to complete the entry in the electronic file prior to the AFCARS submission date. Ensuring the complete and accurate data entry assists the Department in several ways. It offers the Department the opportunity to enter data prior to the submission date. It also offers us the opportunity to identify data system changes and/or training needs. For example, the Department has made the data entry on whether a child has previously been adopted a required data field, thus eliminating the need to ask for data clean up in future AFCARS submissions. Another example is the need to ask for data entry on the last court hearing date. Understanding this is an issue has led to building better business processes in the local branch offices to ensure timely data entry.

Timeliness of Placement Entry:

Oregon measures the number of placements currently open, the median time in days from the actual placement begin date until placement entry into OR-Kids and the percentage of placements entered into OR-Kids within three days of the actual placement. This report is broken down by month below:

Section IV: Assessment of Systemic Factors

Month/Year	Number of Placements Opened	Median Number of Days from Placement Begin Date Until Placement Entered into OR-Kids	Percentage of Placements Input into OR-Kids Within Three Days
Jan-15	1530	5	39.30%
Feb-15	1593	5	42.20%
Mar-15	1723	5	41.30%
Apr-15	1607	4	44.70%
May-15	1651	5	41.40%
Jun-15	1875	4	43.80%
Jul-15	1760	5	37.20%
Aug-15	1675	4	43.00%
Sep-15	1573	5	40.90%
Oct-15	1654	4	43.00%
Nov-15	1353	6	34.70%
Average Number of Placements Open: 1635.82		Average Number of Days: 4.73	Average Percent of Placements: 41.05%

The “Number of Placements Opened” column includes all placements entered into OR-Kids, at the time the report was generated. The report is generated at 45 days after the end of the period.

Once a placement is approved, the OR-Kids system generates payments to providers at month end for ongoing placements. If the placement is contracted, OR-Kids generates payment records to be utilized to pay providers for the contracted amount. The OR-Kids system utilizes system edits to ensure placements meet criteria in order to provide the payment. For example, the provider must be open, the service must have been provided within their certification dates and the service must be listed on the provider’s certification record as a service they are certified to provide.

While there are no placement entry timelines required by policy, the business process protocols developed in each local office have a placement entry target of within 3 days of placement. Most offices use a manual notification process which includes the worker sending an email to support staff entering placement services in OR-Kids, supervisors, eligibility specialists and certification staff. The business protocols instruct notifications are sent within one business day of the actual placement.

Oregon needs continued attention to timely placement service entry in order to readily identify the location of a child in case of any emergency. When a placement is not entered into the database system timely, it requires worker contact to identify the child’s location if needed immediately. Delayed placement entry could impact timely payment of the substitute caregiver if the delay crosses the month-end date for issuing maintenance payments. The Department has capacity to issue payment after the month-end date, but delay in payment has been problematic for providers who are dependent upon payment for their own financial management.

The quality and timeliness of data entry is an area of ongoing focus for Child Welfare Training Unit, the Office of Business Intelligence, the Office of Child Welfare Program and Field Administration. This is done through periodic, ad hoc reports that are generated and reviewed by Department staff for targeted action in underperforming areas.

One example is monitoring the timeliness for data entry for child placement, particularly those children placed under a contracted placement service. The Department recognizes the delays that are at times outside of the control of the Department, particularly when child-specific contracts are required prior to data entry into the OR-Kids system. Though the Department is

aware of the child’s location, and information may be included in case notes or documents scanned into the electronic file cabinet, a data report does not indicate the specific location in the placement history. Demographic data as well is an area of ongoing focus with additional OR-Kids training scheduled for all new workers as well as supervisory consultation regarding review of the OR-Kids data on each case. Please see the additional information in Systemic Factors 26 and 27.

The Department also performed a case review of 95 randomly selected cases from the Department’s Adoption and Foster Care Analysis and Reporting System (AFCARS), for children serviced in out-of-home placements to provide quantitative data regarding how well the state can readily identify status, demographic characteristics, location and goals for the placement of every child and, that the information is accurate and up to date. When data was not required at the time of the case review the specific item was noted as ‘Not Applicable. The review team verified the following:

- Data was entered into the appropriate field(s) in OR-Kids, in other words, the information was entered and located where it should be; and
- The data was accurate.

The “Percent Not Applicable” column means that the data was not required to be in the OR-Kids system at the time of the review.

This review yielded the following results:

	Percent Entered	Percent Accurate	Percent Not Entered	Percent Not Applicable
Child's First Name	100%	99%	0%	0%
Child's Last Name	100%	100%	0%	0%
Child's Date of Birth	100%	100%	0%	0%
Child's Gender	100%	100%	0%	0%
Child's Race	100%	96%	0%	0%
Child's Ethnicity	28%	100%	72%	0%
Hispanic/Latino Field	99%	94%	1%	0%
Child's Current Provider's Address	100%	95%	0%	0%
Child's Mother's Name	99%	100%	1%	0%
Child's Father's Name	87%	98%	12%	1%
Child's Current School	61%	89%	8%	31%
Child's Current Grade Level	59%	77%	11%	31%
Child's Current Child Specific Case Plan	76%	100%	24%	0%
Child's Current Permanency Goal	76%	96%	24%	0%
Child's Periodic Case Review	83%	92%	13%	4%
Date of Last Review	83%	94%	13%	4%
Date of Last Permanency Hearing	65%	99.8%	1%	29%
Notices of Hearings and Reviews Sent to Care Provider's	47%	99.9%	38%	15%

The data fields with the lowest percentage of entry were:

- Ethnicity, 28% (Ethnicity is an optional field, therefore not consistently used, and is a self-report by the client. Race and Hispanic/Latino are required.)
- Notices of hearings and reviews sent to the current care provider, 47%;
- Child’s current grade level, 59%;
- Child’s current school, 61%;
- Date of the last permanency hearing, 65%;
- Child’s current child specific case plan and permanency goal, 76%;
- Child’s periodic case review and last review, 83%;

- Child's father's name, 87% missing data.

The Department routinely uses a CFSR case review process administered through the Office of Program Integrity and the Quality Assurance Team. The reviewers on this team, as well as those child welfare staff and community partners who are trained to conduct reviews, all use OR-Kids as the initial and primary record for case review. In addition to each of the 18 items on the CFSR case review tool, reviewers monitor specific data elements in OR-Kids as an ongoing monitoring tool. Supplementary review occurs in the local offices and any paper files, as well as interviews with key case participants. The review of the case information in the OR-Kids system is the primary written record review for all CFSR reviews.

Oregon's data system has the capacity to readily identify all information required for children in substitute care. It is a robust system that tracks not only the casework information, but paid service delivery and payment processing. This extensive recordkeeping capacity, although complex, will afford Oregon with ongoing opportunities for examination of the family and child characteristic in relation to service delivery strategies and positive family outcomes.

As indicated above, Oregon needs continued focus on timely and accurate data entry, and focus training efforts on timely and accurate data entry. The routine monitoring of business protocols will increase proficiency in OR-Kids usage. The implementation of the ongoing OR-Kids training plan that considers specific user audiences and increases instruction in OR-Kids as a management tool will increase staff understanding of the usefulness of all data elements and increase timeliness and accuracy of data entry.

Oregon is scheduled to have an on-site monitoring visit during the week of September 12, 2016. Mr. Peter Howe, Federal Analyst with the Division of State Systems in the Children's Bureau and Patricia Mellen, Contractor Support, DSS, will participate in the monitoring visit. Recommendations from the visit may also inform system and practice changes to enhance system functionality, usage and training needs.

B. Case Review System

Item 20: Written Case Plan

How well is the case review system functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions?

Please provide relevant quantitative/qualitative data or information that shows each child has a written case plan as required that is developed jointly with the child's parent(s) that includes the required provisions.

State Response:

Oregon's OR-Kids database system has two assurances that all requirements for federal provisions of the case plan content and statutory requirements for reporting to the court are met. The provisions are contained in the case plan and child specific case plan documents. Samples are available on the Department's intranet OR-Kids online system.

Provisions that require reporting to the court are contained in the Uniform Court Report jointly developed with the Juvenile Court Improvement Program in 2015.

http://www.dhs.state.or.us/policy/childwelfare/im/2015/cw_im_15_009.pdf

Oregon also looked at the Child and Family Service Reviews (CFSRs) for practice themes that could influence better case planning. The CFSR reviews completed for 2014 had the following ratings(173 cases reviewed):

Item 13, Involvement of Child/Parent in case planning, was rated as a strength 60% of the time. Item 15, Monthly Face-to-Face with Parent, was rated as a strength 99% of the time.

In the Child and Family Services Reviews that have been completed for 2015 had the following ratings (171 cases reviewed):

Item 13, Involvement of Child/Parent in case planning was rated as a strength 74% of the time. Item 15, Monthly Face-to-Face with Parent, was rated as a strength 54% of the time.

The significant changes in these ratings over the two year period is likely due to the full implementation of the on-site review instrument that is now providing a more accurate rating overall. Further analysis of the cases where these areas were noted as needing improvement indicate that the measure was appropriately applied, as it was only identified as an area needing improvement when the it was reasonable to expect parent contact be made. Additionally there are some repeating themes around parent contact:

- improve efforts to engage parents in case planning
- Involve parents in services for their children
- Increase monthly contact between worker and parent

As a second part of the assessment of Oregon's performance in this area, two hundred cases were reviewed for compliance with Oregon policy ([413-040-0010](#)) and statute (ORS [419A.106\(1\)](#)). One tool in Oregon's practice model (the Oregon Safety Model) that captures the

caseworker's assessment of parent capacity is the Parental Capacity Assessment (PCA) which should be a collaborative process which occurs by engaging each parent in the creation of their case plan. The PCA process is a collaborative process between the caseworker and parent(s), to identify protective capacities that a parent needs to improve, in order to safely parent their children. Service delivery is then designed to enhance the identified diminished protective capacities. OR-Kids has a specific area for the PCA to be entered. In accordance with DHS procedure, the caseworker is to enter a case note documenting their activities in the creation of the PCA.

Of the 200 cases reviewed, sixteen cases (8%) had a case note entered that addressed the caseworker's engagement with parents in the PCA process. A total of 89 cases (44.5%) had updated Protective Capacity Assessments entered in OR-Kids. Although this information is not definitive for ensuring a written case plan, it does indicate improvement is needed in collaborative involvement of the family in case plan development.

Of the same 200 cases, 128 (64%) had complete, updated case plans. These percentages are also below Oregon's expectation for performance in this area.

There is some variance across the state in performance in this area. Oregon believes that this is caused by varying requirements of local juvenile courts. Some courts accept the OR-Kids court report and ongoing case plan as their format for court reports, while others require the caseworker to complete a different form. In the counties where courts have accepted the OR-Kids forms (Clackamas and Jackson counties), their timeliness of case plan entry is much higher. In counties where the caseworkers have to complete different forms, the OR-Kids case plan data entry timeliness is lower.

Oregon has identified this as an area which needs improvement, and has begun strategic planning around improving practice. At the Managers Convening in December, 2015 and the Program Manager meeting in January, 2016, the managers were interviewed about why performance is low in this area. They indicate that they have had to prioritize other work over case plan documentation, and they also expressed a desire for additional training and support.

Development of timely and appropriate case plans will be a part of a concerted effort to improve the Oregon Safety Model practice in ongoing permanency work, and a plan is currently underway, similar to the structure that is being used for Differential Response and the Title IV-E Waiver implementation, based on lessons learned and implementation science. Eight Permanency Consultant positions have been allocated, and increases resources from the two staff who had been covering the entire state since 2014.

A Steering Committee has convened to help develop this work and a workplan is under development, with three targeted focus areas.

- The current workplan projects work in several areas to improve practice. Statewide training for permanency staff and supervisors with a focus on how to better use the Oregon Safety Model to achieve timely permanency will be completed by the end of this calendar year with a sustainability plan in place.
- A workgroup has been convened to analyze and update administrative rule and procedure, which has not had a comprehensive analysis for several years.

- Once the workgroup's analysis has been completed, and in conjunction with rule and procedure changes, updates to the OR-Kids system to support consistency in documentation of family engagement in case planning will be identified and change requests will be initiated.

Item 21: Periodic Reviews

How well is the case review system functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review?

Please provide relevant quantitative/qualitative data or information that show a periodic review occurs as required for each child no less frequently than once every 6 months, either by a court or by administrative review.

State Response:

While Oregon's statewide data system does allow a worker, supervisor, or other manager to query a list or lists of children to determine periodic review dates, the state does not rely on this method to ensure periodic reviews for children occur no less frequently than once every six months by a court or by administrative review. Rather, child welfare provides a daily list of children entering and exiting care to the Citizen's Review Board (CRB), its administrative review body, and it is the CRB that ensures compliance with the periodic review requirement.

The CRB receives the nightly download of data from DHS on children who enter and exit foster care, and carefully tracks every child. The CRB sends notifications for all six month reviews, accepts the required documentation and schedules each review. If the CRB is notified that a judicial review occurred or is scheduled to occur within the required timelines, and therefore, the administrative review is not required, the CRB will access the court judgment to determine first, whether it exists, and second, whether the required findings were made. If the CRB does not receive the required paperwork needed to schedule the periodic review, the local coordinator will make contact with the caseworker and supervisor in an effort to get the paperwork. Historically CRB was able to combine its review data with court review data because CRB received a daily download of information from the courts' case management system. In 2012, the courts began phasing in a new computer system that was not linked to CRB, making it extremely difficult to report statistics showing cases are receiving timely periodic reviews. CRB will be moving to the same computer system as the courts in July 2016, at which time the program will resume combing CRB and court review data. With that said, CRB does carefully track every child in foster care. Between July 1, 2014 and June 30, 2015, those foster care children came due for a CRB review 14,486 times.

- In 6,111 (42%) of the cases, the CRB review was cancelled because the child reunified with a parent, left foster care for another reason, or had a court hearing that qualified as a periodic review.
- In 4,227 (29%) of the cases, a CRB review was held.
- In 3,845 (27%) of the cases, CRB moved its review to the following month because
 - a. There was an event (e.g. qualifying court hearing, juvenile left care) that already occurred within the due date that cancels the CRB review, but CRB had not yet receive documentation confirming the event, or
 - b. There was a qualifying court hearing scheduled to occur within the due date.

- In 303 (2%) of the cases, the child welfare agency did not provide necessary case material to conduct a CRB review. The CRB tracked these cases to ensure the paper was received and the review occurred by either the court or CRB in a subsequent month.

CRB tracks all cases until their periodic review is resolved. If an anticipated court hearing does not occur, CRB will hold a review as long as the child is not in a trial reunification placement. Additionally, according to CRB, the child welfare agency rarely misses submitting case material two or more months in a row.

The CRB ensures that subsequent reviews occur in a timely manner by resetting the six-month review due date after each permanency hearing, judicial full review, or CRB review. A CRB review is scheduled prior to each due date unless 1) the court has already conducted a permanency hearing or complete judicial review, 2) the court has a permanency hearing or judicial review scheduled prior to the due date, or 3) the child has left care. The CRB generally reviews cases at six and twelve months after entry into care, and thereafter alternates reviews with the court every six months until the child exits care.

It should be noted that Oregon statute does not authorize the CRB to review children in trial reunification placements, and that the Oregon Judicial Department does not currently have a mechanism for tracking how consistently children in trial reunification placements are reviewed by the court.

Oregon also reviewed the AFCARS submissions for the last 4 submissions on element 5, Date of Last Periodic Review), and Oregon is consistently rating above the 95% threshold. The last submission indicates a slight increase in cases failing and Oregon is strategically requesting OR-Kids AFCARS data entry on cases identified with missing data prior to AFCARS submission dates. Oregon does get inconsistency errors if the date of the last hearing is either prior to removal or current placement, then there is an inconsistency error in that there is some suspicion that the reported date may not be the most recent hearing date.

Submission	Missing Data	Inconsistency errors	% Failing
2015a	0	284	3.31
2015b	0	389	4.55
2014a	0	355	3.66
2014b	0	284	3.02

Overall, Oregon is showing that 98% of all children receive a periodic review once every 6 months either by a court or CRB review. Oregon believes this item is a strength and has not conducted an analysis to date of difference across the state.

Item 22: Permanency Hearings

How well is the case review system functioning statewide to ensure that, for each child, a permanency hearing in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter?

Please provide relevant quantitative/qualitative data or information that show a permanency hearing as required for each child in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

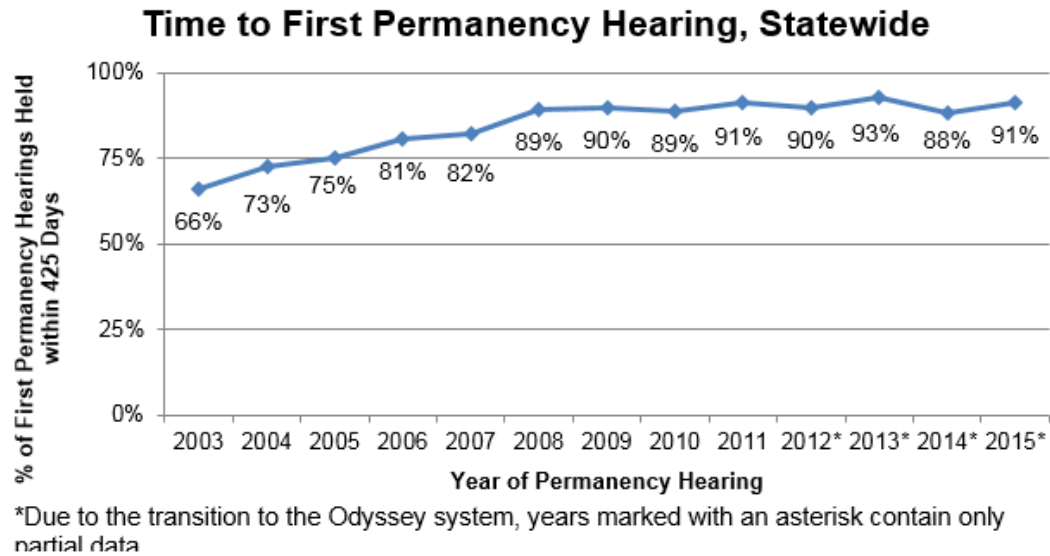
State Response:

As with the six month periodic reviews, Oregon's statewide data system does allow a worker, supervisor, or other manager to query a list or lists of children to determine permanency hearing dates, but the state does not rely on this method to ensure permanency hearings occur for children timely. The Oregon Judicial Department's Juvenile Court Improvement Program (JCIP), tracks timeliness of permanency hearings of each court, producing statistics on the percentage of first permanency hearings held within fourteen months of the filing of the dependency petition, and on the mean and median days to both first permanency hearings and subsequent permanency hearings on cases.

Oregon courts are in the final year of a staged implementation of a paperless case management system called eCourt, and the transition means that, for FFY2015, only partial data are available for JCIP's permanency hearing measures.

JCIP's FFY2015 Time to First Permanency Hearing statistics include complete data for 14 of Oregon's 36 counties, and partial data for six others. Data from these courts show that, in FFY2015 92% (1214 out of 1324) of the permanency hearings were held within 425 days (the proxy for 14 months) of the dependency petition being filed. While the date the dependency petition is filed usually tracks very closely (within one business day) with the date a child enters care for most cases, it may differ from the entry date if the agency files a court case but the child remains in the home, or if the agency files a petition to bring forward new allegations regarding a child who is already in care.

As the chart below shows, performance on JCIP's Time to First Permanency Hearing measure has been quite stable over the past several years, with the numbers of cases in compliance ranging between 88% and 91%. Note that the chart below covers calendar years rather than federal fiscal years.



It is important to note that the Time to First Permanency Hearing numbers covers only the timeliness of hearings that were held. To track cases that did not have permanency hearings at the time that its quarterly reports are run, JCIP produces a Time to First Permanency Hearing Exception report. The quarterly exception reports for FFY 2015 show that 93% of cases that had not had a permanency hearing, either had already had an upcoming permanency hearing scheduled, or did not need a permanency hearing because the child had left care. JCIP makes lists of cases on the Time to First Permanency Hearing and Time to First Permanency Hearing Exception reports available to courts on request, so that courts can identify cases that need to be scheduled for permanency hearings and also look at the reasons that some hearings did not meet the timelines.

Due to the transition to eCourt, OJD does not currently have accurate 2015 data on subsequent permanency hearings (meaning those held after the first permanency hearing on a case) for the 26 counties that made the transition prior to the end of FFY2015. For the counties that remained on the OJD's legacy system through September 30, 2015, the data shows that at the end of the FFY 2015, 94% of the subsequent permanency hearings were held within a year of the prior permanency hearing on the case.

Item 23: Termination of Parental Rights

How well is the case review system functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions?

Please provide relevant quantitative/qualitative data or information showing that filing of TPR proceedings occurs in accordance with the law.

State Response:

Oregon's statewide data system is able to determine whether TPR petitions are filed within 15 of the last 22 months on cases, but a data query in Oregon's reporting system cannot reliably provide the detailed information to determine that an appropriate judicial exception was made if TPR was not filed because the exception reason field is non-mandatory. To determine whether the appropriate judicial exception was granted or not, a reviewer would have to read court orders on individual cases rather than rely on the data system entries.

The Oregon Judicial Department (OJD) does not track whether TPR petitions are filed after the child has been in care for 15 out of the 22 months, or whether there are exceptions granted on cases for which TPR petitions are not filed during that time.

OJD does, however, track the time between a TPR petition and the associated dependency petition. Due to the E-court transitions, again the data is not currently available for all counties, but for the nine counties still using the paper case management system for all of FFY2015, 60% of children on whom TPRs were filed had the TPR filed within 456 days (roughly 15 months) of the most recent prior dependency petition. This does not take into account the fact that the child might have been placed in the home for some of that time.

The filing of TPR petitions for the purpose of adoption planning is tracked by Oregon's Office of Program Improvement via their CFSR reviews. Reviews of Items 5d, 5e, 5f and 5g for three quarters in 2015 (the first quarter data is unavailable) indicates that of all the cases reviewed, 60 children had been in foster care for at least 15 of the most recent 22 months. Of those 60 children, the agency filed or joined a termination petition 14 times or 23.3%. Of the remaining 46 children, a judicial exception to the requirement to file or join a TPR existed in 34 of the cases or 74%, meaning that 80% of the cases reviewed met the ASFA requirements (48 of 60 children either had a filed TPR or an approved exception).

As stated in Section 3, Permanency outcomes of the statewide assessment, stakeholder interviewees indicate the two most common barriers to timely filing of TPR petitions and therefore achieving timely adoption are courts allowing extra time for parents who are making some progress on their case plans and delays in filing TPR petitions due to the legal insufficiency of the case. This does not explain, however, why the agency is not assuring the appropriate exceptions are being sought by the court. Oregon cannot assert that this systemic factor is timely and this is an area needing improvement in Oregon.

Item 24: Notice of Hearings and Reviews to Caregivers

How well is the case review system functioning statewide to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child?

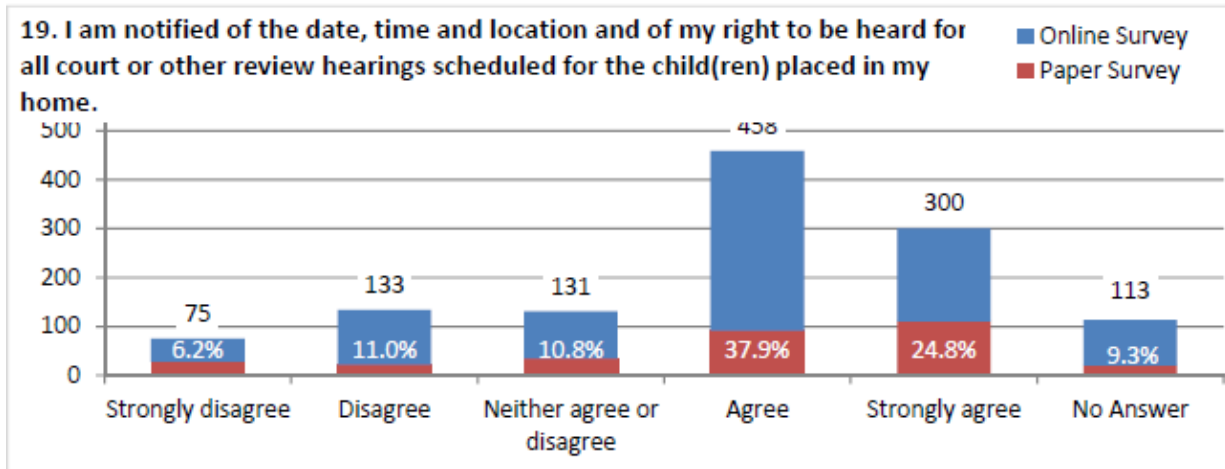
Please provide relevant quantitative/qualitative data or information that show foster parents, pre-adoptive parents, and relative caregivers of children in foster care (1) are receiving notification of any review or hearing held with respect to the child and (2) have a right to be heard in any review or hearing held with respect to the child.

State Response:

Oregon Revised Statute 419B.875 requires the Department of Human Services to provide notice of review hearings, and the right to participate in the proceeding to the child's foster parents, pre-adoptive parent or relative care provider. In addition, effective January 1, 2014, Oregon passed into law the Grandparent's Rights bill (HB 3249) now embedded into section ORS 419B.875(7)(a), which requires the Department of Human Services to make diligent efforts to identify and obtain contact information for grandparent(s) of a child committed to the Department's custody and to provide grandparent(s) with notice of hearings concerning the child.

The State's automated child welfare information system (OR-Kids) does not track the notices sent. However the Court is required to make written findings regarding whether timely notice was sent to the grandparent by the Department.

The Department does not have quantitative data to identify how well the case review system is functioning statewide to ensure that notices are being sent to the child's caregiver. However, a survey of foster parents conducted in 2015 provides some relevant information. (This question was not asked in the Fall 2014 or Spring 2015 surveys.) The survey was sent by email or postal service to 6,006 certified foster parents and of those, 1,210 responded to the question: I am notified of the date, time and location and of my right to be heard for all court or other review hearings scheduled for the child(ren) placed in my home. The results are displayed in the table below, and reflect that 62.7% either 'agreed' or 'strongly agreed,' 10.8% neither 'agreed' or 'disagreed,' and 17.2% 'disagreed' or 'strongly disagreed.'



As reported in the 2015 APSR 11 of the 16 Districts have procedures in place to provide notification of caregivers. In those Districts where procedures are in place and have an established written protocol, most work with their paralegal staff/legal coordinator or other branch support staff and enter legal actions, ASFA court review type, and next hearing date, located in the orders received from the court, into OR-Kids and generate the Notice of Court Hearing to the child’s caregivers, parties, and in Oregon, all legal grandparents. Once procedures are in place statewide, the Department will have procedural assurances for timely notification of court hearings.

Oregon cannot assert that this systemic factor is fully functioning statewide, however, steps are currently underway to ensure procedural assurances are in place statewide. These will be reported in the 2016 Annual Progress and Services Report.

C. Quality Assurance System

Item 25: Quality Assurance System

How well is the quality assurance system functioning statewide to ensure that it is (1) operating in the jurisdictions where the services included in the CFSP are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures?

Please provide relevant quantitative/qualitative data or information showing that the specified quality assurance requirements are occurring statewide.

State Response:

As reported in the 2015 Annual Progress and services Report (APSR), Oregon is engaged in the ongoing development of a comprehensive quality assurance system.

The activities described below are each a part of contributing information on best practices and areas where improvement is needed.

Lean Daily Management System (LDMS)

LDMS is a management strategy employed by the Department for several years with the belief that change can occur from any chair, not a top-down management approach. The Department trained staff throughout the child welfare system to employ huddles for quick, frequent status updates within staff units, and the use of continuous improvement (CI) sheets for new ideas to move forward for examination. Many local offices use huddles to help manage the day to day flow of work and to keep individual unit staff apprised of work status. CI sheets that have ideas for local process improvement are addressed in either the local office or particular unit(s) impacted. This work is not tracked statewide.

New ideas that have statewide impact are moved forward through the Department's Child Welfare Governance structure. As an example, 14 CI sheets reached disposition in 2015 and included recommendations for changes to the OR-Kids functionality (implemented or in the list of change requests), requests for specific training regarding impact of trauma for new worker staff (now incorporated into CORE), improvement in availability of placements for teens (referred to the Well Being program, and feasibility of I-Phones for casework staff (currently being reviewed) The decisions made at this level have process improvements that impact child welfare statewide.

Quality Assurance

1. Child and Family Service Review (CFSR)

The Department has utilized periodic case reviews since the conclusion of the 2008 Round 2 CFSR. Beginning in 2015 the Department is fully utilizing the federal CFSR On-Site Review Instrument and added additional measures specific to Oregon child welfare practice that add

value to our efforts for Continuous Quality Improvement (CQI). Over the course of 2015 the Department embarked on an intensive training effort to expand the pool of case reviewers by leveraging both program staff, field staff and community partners from the Juvenile Court Improvement Program and the training partnership staff from Portland State University. These reviewers conduct the case reviews in two-person teams with the QA staff serving as quality assurance reviewers to ensure accuracy of the ratings and fidelity to the review tool. CFSR case reviews are scheduled in all 16 Districts throughout Oregon on an annual schedule. Periodically specialized reviews can be scheduled when requested or needed, such as a targeted review of Indian Child Welfare (ICWA) cases.

Preparation for the CFSR Round 3 which had an intensive focus on training additional reviewers and ensuring the fidelity to the On Site Review Instrument ratings, played a significant part of completion of the 171 cases reviewed.

The Department’s QA Team reviewed 173 cases in 2014 and 171 in 2015. The table below is a summary of overall compliance in the Safety, Permanency, and Well Being measures. And identifies the number of cases reviewed, the number of review items that were applicable to the cases and the result of ANI or Strength on the rating of each applicable item. The table indicates the number of cases reviewed, the number of individual items of the 18 items in the review tool that applied, the number and percentage rated as a strength, and number and percentage rated as an area needing improvement. It should be noted that the federal review instrument was not fully utilized in Oregon until 2015, which, in part, reflects some of the changes in ratings over the 2-year summary.

CFSR Ratings: Statewide		2014					2015				
Outcome	Item	# Reviewed	# Applied	# Strength	# ANI	% Strength	# Reviewed	# Applied	# Strength	# ANI	% Strength
	Overall Safety Compliance	173	244	232	12	95%	171	354	285	69	81%
	Overall Permanency Compliance	173	627	567	60	90%	171	972	770	202	79%
	Overall Well-Being Compliance	173	891	751	140	84%	171	1,029	776	253	75%

Reviews are conducted on an annual schedule to cover the entire state during a 12 month period. After the review period, the QA team meets with the District and branch management teams to debrief the individual cases and identify themes in both good practice and areas needing improvement. At this time, the management teams utilize the information in program improvement efforts unique to each branch.

2. Child Welfare Practice Quality Assurance Tools

Oregon is in the early stages of development and implementation in the use of Practice Model Quality Assurance Tools. Although individual case reviews occur frequently due to sensitive issues that come to the attention of child welfare administration, Oregon had not developed and implemented a process for routine review of overall casework practice through the use of tools measuring fidelity to a practice model. Because Oregon’s Case Management Model (Oregon Safety Model) and Foster Home Certification Model (SAFE [Structured Analysis Family

Evaluation] Home Study) represent a significant part of how Oregon assesses the safety of the substitute care setting families certified by the Department, Oregon is developing and implementing QA Processes that measure the fidelity to these practice models. To date, Oregon has developed the Oregon Safety Model and Differential Response Review Tool and a SAFE Homestudy Review Tool.

As Oregon continues with this type of quality assurance review, additional tools that measure the quality of our Safety Planning and Case Planning efforts, and Face to Face Contacts with children and parents will be developed. The OSM and DR Review Tool has just been finalized and includes instructions that promote inter-rater reliability. Implementation will begin in the late spring of 2016. The SAFE Homestudy Review Tool will be available for use in April, 2016. As a result, no data or additional information is available

3. Critical Incident Response Team/Sensitive Issue Review

The Department has had a sensitive issue review process for several years. The primary purpose of the CIRT process is to rapidly draw lessons for the improvement of agency actions when there is an incident or serious injury or death caused by abuse or neglect involving a child who has had contact with child welfare. In each case, the CIRT process identifies what improvements can be made to DHS policies or practices and to make the report information public, keeping child and client information confidential. Upon completion of the CIRT team analysis, recommendations are presented to child welfare leadership. The child welfare project manager tracks the status of recommendations as they are completed. A recent example, referenced elsewhere in this assessment was the identification of the need to provide additional training to all child welfare staff on confirming safe environments when a child is in substitute care, and additional training to certifiers and their supervisors on the use of the SAFE home study process. The project manager tracked the status of delivery of these trainings through completion.

Quarterly Business Reviews

Over the past few years, Oregon has used data reporting in Quarterly Business Reviews (QBR's) to measure performance status on a variety of measures. Quarterly meetings with identified members of the child welfare program management team and child welfare field managers reviewed the status of progress or lack of progress on each measure and developed plans when needed with the goal of program improvement. These efforts, although having some time-limited success, did not result in overall continuous improvement anticipated through this process.

Oregon has analyzed the current QBR process, is re-examining QBR Measures, and selecting data measures believed to inform practice and aligning analysis of the Safety, Permanency and Well Being measures with the goals of Oregon's child welfare state plan. Work is currently underway to select and align the specific QBR data measures and will be completed by June of 2015. With these changes underway, developing a more clearly focused set of both outcome measures, and practice measures that influence the outcome, Oregon will use the QBR as the routine process for keeping pulse on driving toward the outcome goals of safety, permanency, well being, and service equity in the state plan.

Lean Leaders

The Department has 32 dedicated staff in the Office of Continuous Improvement dedicated to Lean Daily Management Principles and Six Sigma techniques and tools for process improvement. This group of staff is a resource for Oregon's Department of Human Services, across all five program areas as well as Shared and Central Services, in developing and streamlining business processes and systems throughout the agency. Child Welfare calls upon this resource to map system processes and identify more effective and efficient ways to do business. At the state level, mapping across agencies and systems is vetted and approved through the state's Executive Team. A recent example currently underway is mapping the processes communicating information and ensuring child safety when an allegation of child abuse in a contracted placement setting is received by the Department, and detailing the responsibilities authorized under current administrative rule for the Office of Licensing and Regulatory Oversight, the Office of Adult Abuse and Prevention and Investigations. Within child welfare, a recent example of that work included mapping contracted placement services from identified placement through payment processing, which included local branch office, Office of Financial services, provider organizations and child welfare leadership. This process resulted in a standardized invoice processing system for child welfare contracted providers that was implemented statewide in 2014.

Data Analytics

Since the implementation of OR-Kids as a statewide data system, Oregon has worked with Kansas State University in the development of Reports Oriented Management (ROM). This product uses the statewide child welfare information data and stores the data in a data warehouse, then uses the information to create a series of management reports in the areas of Foster Care, Child Protective Services, Caseworker Contact Reports, Permanency Outcome Reports, Reunification and Timeliness to Permanency, Timeliness of Adoptions, Permanency for Long-Term Children and CFSR Round 3 National Outcomes. These reports can be used at a statewide level to monitor child and family outcomes as well as evaluate trends over time. The reporting functionality allows a user to sort within timeframes, within a local District or branch, and/or by certain family or child characteristics. Overall, Oregon is in the early stages of learning to use data to inform strategies for improved practice. The management convening of all District and Program Managers held in December was the first statewide convening with the focus on using data in this way. This is a continued area of growth for Oregon.

Additionally, Oregon has created reports directly out of the OR-Kids data tables to monitor some operational units, including Eligibility for Title IV-E and XIX, as well as specific business units reports to monitor functional areas (such as weekly emergency locator, personal care, timeliness to screening, and enhanced supervision reports). These reports are utilized routinely by program staff to monitor child services in specific areas of child welfare practice.

Performance Based Contracting

Within the past year (2015), Oregon has engaged the contracted Strengthening, Preserving and Reunifying Families (SPRF) service providers in Performance Based Contracting (PBC). The contracts require the provider to indicate the family and child outcomes on the final invoice for the service, indicating whether the services goals developed with the family were achieved, partially achieved or not achieved. Described more fully in Item 30, Individualizing Services, this

is an emerging area of quality assurance monitoring that holds potential for more analysis of the relationship of service delivery to child and family outcomes over the next few years as more and more longitudinal data are available to the Department.

Casework staff

Oregon continues to be constrained in the provision of casework and case management services by the staffing limitations due to funding allocations. The Legislature made an investment in additional staffing resources in both of the past two biennia, which has increased the workload model from staffing casework staff at approximately 67% of the model to 86.9% of the model currently. The Department invested in the development of a workload model to examine appropriate funding allocations; however, the legislature has been unable to fully fund the model, which results in higher caseloads per caseworker and overall less time for child welfare staff to address the needs of each family and child. The chart below demonstrates the limitations on staff capacity for child welfare workload management.

2015-17 (post-LAB)

POSITION TYPE:	Current Position Authority	Positions Earned Forecast (F15)	Percent of Earned	Difference Current to Workload Forecast
Case Worker	1412.02	1,567.36	90%	(155.34)
Social Service Assistant	201.40	230.49	87%	(29.09)
Support Staff	427.81	522.45	82%	(94.64)
FRS/IVE Specialists	43.30	52.00	83%	(8.70)
Leadership Support	38.30	47.87	80%	(9.57)
Field Management	203.00	256.84	79%	(53.84)
--	2325.83	2,677.02	86.9%	(351.19)

While the increase in staff has provided some relief, as demonstrated in the increases in the numbers of face to face contacts with children, the Department remains underfunded for the workload. With ongoing work on increasing fidelity to child welfare models of OSM and the SAFE home study, and the intensive work involved in readiness and implementation of Differential Response, challenges remain.

Additional Governmental Support for Safety in Foster Care

During the 2015 legislative session HB 2233 directed DHS to work with stakeholders and others on developing recommendations and best practices regarding children in residential care.

In the fall of 2015, after the closure of one of the Department’s contracted providers and subsequent information regarding the substandard care for some of the children in the provider’s care, several systemic issues between various divisions within the Department have

been identified. There are multiple efforts currently underway to identify and remedy the gaps in communication, process, follow through and accountability for ensuring child safety in substitute care, particularly those children who are placed with a contracted provider.

In November, 2015 Governor Katherine Brown and Department of Human Services Director Clyde Saiki announced the members for an external advisory committee charged by the Governor with conducting an independent review of the state's child foster care system and services. The members of the advisory committee are listed below:

- Senator Sara Gelser
- Senator Jackie Winters
- Representative Carla Piluso
- Representative Duane Stark
- Mark McKechnie, Executive Director, Youth Rights and Justice
- Robin Donart, Executive Director, Maple Star Oregon
- Craig Opperman, Executive Director, Looking Glass Youth and Family Services
- Kay Toran, Executive Director, Volunteers of America
- John Sciamanna, Child Welfare League of America
- Caroline Cruz, Health & Human Services General Manager at Confederated Tribes of Warm Springs
- Lené Garrett, Executive Director, CASA Marion County
- Christine Hartmann, Oregon Foster Parent Association
- Josh Graves, Chief Administrator Officer, Catholic Community Services of the Mid-Willamette Valley and Central Coast

Public Knowledge, Inc., an independent third-party contractor, will lead an independent review of Oregon's child welfare program. The review will identify issues that can be corrected and implemented immediately, without requiring legislative action, and will focus on the following areas of DHS child welfare and foster care:

- Adequacy of oversight and licensing
- Cultural responsiveness of our system
- Abuse and neglect investigations in licensed care
- Communications and accountability mechanisms within the agency
- Financial stability and sufficiency of foster care providers.

Please see Governance and Working Structure for a fuller description of these processes. <http://www.oregon.gov/DHS/DHSNEWS/CWIndependentReview/structure.pdf>

Additionally, three internal DHS audits are currently underway examining practices in the Office of Licensing and Regulatory Oversight, the Office of Abuse Prevention and Investigation, and the Office of Child Welfare Program.

The collective work of these review bodies and efforts will inform practice, process and administrative rule changes to ensure any identified gaps in ensuring child safety are addressed and monitored.

Two bills passed during 2016 Oregon Legislative Session will also directly impact additional quality assurance measures.

SB 1515 (Bill Summary)

- Establishes standards and criteria for mandatory licensing, certification or authorization of child-caring agencies by Department of Human Services. Authorizes department to place conditions on license, certificate or authorization. Establishes conditions for determining full compliance with specified requirements and grounds for immediate suspension or revocation of license, certificate or authorization.
- Authorizes child-caring agency to certify proctor foster home upon determination that home meets minimum standards established by rule of department or Oregon Youth Authority. Requires proctor foster home applicant to provide release of information to enable determination whether applicant is subject of ongoing investigation or has substantiated allegations of abuse or neglect against applicant.
- Permits Director of Human Services to issue interim emergency order or to enjoin operations of child-caring agency if condition exists that seriously endangers or places at risk health, safety or welfare of child.
- Establishes standards and requirements for supervision and inspection of premises, books and financial statements of child-caring agencies. Requires provision of annual financial statements audited or reviewed by certified public accountant under specified circumstances.
- Creates definition of “abuse” of child in care of child-caring agency. Mandates that department immediately notify certain persons and entities, and commence investigation upon obtaining knowledge of suspected abuse. Defines findings of substantiated, unsubstantiated and inconclusive abuse. Child in care includes persons under 21 residing in or receiving care or services from a child caring agency or proctor foster home.
- Directs department to report on quarterly basis to interim legislative committees regarding reports of substantiated abuse.
- Directs department to submit report to interim legislative committees no later than December 1, 2016, regarding process and requirements for national accreditation of state in child welfare.
- Directs department to submit report to interim legislative committees no later than October 1, 2016, regarding recommendations for development, implementation and oversight of Center for Continuous Improvement.
- Increases biennial appropriation made from General Fund to Department of Human Services for purposes of implementing and administering provisions of Act.
- Increases limitations on expenditures for certain biennial expenses for purposes of implementing and administering provisions of Act.

HB 4080 (Bill Summary)

- Establishes a Governor's Child Foster Care Advisory Commission to advise Governor and Director of Human Services regarding foster care system in this state.

Oregon's child welfare system has many quality assurance components, and is working toward a more comprehensive and integrated continuous quality improvement system.

Work is currently underway to align the QBR data measures with the CFSP goals and strategies. In addition to reviewing and clarifying outcome measures, Oregon is identifying what are called the lag measures and the driver measures which can be monitored at the state and local levels. As an example, to improve timeliness to adoption (a lag measure) under the Permanency goal, the Department is considering measuring the percent of Adoption Assistance and Guardianship Assistance applications that need secondary review prior to submission (a driver measure). Oregon believes improving the accuracy of applications prior to submission will improve timeliness to permanency.

Similarly, Oregon is measuring and analyzing those cases where re-abuse occurs believing analysis of those causal factors within the control of the Department (insufficient safety planning or lack of a comprehensive assessment of the six domains during the safety assessment) can drive improved practice and improved outcomes in safety.

Once the data alignment work is completed (anticipated no later than June, 2016), the QBR measures will be aligned to the outcome measures. This, in conjunction with the ongoing qualitative reviews through both the CFSR case review process and the quality assurance tools, will provide Oregon with a more comprehensive and robust continuous quality improvement framework for Oregon's work to achieve safety, permanency and well being for children, and will focus the state on specific strategies to improve outcomes.

This work, while starting with statewide data analysis, will also be used in the Districts and branches to identify areas of practice needing improvement and targeting strategies and actions focused on program improvements within the local branch or District. Because the data and qualitative review can be localized both through use of ROM data reports and the CFSR reviews, the strategies for improvement can factor in the differences in available staff and community resources across both the urban and rural areas of Oregon.

D. Staff and Provider Training

Item 26: Initial Staff Training

How well is the staff and provider training system functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions?

Staff, for purposes of assessing this item, includes all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

Please provide relevant quantitative/qualitative data or information that show:

- staff receive training pursuant to the established curriculum and time frames for the provision of initial training; and
- how well the initial training addresses basic skills and knowledge needed by staff to carry out their duties.

State Response:

Initial Training

All new social service staff receive a general orientation coordinated through the supervisor ("New Employee Orientation") at the worksite within the first two weeks of employment in Oregon. The orientation includes items such as office procedures, job expectations, business policy requirements, how to do some common tasks (e.g. call in sick, request time off, enter time for payroll, etc.), the Department, district, and office organizational structures, as well as an overview of procedures for the work that are particular to the local office and/or courts.

Oregon's initial classroom training is a 4 week classroom instruction conducted through Portland State University Child Welfare Partnership called "CORE". CORE, which includes *Fundamentals of Child Welfare* and *Life of a Case*, is required for all new child welfare staff classified as Social Services Specialist 1 and other employees who perform functions generally assigned to these classifications. New employees must complete CORE prior to having responsibility for a child welfare caseload. New employees must be enrolled or have completed training within three months of the hire date. CORE meets the statutory requirements outlined in ORE 418.749 for all Child Protective Services staff that screen, assess and investigate allegations of child abuse and neglect.

Fundamentals of Child Welfare

This two-week cluster introduces the participant to an array of social issues common in child welfare and provides strategies for implementing best practice standards when working with children and families. Topics include but are not limited to domestic violence, mental illness, substance abuse, child sexual abuse, drug endangered children, developmental issues of

abused children, and child neglect. Sessions providing a foundation for child welfare practice include educational resources, working with relative and non-relative caregivers, cultural considerations, the Indian Child Welfare Act, engagement skills, self-sufficiency, and a caseworker's role in the courtroom.

Life of a Case

This two-week cluster introduces the participant to all aspects of the Oregon Performance Model, from initial contact to reunification and case closure, and sessions covering screening, mandatory reporting, interviewing children, visitation planning and vicarious traumatization. Sessions supporting legally sound casework practice and concurrent permanency planning are provided and include identifying fathers, diligent relative search, placement priorities, reasonable efforts, types of juvenile court hearings, and Citizen Review Boards. Employees must complete CORE prior to having responsibility for a child welfare caseload. New employees must be enrolled or have completed training within three months. CORE meets the statutory requirements outlined in ORE 418.749 for all Child Protective Services staff that screen, assess and investigate allegations of child abuse and neglect.

At the conclusion of CORE, each student attends a ½ day class on the basics of OR-Kids. This course is an introduction to OR-Kids functionality including key terminology, system navigation, using lessons learned since the release of OR-Kids. Basic functions are covered: search, desktop navigation, approvals, ticklers, on-line help, case notes, assignments, person and case maintenance.

Item 26 analyzes the initial training necessary and required prior to case assignment. There are additional training requirements within the first year of hire and ongoing training, which will be discussed in Item 27.

The total number of casework staff hired (312, and 249 respectively) represent new employees who remained employed during the calendar year and completed training during the given time period. The Learning Management System database does not have capacity to track the training on an aggregate basis for employees no longer working for the Department.

Initial Training

Course Name	2014	2015
Fundamentals of Engaging Families - C03946	320	193
Preserving Families Throughout the Life of a Case - C03948	325	203
OR-Kids Basics	*	190
Total Number of SSS1s Hired	312	249

The total number of completions for CORE is higher in 2014 than the total number of new employees due to some employees entering CORE in 2014 who were hired in the last quarter of 2013.

In a recent analysis of timeliness of new employee entry into CORE, the Department found that 65% of new employees began CORE within two weeks of hire, 28% began within two weeks and one month of hire. Overall, 93% began CORE training within one month of hire.

This data was collected from several reporting systems that do not consistently align with regard to appointments and departures of new employees. Oregon utilized and extracted data with the assistance of separation reports from Human Resources as well as reports from Oregon's current Learning Management System. Oregon is improving staff training report mechanisms and currently undergoing a planned migration and transfer to a new Learning Management System which includes data reporting process. The training unit is involved in the planning for the new LMS and will work more closely with Human Resources to improve the data reports for the future.

Today Oregon is able to routinely enroll a new employee in the initial CORE training within one month of hire. There are occasions where classes are already full or the class schedule does not align well with the new employee hire date, which may delay entry into classroom training. The percentage of new employees whose training is delayed over one month is 7% overall. While this does delay the ability to assign casework, the shadowing, coaching, and learning local branch protocols and processes are additional venues for a new employee to gain valuable knowledge and skill in a timely manner.

Basic Skills and Knowledge

Oregon currently conducts knowledge self-assessment prior to and at the conclusion of each of the CORE training session. The results of the new employee self-assessment are reflected below:

Life of a Case: April 2014 through December 2015, 96.6% of new employee respondents agreed that the learning objectives were met in the Life of a Case two-week training. The average pre-training level of knowledge self-assessed by new employees was 2.7 or 'minimal'. The average post-training level of knowledge was 4.1 or 'good'. The highest score allowed is 5.

Fundamentals: March 2014 through January 2015, 97.9% of new employee respondents agreed that the learning objectives were met in the Fundamentals of Child Welfare two-week training. The average pre-training level of knowledge self-assessed by new employees was 3.2 or 'fair'. The average post-training level of knowledge self-assessed by new employees was 4.3 or 'good'. The high score is 5.

While these results indicate the employee response to increase knowledge, the classroom training, in itself may not address the knowledge and skills needed for the position. In a new employee survey, described further below, new casework staff currently employed who had been hired between October, 2013 and November, 2015 were asked a series of question to assess the training experience after having worked in the position for 1-2 years. Caseworkers' response to preparedness to manage cases after CORE training indicate a need to redesign training.

OR-Kids: The OR-Kids child welfare data system was initiated in August, 2011, with 2,115 workers participating in the initial implementation training.

In 2012-2013, OR-Kids Basics was a required classroom training as a part of CORE. In 2014, due to many logistical challenges, Oregon moved the OR-Kids Basics class requirement to technology environments such as computer based training, on line reference material and OR-

Kids trainers responding to mentoring needs in local offices as requested. In conjunction with the OR-Kids technical team, a consolidated training environment with refreshed application and database on a new MS-Server 2012 R2 was successfully implemented in November/December, 2015. Six training sessions have been held and feedback has been very positive since this change in training environment. In 2015, subsequent to testing and validation of this build, OR-Kids Basics was reinstated back into its regular occurrence right after the completion of CORE. Oregon has not yet developed a knowledge and skill assessment post completion of OR-Kids Basics.

Oregon is currently in the process of a comprehensive child welfare training redesign. As a part of the analysis of the current training design, and in order to better identify the changes needed, the Department issued two surveys in December 2015 in collaboration with an evaluator from PSU.

In November 2015, Oregon surveyed all child welfare supervisors who supervised at least one new employee between October 2013 and November 2015. Another survey was sent to any employee who had completed CORE during the same time period. These surveys were designed to gain a better understanding of the new employee training experience and how prepared employees felt they were to carry cases after the completion of CORE. The new employee survey was sent to caseworkers who had completed CORE training between January 1, 2013 to December 1, 2015.

Fifty of 200 supervisors from 13 of the 16 districts completed the supervisor survey. District location was unknown for 11 of the supervisors who completed the survey. A total of 141 of a possible 496 social service employees completed the survey from all districts in the state.

Some of the significant information gained from the survey is reflected here.

Pre-Training preparation:

Worker responses (n=141)

64% completed pre-training activities such as computer or branch-based trainings, shadowing experienced workers, and reviewing policy.

36% reported receiving some general information from a supervisor or experienced worker about what to expect from CORE, general concepts that would be covered, and the importance of CORE training.

19% reported receiving no preparation to attend CORE training

10% reported starting CORE training either on or within a day or two of their hire date, which resulted in no meaningful opportunity to have any pre-training preparation.

Post-Training preparation:

How prepared were you (your workers) to carry cases after completing CORE?	Supervisors	Workers
Not at all prepared	0.0%	11.0%
Slightly prepared	42.5%	43.2%
Somewhat prepared	45.0%	31.4%
Moderately prepared	12.5%	13.6%
Extremely prepared	0.0%	0.9%

There were two areas of training that workers most frequently stated would have helped them be better prepared to carry cases:

- More job specific training (i.e. CPS, Permanency); and,
- More training related to daily casework tasks (i.e. OR-Kids computer system, paperwork).

Post Training Support:

32.4% of worker respondents reported receiving post-training support in the form of:

- Conversations about what they learned in CORE with their supervisor or a mentor,
- Shadowing someone else performing casework tasks, and
- Being observed while conducting casework tasks.

31.3% of respondents reported participating in two of the three options mentioned above.

18.7% of respondents reporting participating in one of the three options.

17.6% of worker respondents reported receiving none of those post-training supports.

Further analysis of the survey results examining discrepancies between the urban and rural districts showed respondents from urban counties were more likely to receive an observation of their work than respondents from rural counties. The primary challenge supervisors report encountering in post training support is time. Oregon is addressing this disparity in our redesign efforts and development of supervisors' tools and supports to assist supervisors to be successful in post training support that can be utilized in supervision and coaching that occurs with all caseworkers in the unit.

Oregon has identified the issues related to worker understanding of the OR-Kids functionality, and the impact that knowledge has on data integrity and reporting accuracy. Child Welfare training specialists are taking several steps to improve training:

- Improved on-line instructions
- Subject specific computer based trainings
- Hands on and classroom training for all staff utilizing OR-Kids
- Coordinated training redesign in conjunction with the training redesign outlined below.

Oregon is taking the knowledge gained through the assessment of new employee training, and through the training redesign committee, is evaluating the merits of the following changes:

- Developing a yearlong new employee training design
- Designing a training experience that includes classroom instruction in theory and practice, simulation, field experience and supported supervision, OR-Kids data collection and case documentation in a graduated, ongoing first year experience
- Scheduling statutorily required training early in the classroom experience to meet the training requirements for casework, allowing assignment of a limited caseload along with greater supervision
- Establishing prerequisites to each series of classroom training sessions to set the expectations for new employees
- Increasing the resources available to supervisors on how to coach and mentor staff during the first year of employment with specific on the job experiences
- Developing a new worker portfolio in conjunction with the training Partnership and field supervision that supports ongoing development and evaluation throughout the first year of employment.

The recommendations of this committee will be reviewed and approved by Child Welfare administration and the Child Welfare Partnership Governing Board prior to implementation of training redesign, however, initial changes are anticipated in 2017.

Oregon has also invested in developing coaching support, particularly in the refresh of the Oregon Safety Model and implementation of Differential Response. There are anecdotal reports of training to this type of coaching support by supervisors and with consultant staff is beneficial to employees in making adaptive changes in their practice. The year one site visit report states: "District staff often praised DR consultants for their availability, arriving onsite prior to implementation, and often remaining onsite for several months after implementation to ensure staff members could easily ask for assistance when challenging situations arose. The consultants' hand-on approach eased doubts and gave encouragement to workers; this approach was described as invaluable." The report also states in the recommendations "Given that DR consultants may be less available in districts that implement DR later, it is important to develop a peer-support network in which district staff in neighboring or similar communities can offer support and assistance to districts that have recently implemented DR." A comprehensive evaluation of Differential Response is being conducted through the contract with the University of Illinois, and will provide additional information as the evaluation continues throughout DR implementation. These early reports on DR implementation can be used to inform the content of supervisor support for initial training as well as informing the training needed for supervisory cohorts, discussed in Item 27.

Oregon asserts that initial training is available to all staff, however, the training does not meet the readiness need of the new employee. Work is currently underway to redesign initial training and is anticipated to be implemented mid 2017 due to the significant redesign needed. In the interim, Oregon is complimenting the current training with additional coaching (see above) and a combination of on-line and classroom based OR-Kids training to facilitate new employee need for additional information.

Item 27: Ongoing Staff Training

How well is the staff and provider training system functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP?

Staff, for purposes of assessing this item, includes all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

Staff, for purposes of assessing this item, also include direct supervisors of all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.

Please provide relevant quantitative/qualitative data or information that show:

- that staff receive training pursuant to the established annual/bi-annual hour/continuing education requirement and time frames for the provision of ongoing training; and
- how well the ongoing training addresses skills and knowledge needed by staff to carry out their duties with regard to the services included in the CFSP.

State Response:

Oregon does not have statutory or administrative rule requirements for advanced practice or annual/bi-annual training hours for case management staff after one year of employment with DHS. Oregon has developed a recommended training outline to guide supervisors and managers in supporting ongoing staff training and professional development, but there are no consequences for non-attendance.

Oregon's intergovernmental agreement with Portland State University establishes a Child Welfare Partnership that has been in place for several years. Through the agreement, most of the ongoing classroom training for child welfare casework staff is conducted through this agreement. Oregon also uses asynchronous training such as online computer based training and Netlink training to enhance availability of training to staff throughout the state.

Training within the first year

Oregon maintains a training matrix available to all staff and managers on the website outlining the training sequence. This matrix is a combination of classroom, online and Netlink training developed both by the CWP and subject matter experts in the Department. Please note that although the website does identify certain courses as required, there are no consequences for non-attendance.

https://inside.dhsoha.state.or.us/images/stories/asd/human_resources/docs/train_and_develop_docs/Training_Outline_for_Child_Welfare_Staff.pdf

The chart below identified the numbers of staff who have completed the identified trainings, including caseworkers (SSS1), direct supervisors (PEM C) and social service assistants (SSA) who are currently employed. Due to the limitations of the current training database, without reviewing individual employee training records, it is not possible to also assess completed training for former employees, therefore a comprehensive analysis is not possible at this time. Oregon is investing in a new learning management database which will significantly improve data capture and data analysis.

It should be noted that Trauma Informed Practice curriculum was initiated in July, 2015 and CW Practices for Cases with Domestic Violence was initiated in March, 2015, so have fewer total attendees. It is also important to note that courses that receive additional emphasis and/or are courses for which managers, supervisors, and employees receive reminders to attend, have better attendance. Good examples of this can be seen in the attendance for all of the OSM refresher courses, and the cultural competency course which all have higher percentages of current staff attendance.

Staff Measured	Course Name	% of current staff that have fulfilled their obligated training requirement	Number of current staff that have completed the training/Number of current staff that have not completed the training
SSS1s, PE/M Cs, SSAs	Confidentiality in CW	59%	1048 / 718
SSS1s, PE/M Cs, SSAs	Sharing of Information	77%	1352 / 414
SSS1s, PE/M Cs, SSAs	OSM1	93%	1640 / 126
SSS1s, PE/M Cs, SSAs	OSM2	92%	1619 / 147
SSS1s, PE/M Cs, SSAs	OSM3	91%	1610 / 156
SSS1s, PE/M Cs, SSAs	OSM4	89%	1579 / 187
SSS1s, PE/M Cs, SSAs	OSM5	87%	1537 / 229
SSS1s, PE/M Cs, SSAs	OSM6	85%	1495 / 271
SSS1s, PE/M Cs, SSAs	OSM7	85%	1496 / 270
SSS1s, PE/M Cs, SSAs	Confirming Safe Environments	89%	1578 / 188
SSS1s	ASFA	74%	1004 / 356
SSS1s	MEPA	81%	1102 / 258
SSS1s, PE/M Cs, SSAs	Cultural Competency	92%	1621 / 135
SSS1s, PE/M Cs, SSAs	Core Values	34%	590 / 1166
SSS1s, PE/M Cs, SSAs	Information Privacy	84%	1469 / 287
SSS1s, PE/M Cs, SSAs	Information Security	82%	1432 / 324
SSAs	CORE - SSA Training	75%	182 / 61
SSS1s, PE/M Cs, SSAs	Trauma Informed Practice	8%	139 / 1617
SSS1s, PE/M Cs, SSAs	CW Practices for Cases w/DV	9%	155 / 1601
SSS1s, PE/M Cs, SSAs	Disclosure Analysis Guidelines	26%	463 / 1293
SSS1s, PE/M Cs, SSAs	Advocating for Educational Services	17%	300 / 1456

OR-Kids training

The following table shows how many staff have completed the particular OR-Kids training in the associated year.

Course Name	2014	2015
OR-Kids Assessment	8	85
OR-Kids Screening	7	20
OR-Kids Court Packet	20	80
OR-Kids Documenting to Safety	21	0
OR-Kids Coaching	102	147

Training evaluation

Oregon has some data on training attendees' perception that training content was applicable and useful to their work. Training evaluation surveys conducted for selected course curricula by Portland State University Child Welfare Partnership over the past several years demonstrates a high level of content applicability. The chart below represents the total number of staff that have completed the training in the associated year.

Course Name	2014	2015
Pathways to Permanency	183	67
Adoption Tools & Techniques	28	35
Certification & Adoption	41	21
Foundations Train the Trainer	7	17
Foundations Professional Development	26	21

Pathways to Permanency: 96.4% of those surveyed (2399 of 2490 evaluations) between 09/2014 – 01/2016 agreed that the content presented was applicable/useful to their job.

Adoption Tools & Techniques: 98.5% of those surveyed (252 of 256 evaluations) between 03/2015 – 09/2015 agreed that the content presented was applicable/useful to their job.

Trauma Informed Practice Strategies: 86.2% of those surveyed (119 of 138 evaluations) between 07/2015 – 01/2016 agreed that the content presented was applicable/useful to their job.

Certification & Adoption: 97.6% of those surveyed (1373 of 1407 evaluations) between 10/2013 – 10/2015 agreed that the content presented was applicable/useful to their job.

Foundations Train the Trainer: 93% of those surveyed (119 of 128 evaluations) in 02/2015 agreed that the content presented prepared them to train the Foundations curriculum.

Foundations Professional Development: 94.5% of those surveyed (69/73 evaluations) between 07/2013 – 09/2015 agreed that the content presented was applicable/useful to their job.

Management Training

DHS has a Department wide management training series delivered over the course of 7 days for any staff promoted to a supervisory or management position. That curriculum includes DHS and OHA New Manager Orientation, Cultivating a Diverse Workforce, Delivering

Communications that Get Results, Domestic Violence, Sexual Assault and Stalking – Your responsibilities as an Employer, DHS Essentials of Human Resource Management, and Ethics. However, due to the limited ability to capture the dynamic data needed to track worker assignment in relationship to training needed for new management, the data speaks only to attendance as opposed to the total population who were promoted to management positions. Evaluations for this training are collected Department wide and have not been organized in any manner that provides qualitative data to inform increase in knowledge and skills for the position.

Staff Measured	Course Name	2014	2015
PE/MCs	Supervisor Training (CORE)	18	10
PE/MCs	Cultivating a Diverse Workforce	19	14
PE/MCs	Delivering Communications that Get Results	21	15
PE/MCs	Domestic Violence, Sexual Assault & Stalking - Your Responsibilities as an Employer	15	0
PE/MCs	DHS Essentials of Human Resource Management	41	29
PE/MCs	Ethics	31	7
PE/MCs	DHS and OHA New Manager Orientation (NMO)	22	9

The Department developed a specific training for new child welfare supervisors and began delivery of this training in 2008. This is a six-day, six module curriculum which covers effective leadership, achieving excellence in staff performance, building a cohesive work team, promoting staff growth and development, clinical supervision, managing within the organization and managing change. Of the 200 current supervisors, 136 (67.5%) have completed this training, an additional 36 have partially completed (18%) and the remainder have not attended. Again, due to the inability to dynamically track position movement within the agency (without tracking individual employee records), it is not possible to know whether the remainder may have left the agency, moved to other positions within the agency, or for other reason are no longer directly supervising casework staff. Of those who have completed the supervisory cohort, respondents consistently state the materials and tools are practical and useful and content is relevant and applicable. One of the most valued aspects of this training is the opportunities participants have to interact and discuss supervision-related issues with trainers and peers.

Between January 1, 2014 and December 31, 2015 four cohorts of the six module Supervisory training were offered. Participants were asked to complete an evaluation form after each training module. The average overall rating of all training modules combined was 4.3 on a scale of 1-5,

with 5 as the highest rating possible. Respondents also rated the usefulness of the content provided; the average rating of was 4.7 on a scale of 1-5.

Oregon, in conjunction with Casey Family Foundation, held a management convening for all district managers and child welfare program managers in December, 2015. *More Informational, Less Intuitive*, the convening an opportunity to discuss management strategies to enhance Oregon practice to the Oregon Safety Model and use of data to inform practice improvements. Each District team was provided with child welfare data specific to their District in comparison to statewide performance on a variety of measures in safety, permanency, and well being.

Of the 79 attendees (all but 2 field management staff were in attendance for the full 2 days) over 69% of the post-convening survey respondents reported that the overall experience was above average or excellent. Several commented that more in depth practice discussions on specific cases and decision points is needed. These focused practice discussions are being scheduled into the monthly Program Managers' meetings in 2016.

Every year, there are quarterly meetings held that have training components included for Consultants, Certifiers and Adoption workers, Office Managers, Paralegals, Permanency workers, and Child Welfare Supervisors. Topics are related to new rules and policies, business processes and protocols, clinical supervision skill enhancement, and child welfare best practices. Attendance and evaluation data are not routinely collected for these meetings at this time.

Training required to address specific or identified practice issues

Adoption Committee Training

This course helps participants understand the responsibilities of membership on a local adoption committee. Participants will learn the evaluative skills to appropriately match the needs of the child with the knowledge and skills of a potential adoptive family and appropriate documentation on Department forms. Over the past two years 176 staff have attended this training. Post course evaluations are not available for this training.

Differential Response

Differential Response (DR) is currently in the process of a staged implementation across the state. Specialized training, designed to build the skills and knowledge in particular areas of practice, is provided in Districts prior to DR implementation. This is a 4.5 day curriculum with two of the four classes specific to caseworkers who will be involved in screening and assessment.

Implementation Date	Location by County	DR Overview	DR Assessment	DR Screening	DR Collaboration
05/2014	Klamath, Lake, Lane	163	84	22	132
04/2105	Benton, Lincoln, Linn, Washington	152	65	18	151
11/2015	Clackamas, Coos, Curry, Jackson, Josephine	221	91	30	226

Post course evaluations indicated the following usefulness of the curriculum:

DR Overview: 81% of respondents rated the training as mostly or very useful.

DR Assessment: 87% of respondents rated the training as mostly or very useful.

DR Screening: 80% of respondents rated the training as mostly or very useful.

DR Collaboration: 75% of respondents rated the training as mostly or very useful.

Oregon will continue to track the DR implementation curriculum through 2017 when DR is fully implemented throughout the state.

Oregon also has the capacity to readily develop and deliver training focused on identified needs. Oregon developed and delivered the following two training curricula in 2015 in response to a growing concern for safety in substitute care to address identified needs.

Confirming Safe Environments

This course was created in 2015 as a required training for all SSS1s, SSAs, and supervisors. The course was taught regionally throughout the state beginning in July, 2015. Each student was asked to complete a post-course evaluation, and of the evaluation responses between 08/2015 – 01/2016, 79.8% agreed that the content presented was applicable/useful to their job. As of January, 2016 92.7% of staff required to attend have completed this course.

SAFE Home Study Refresh:

This course was developed in 2015 in conjunction with the Consortium for Children for all certification staff and their supervisors. This one day course provided in identifying and considering any family issues that need mitigation. The course was taught regionally throughout the state beginning in July, 2015. 184 staff and 45 supervisors attended these training sessions. Attendees reported that the training was useful in better understanding the process of mitigation of issues in the family during the process of completing a home study.

Conferences and Quarterly meetings

The Department has also provided ongoing training opportunities for staff in the way of conferences, quarterly trainings, and attendance at national conferences. Selected staff participate in the following annual conferences. Although not required, it is typical for the staff

attending the conference to report back to their unit or local office on the information gained at these conferences

- Two day ICWA conference for staff and managers
- One day Diversity conference for staff and managers
- One day Shoulder to Shoulder conference for substitute caregivers, CRB members, CASAs, foster youth, advocates and community partners
- Biennial Support Staff and Supervisor conferences.

DHS Conferences (Number of Child Welfare Staff that attended)

Course Name	2014	2015
ICWA Conference	158	139
Diversity Conference	82	91
Supervisor Conference	150	N/A
Support Staff Conference	267	N/A

Clackamas County Child Abuse Summit.

This is a multi-disciplinary training that includes local law enforcement, mental health agencies, attorneys, and child welfare staff and supervisors that are involved in child abuse investigation.

Social Service Assistant Summit: In 2015, 155 SSAs attended the regional SSA summits. The Summit was an opportunity for SSAs from across the state to come together, attend advanced workshops, and share ideas and resources.

PSU MSW/BSW program

Since 1997 Oregon has invested in the Title IV-E option to support advanced university education through the Child Welfare Education Program (CWEP) by providing student stipends for undergraduate and graduate BSW and MSW degrees for students who are or agree to become employed through the Department. Since 1997, 224 undergraduate and graduate students have completed the program. Of that total, 61.1% of these graduates have or are currently completing the commitment to payback of the stipend through employment in child welfare.

Oregon has several opportunities for ongoing staff development. Because ongoing training for staff is not required, there are the related challenges of consistent staff attendance and the balance of having staff available for daily casework.

Additionally, in the course of conducting this assessment it became evident that attendance data is difficult to obtain in a reliable manner, with consistent data query parameters, and resulting ability to assure data reliability. Work is currently underway with staff managing the Learning Center database and new Learning Center development, Human Resources, and the Child Welfare Training Unit to develop reliable and consistent methodologies for ensuring notification to staff, monitoring attendance, and reporting results.

Despite the challenges of tracking and evaluation ongoing professional development, child welfare tracks ongoing opportunities and staff perception of learning opportunities. In a staff engagement survey of all levels of child welfare staff conducted in the last quarter of 2015 77% of all respondents reported “I have the opportunity to do what I do best every day.” and 83% reported “During the past year I have had opportunities at work to learn and grow.” The survey results also indicate a high level of satisfaction within the organization for opportunities for growth and learning.

Oregon recognizes the need to develop additional tools for a more comprehensive assessment of ongoing staff training in order to fully assess continuing learning opportunities available to staff address fully the skills and knowledge needed for the work. One of the tasks of the Child Welfare Training Redesign Committee is examination of the professional development needs and caseworker competencies. The current focus is on a comprehensive redesign of the first year of employment. Focus on ongoing staff training will commence when the first year training redesign is complete.

Item 28: Foster and Adoptive Parent Training

How well is the staff and provider training system functioning to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children?

Please provide relevant quantitative/qualitative data or information with respect to the above-referenced current and prospective caregivers and staff of state licensed or approved facilities, that care for children receiving foster care or adoption assistance under title IV-E, that show:

- that they receive training pursuant to the established annual/bi-annual hourly/continuing education requirement and time frames for the provision of initial and ongoing training.
- how well the initial and ongoing training addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

State Response:

Foster and Adoptive Parent Training

The Department requires foster and pre-adoptive families to attend the initial training statewide curriculum called **Foundations**. This training has been modified for the state utilizing some core concepts developed through the state of Ohio, and PRIDE (Parent Resources for Information, Development and Education).

Through the Department Foster Parent Surveys over the last eighteen months foster parents responded to the following statement:

'The initial training I received adequately prepared me to foster the child(ren) in my home.

20. The initial training I received adequately prepared me to foster the child(ren) placed in my home.						
	Paper Survey		Online Survey		Combined	
Strongly disagree	28	9.1%	58	6.4%	86	7.1%
Disagree	22	7.2%	101	11.2%	123	10.2%
Neither agree or disagree	50	16.3%	172	19.0%	222	18.3%
Agree	96	31.3%	345	38.2%	441	36.4%
Strongly agree	93	30.3%	133	14.7%	226	18.7%
No Answer	18	5.9%	94	10.4%	112	9.3%
Total Responses	307	100.0%	903	100.0%	1210	100.0%

A combined average of 55.1% Agree or Strongly Agree with this statement, 17.3% Disagree or Strongly Disagree. Oregon must address why needs are not being met.

Training requirements for certified families are monitored by Oregon Administrative Rules ([413-200-0274](#) and [413-200-0379](#)). The requirements include 30 hours of continuing education every two years as a requirement to obtain a renewal certification.

Foster parents responded to the following statement in the Department Foster Parent Surveys distributed over the last eighteen months:

“The training I have received has adequately prepared me to foster the child(ren) placed in my home.”

A combined average of 63.9% Agree or Strongly Agree with this statement. However, there has been a decline in positive responses over the last 18 months and the Department must address why this is occurring.

Fall 2014, the rate for Strongly Agreed was 32.2%

Spring 2015, the rate for Strongly Agreed was 28.1% and

Fall 2015, the rate for Strongly Agreed was 22.6%.

17. The training I have received has adequately prepared me to foster the child(ren) placed in my home.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	24	6.8%	23	4.1%	76	6.3%	123	5.8%
Disagree	41	11.7%	40	7.2%	106	8.8%	187	8.8%
Neither agree or disagree	30	8.5%	95	17.1%	209	17.3%	334	15.8%
Agree	138	39.3%	238	42.8%	434	35.9%	810	38.3%
Strongly agree	113	32.2%	156	28.1%	274	22.6%	543	25.6%
No Answer	5	1.4%	4	0.7%	111	9.2%	120	5.7%
Total Responses	351	100.0%	556	100.0%	1210	100.0%	2117	100.0%

Oregon relies on the local certification staff in branch offices to ensure initial and ongoing training requirements are met by all Department certified foster homes. This is monitored by the certification supervisors during the course of the certification period and at each renewal.

The Department does not currently utilize OR-Kids functionality to track provider training, but this is an area where, if utilized, could provide additional and valuable information on types of training utilized by Department caregivers. Therefore, aggregate information on all types of training is not available at this time.

Oregon has additional capacity in OR-Kids to monitor the training requirements of certified families. To fully utilize this functionality, Oregon needs to develop a planned training schedule for certification staff and request development of a summary and comprehensive training report which would provide a more comprehensive quantitative assessment of foster and adoptive parent training statewide.

While the Department provides an array of training opportunities there remains two primary areas in which Foster Parents, Department staff and Community Advocates continue to recommend change:

1. While there are 202 different classroom class offerings, there is a limited budget for each District and the districts are not allocated enough funding to purchase all the training offerings they would like. The Department must establish a more robust training model in which to meet the requested need.

2. Foster families who have been caring for children for several years routinely state the training offerings are most targeted toward the masses or new to being foster parents. More advanced and higher level courses are few and far between.

In Spring of 2016, the Tribal Affairs Unit provided IV-E approved foster parent training onsite at the Siletz tribe and the Confederated Tribe of the Umatilla Indian reservation. A total of 45 tribal foster parents were trained. Oregon is making ongoing efforts regarding certification of foster parents with all 9 federally recognized Tribes in Oregon. Collaborative information-sharing on cultural considerations and training needs are regularly shared at the quarterly ICWA Advisory Committee meetings and the individual tribal technical assistance visits. The 9 federally recognized Oregon tribes provide foster parent training specific to the individual cultural considerations and capacity needs.

For adoptive families, administrative rules require that a prospective adoptive family may not get an approved adoption home study until or unless they have completed the mandatory Department approved training curriculum. The Department requires the same curriculum for both DHS families and for families studied by private adoption agencies if the family is adopting children in Department custody. The adoption worker is responsible to track and ensure that their families have completed the required prerequisite training prior to completing their home study. Likewise, during a home study update the adoption worker again verifies in the updated home study that the adoptive family has completed their required annual hours. There are two points of assurance that training is completed before a pre-adoptive family can be selected for a child. First, there is a section in Oregon's home study template where adoption worker verifies the training has been completed. The home study is then approved and signed by the adoption supervisor. The second point is at the time of the adoption committee selection process. Oregon selects adoptive families via a committee process. The selection form includes a section where the committee chair verifies with the adoption worker that the selected family has completed all initial and annual training requirements.

For families studied by private agencies, the process is similar. Adoption workers are required to verify in their home studies that their families have completed both the initial and the annual training requirements and again the committee process becomes a second point of assurance that the selected family has met the training requirements.

Private Child Caring Agencies

The Department requires an array of training requirements for licensed agency staff and foster parents that are required in order to be licensed or to renew a license. Oregon's Private Child Caring Agency Umbrella Rules 413-215-0001 thru 0131 and the more specific Licensing Foster Care Agencies OAR 413-215-0326 outline training requirements. The Department reviews these training records at the time of Licensing and Renewal of a License. The Department does not provide these trainings for the private agencies, nor does that agency keep any aggregate records on requirements met or quality/utility of training curriculum. Also please see Item 26 for additional information on the Private Child Caring Agencies.

Oregon cannot fully assess whether this systemic factor is routinely functioning statewide. Foster and adoptive parent training needs further analysis of whether or how training meets the

caregiver need, is the training of sufficient quality or quantity to meet the identified needs, and strategies to meet those needs. The work of the training re-design committee's subcommittee on caregiver training will inform next steps over the next year.

E. Service Array and Resource Development

Item 29: Array of Services

How well is the service array and resource development system functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP?

- Services that assess the strengths and needs of children and families and determine other service needs;
- Services that address the needs of families in addition to individual children in order to create a safe home environment;
- Services that enable children to remain safely with their parents when reasonable; and
- Services that help children in foster and adoptive placements achieve permanency.

Please provide relevant quantitative/qualitative data or information that show:

- The state has all the above-referenced services in each political jurisdiction covered by the CFSP;
- Any gaps in the above-referenced array of services in terms of accessibility of such services across all political jurisdictions covered by the CFSP.

State Response:

Oregon examined a number of information sources to determine the array of services available in all jurisdictions.

First, Oregon examined the work done locally over the past several years as the state implemented the Strengthening, Preserving and Reunifying Families (SPRF) resources provided to the Department by the Legislature. The table below indicates the service gaps identified and the contracted services paid through SPRF resources, provided in each of the 16 Districts. For a few of the Districts, documented processes for the gaps and needs analysis methodology was not available. During 2014-2015 each District's analysis was approved and Districts contracted for additional services available within their jurisdictions to address the identified needs. This staged implementation process provided local areas with additional resources to prioritize identified gaps through contracted services. It was not possible to fill every gap and need identified therefore, DHS leadership in each district prioritized the services to be contracted. DHS leadership used the needs identified by community partners and staff as indicated below, along with data pertaining to characteristics of families whose children were removed from the home to help them prioritize. DHS also developed a funding allocation formula based on the population of families served by child welfare in the following proportion: 50% of total represents families served with children in the home, 25% represent children in substitute care and 25% represent the child protective services cases assigned and open assessments. The Department also allocated a 5% differential increase in 16 identified counties adjusting to support creating infrastructure to support increased service array in smaller

communities, including Clatsop, Tillamook, Lincoln, Curry, Josephine, Sherman, Gilliam, Wheeler, Crook, Jefferson, Lake, Morrow, Union, Wallowa, Grant, and Harney.

DHS leadership revisits the service utilization, non-contracted services available in the community and the data regarding removal characteristics regularly to be responsive to changing gaps and needs of child welfare involved families in the community. As districts implement Differential Response they are again spending time with community partners discussing gaps and needs in the service array as well as any expanded or more creative ways communities can partner with child welfare to support the families in their own communities.

SPRF Service Array

District	Analysis Methodology	Identified Needs	Contracted Services ¹
1	Focus groups	Affordable/safe housing Family Focused Visitation In-home services DV resource capacity Navigators/family advocates Child care/respite Emergency funding Transportation MH/A&D front end services Mentoring Family sex abuse treatment	Navigators (2) Front end intervention(3) Long term housing Short term housing assistance Parent education and coach
2	Focus groups	Housing and stability Visitation and parenting Family support and community connections Innovative services for specific populations	Short term housing assistance (4) Navigators (4) Parent education, coach (5) Navigators (4) Front end intervention (4)

¹ Parenthesis indicated multiple contracts for these services.

Section IV: Assessment of Systemic Factors

District	Analysis Methodology	Identified Needs	Contracted Services ¹
3	Meeting, surveys	Transitional treatment recovery housing Educational stability support groups Family stability services Child care Navigators Relief nursery Parent training	Housing (5) Parent education, coach (2) FSNA (1) (unpaid) Front end intervention(2) Child care(3) Parent employment-related services
4	Meetings, survey	Navigator Family Pres/Reunif specialist Outreach specialist Family visitation coach Enhanced family visitation facilitator Emergency shelter/housing Parent mentor	Navigators(2) FSNA (6)(unpaid) Front end intervention(6) Visitation support Pos. Support Group & Coach/skillbuilder Mentoring
5	Survey, focus groups	Housing A&D Mental health Parenting Respite/child care navigators	FSNA (unpaid) (7) Housing(4) Front End intervention(5) Parenting(2) Pos. Support Group & Coach/skillbuilder
6	Discussion forums, focus groups, survey	A&D Treatment Transportation Supervised housing Visitation Family find	FSNA (unpaid) Navigators Parent education and coach
7	Meetings, survey	Child safety meeting to prevent placement Visitation/family find Transportation Navigation Child focused services Adult health and dental care A&D treatment and services	Navigators(3) Parenting, family strengthening Parent education/coach Mental health therapy Reconnecting families Front end intervention (2)

Section IV: Assessment of Systemic Factors

District	Analysis Methodology	Identified Needs	Contracted Services ¹
8	Focus groups	Stable housing Mental health services A&D services transportation	Reconnecting families Emerg. Housing Intensive Day Tmt. Inpatient A&D Parent education and coach Parent and Family Strengthening
9	Focus groups	Counseling Housing assistance	Front end intervention(3) Mental health therapy
10	Focus groups	Enhanced visitation Parenting Housing stability and support Family Find Parenting Child care transportation	Parent education/coach Visitation support and coaching
11			Navigators Parent educate/coach
12	Community forum, survey	Front end intervention Navigators	Parenting and family strengthening Front end intervention Parent education and coach (2) Short term housing
13		Family support	Child focused family intervention Front end intervention
14	Meeting	Front end intervention Residential treatment Supervised housing Family centered day and outpatient treatment Intensive in home services Visitation Short-term housing Permanency housing Family find	Navigators Front end intervention Parent education and coach transportation

Section IV: Assessment of Systemic Factors

District	Analysis Methodology	Identified Needs	Contracted Services ¹
15			Housing Parenting and Family Strengthening Front end intervention Navigators(2)
16	Casey Cmte	Parent mentors Housing Front end family find Day care Enhanced visitation	Short term housing ((4) FSNA (unpaid)(2) Paid (2) Parenting and family strengthening Parent education/coach(3) Navigators

The Department has initiated the analysis of expenditure data for FFY 15. The expenditure data is some indication of how Department resources are being utilized to address child and family needs. One area that is particularly notable is the expenditures for short term housing assistance, transportation costs (for all types of child and family transportation needs), and costs associated with meeting basic family needs such as food, clothing, and safety related items the family needs.

The Department is utilizing these services in all Districts throughout the state. The Department is initiating a thorough and ongoing analysis of resource use, both through in-depth analysis of expenditure data, initiation of performance based contracting, and analysis of the types, duration, and intensity of service provision as these relate to identified child and family needs.

Each District was asked to respond to the service array for each category of service. A review of the responses indicates that Oregon counties utilize identified services for multiple purposes, an indication that consistency in the service provider may lead to improved outcomes for children and families. The data also suggests that most services are available throughout the state, but not to the extent, or at times quality, that meets the identified needs. During the focus group with the parent advisory committee, members reported specifically on the value of Navigator services to engage the family in services. Some parents spoke of the need for providers who understand and address both mental health and addiction issues, as opposed to separate organizations whose eligibility and limitations can sometimes be barriers to engagement.

The addition of state funded resources for children and families demonstrates Oregon's commitment to availability of a broad service array for children and families. Oregon utilizes a broad array of contracted and community providers for service provision. Please see the cumulative state results of the how the state's service array is functioning in the tables below:

Community services to assess strengths and needs of children and families
ESD
Community Action, family needs
Community health nurses
Health care providers
Community mental health
DV women's shelter
Public school nurses and counselors
Worksource Oregon
Voc Rehab
Women's resource Center
Headstart
CARES NW
Relief Nursery
Emergency Shelter programs
Food pantries
Interfaith organizations
Salud for Hispanic families
Home visiting programs
Parenting programs
Public housing
WRAP programs
DD programs
Psychologists
Self sufficiency via TANF, SNAP, Case Mgmt
Advocacy centers

Contracted services to assess strengths and needs of children and families
Navigators
Enhanced meeting facilitation
Transportation to appointments
Therapeutic/supervised visitation
Short term housing
CANS screening/mental health orgs
Psychological evaluations
DV advocate
A&D assessment
Parent mentors
Parent education/ life skills coach
Safety service providers
Day care (Assessment of child development)
ART teams
Anger management
Mental health specialists
Parent mentors
Contracted FSNA providers
Contracted Family Finding services
In home parenting/therapy
Supervised visitation services
IRCO for refugee families

Services to address the needs of families to create a safe home environment	Services that enable children to remain safely home with parents
Mental health providers	Navigators
Substance abuse providers	Counseling
DV grants	CDV advocates and safe housing
Parenting classes	Healthy Start
Housing assistance/housing vouchers	FSNA
Basic needs/food/utilities/clothing 1 time purchases	Parent support
Navigators/case management	First contact partners
ESD for needs of young children	Transportation
Home nurse visiting programs	Basic needs/food/utilities 1 time purchases
Self Enhancement Inc	Parenting/in-home parenting
IRCO	Safety service providers
In home visitation	TTRS
Safety service providers	Relief nurseries
DV/batterer intervention/anger mgmt	Mental health providers
Recovery mentors	A&D treatment providers
ART teams	WRAP services
TTRS (Transitional Treatment Recovery Services)	Safe housing
Counseling	Head Start/Early Head Start
WRAP	DD case management services
Relief nurseries	Parent mentors
Head Start	Supported employment and training
Healthy Start	Fathers parenting program
Family mentoring	FIND
Translation and interpretation services	Family skill builders

Services that help children in foster and adoptive placements achieve permanency
Clean and sober housing
NOHA Subsidized housing services
Equine therapy
DD services
Relative support
3-5-7 model services
Individual and family counseling
Targeted Recruitment
Specialized BRS placements
WRAP
ORPARC
AFFEC: respite, mentors
BGAID
Counseling
PRT, Perm and LAS staffings
Specialized services for the child
Family Find
GRACE project
Visitation within 24 hours of removal
Head Start skill building
Specialized transition services
Foster parent training
ILP

Districts reported their service gaps. Please see the summary information below:

Description of gaps in the array of services
Housing
Transportation
Treatment foster care services/specialized services, CSEC, LBGTO, DD
Foster homes
Local prevention services
Child care
Readily available medical/mental health A&D services
More mentor based services
Batterer intervention services
Culturally appropriate services for those who do not speak English or Spanish
Respite care/drop in services
Supervised evening/weekend visitation
DBT
Culturally appropriate mental health services
Sex offender assessment/treatment services

Common service gaps in almost all Districts across the state include safe, stable, affordable long term housing, transportation, foster care and treatment foster care resources. Services to address a specific population for which no culturally appropriate service providers are available in a local county or District were noted in some Districts; conversely some Districts have entered into contracts for culturally and/or linguistically appropriate services.

The Department of Human Services is addressing the housing need with efforts led by Oregon’s Self-Sufficiency programs. \$2.9 million will become available to Districts later this year (7/16) to provide additional transportation and housing support. Beginning in 2018, in conjunction with the Housing Authority, 10% of all new construction units built under the Authority will be available for DHS self-sufficiency and child welfare clients.

The Department is undertaking several efforts to address the shortage of foster care and treatment foster care services, including the work underway through the GRACE collaborative agreement, collaborative work with Embrace Oregon, procuring additional treatment and residential care beds through new contracts, the comprehensive BRS redesign effort initiated in fall of 2014 which will result in a request for additional funding for these programs in the 2017-2019 legislative session, and the quality assurance efforts described in Item 25.

Districts were asked about local partnerships. Please see the results in the table below:

How child welfare partners locally
ICWA liaison/regular tribal meetings
Monthly judge/judicial partners meeting
CASA meetings
Monthly MDT
Foster care recruitment events
ELC committees/resource teams
Community Action teams
CCO Advisory Committees
Casey Family meetings
Workforce Investment Board
Contract provider meetings
CSEC Coalition
Juvenile Dept. crossover youth meetings
Triage meetings
Service integration team meetings
Monthly school attendance/education coalition meeting
Local foster parent associations
Local child welfare advisory committees
Monthly management meetings
Local violence prevention coalitions
Local DR advisory committees
Regular meetings with DDAs
Public Safety council
Local Worksource Oregon

Importantly, in stakeholder interviews with parents and youth, stable, affordable housing, transportation, opportunities for meaningful involvement in decision-making and additional visitation were repeated themes in the gaps in the service array. Conversations with the focus groups indicated additional effort for meaningful involvement in case planning and service delivery is important to engage families and youth in the change process. Examples included a desire for ongoing communication on the status of children in care for parents, and conversely the status of parents receiving services for children in care, and more opportunities for involvement in decision-making, additional opportunities for visitation and involvement in each other’s lives (school meetings, medical appointments, sports events, day to day care needs, etc.). In the 2015 foster parent survey 51.6% of all respondents (1,210 total) reported they agree or strongly agree the support services from DHS are designed to assist the child of the children placed in the home. The information from consumers and foster parents in part, reflects some of the information in Items 9, 11, 12 and 13 in the CFSR case review findings. Oregon’s ongoing work in implementation of engagement strategies through both the DR implementation and the IV-E waiver program will improve appropriate use of the service array.

Oregon has a service array that is routinely functioning statewide, with service gaps as noted here. Oregon is engaged in ongoing analysis of service needs, service delivery, service outcomes, and how these relate to child and family outcomes. The ongoing work in this area will provide Oregon with valuable information on both short-term and long-term effectiveness of the service array, allowing for adjustments as needs change or arise.

Item 30: Individualizing Services

How well is the service array and resource development system functioning statewide to ensure that the services in item 29 can be individualized to meet the unique needs of children and families served by the agency?

Please provide relevant quantitative/qualitative data or information that show whether the services in item 29 are individualized to meet the unique needs of children and families served by the agency.

- Services that are developmentally and/or culturally appropriate (including linguistically competent), responsive to disability and special needs, or accessed through flexible funding are examples of how the unique needs of children and families are met by the agency.

State Response:

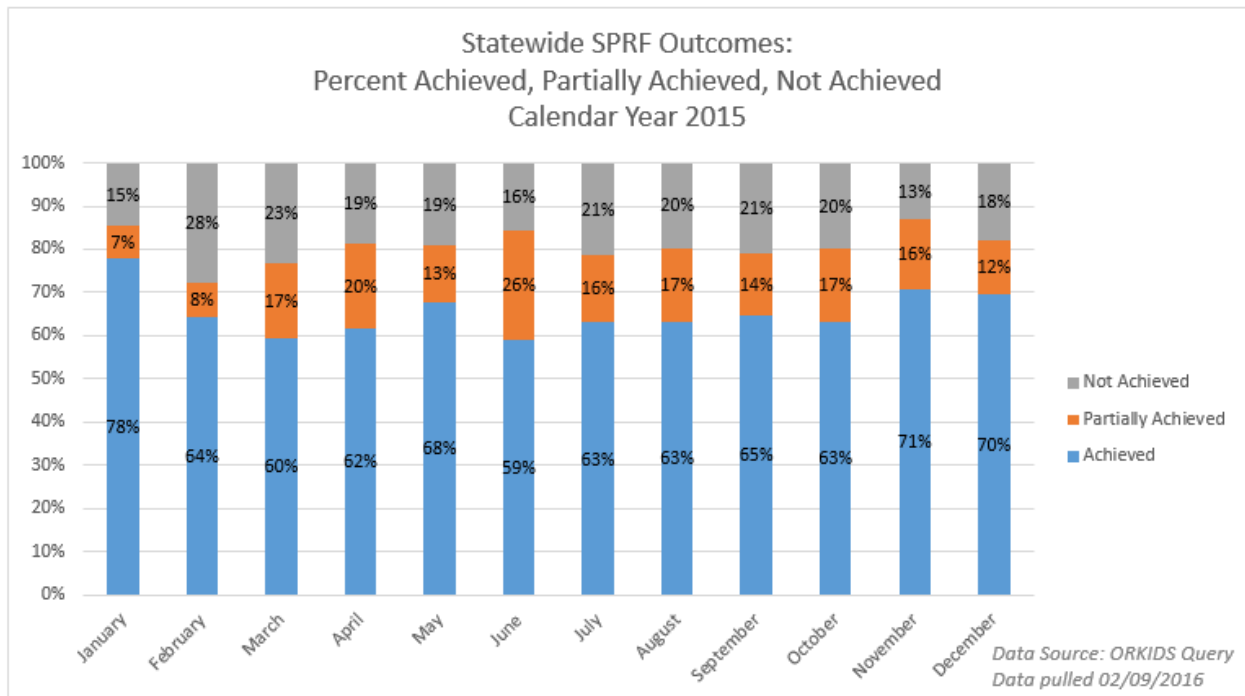
As described in Item 29: Service Array, over the past two biennium the Oregon legislature has made a strong investment in allocating resources to strengthen, preserve and reunify families. Over the course of the past several years child welfare Districts throughout the state have contracted with local providers to increase the service array and fill gaps in the services needed for families and children.

In order to better monitor and evaluate the use of these resources Oregon has elected to proceed with a staged implementation strategy of Performance Based Contracting (PBC) across the different service funding streams within Oregon's Child Welfare system. This has started with a set of defined service categories and types with individualized service outcome standards for defining "Achieved, Partially Achieved, and Not Achieved". The contracted services are opened to a specific case and to specific individuals within the case in OR-Kids based on the individualized needs of the child or adult. As described in the Service Array, because of the flexibility of the contracted service provider, these services are individualized to the child's or family need based on referral reasons and need for services.

PBC is supported by a standardized contract invoicing and validation process that requires providers to submit, a proposed disposition for the service that is validated by the assigned caseworker or supervisor upon submission of the final invoice for that service. After validation occurs, the agreed upon, or agency determined (if consensus cannot be reached with the provider), disposition (Achieved, Partially Achieved, and Not Achieved) is entered into OR-Kids as a service closing reason.

This process is the initial effort to monitor the not only the effectiveness of each service but also services within a case and the ability of service provider to adapt to the presenting needs of the client. The chart below shows the identified outcome measures for each of the service types under the Strengthening, Preserving, and Reunifying Families service category. This is the first step developing a comprehensive PBC structure. Next steps include incorporating PBC into all contracted funding categories, services, and districts and aligning outcome measures with our practice model where appropriate. PBC data is currently available for 53% of all SPRF services in calendar year 2015. The chart below, reflects a limited set of data describing the service

ending reason from OR-Kids and is displayed on a month-end basis. Early indicators demonstrate that services under this model have been “Achieved” at greater than 60% of the time, and “Partially Achieved” at greater than 20% of the time. This process is in the initial years of implementation; additional longitudinal data is needed over time to make determinations on what should be expected sufficient success. Of note, “Not Achieved” could mean a service was not available or provided, as well as the service provision not achieving the desired outcome. Currently, Oregon is approaching the data with a level of caution as it is still new in the implementation and very dependent on adherence to the validation process.



Oregon has an individualized behavior rehabilitation services plan for every child in a contracted BRS (Behavior Rehabilitation Services) substitute care placement. The service plans are reviewed and updated with the child and the service team every 90 days. Additionally, the provider documents a written weekly record in the child’s case file of the specific behavior rehabilitation services provided to the child.

Each contracted provider receives a comprehensive program review every two years. During the review, a selected number of cases are reviewed for compliance with program requirements, including the requirements for documentation of current and complete service plans and service delivery. Over the course of the past several years, there has not been a method for aggregate reporting of full compliance for each of the contract components with the contracted providers. Until recently, aggregate reporting of compliance was tracked 120 days into the corrective action period when programs were expected to be in full compliance. Beginning this year, the Department is tracking full compliance with contract requirements as well as the established timeframe requirements when any given program needs improvement during the program reviews conducted by Compliance Specialists.

For children with identified medical needs and who are eligible to receive personal care services, each child has a written personal care plan which is monitored monthly by the program staff. Care plans are reviewed within the timeframe determined by the contracted nurse who conducts the assessment, but in no case later than within one year. The contracted nurse determines when the child no longer needs the personal care services, or conversely for a child with highly complex medical needs, if services need to increase. The assessments and reassessment of each child is kept in the case record and the department currently has no reporting mechanism for aggregate reporting on this service for the specialized population of children. The Department serves an average of just over 100 children with personal care services each month.

For families receiving a CPS assessment in districts that have implemented Differential Response, an added component called the Family Strengths and Needs Assessment is helping to individualize services based on family and provider identification of strengths and needs. These Family Strengths and Needs Assessments are conducted with families during the CPS assessment, who have been identified as having safe children and also having moderate to high needs. These are families for whom child welfare ordinarily has no further involvement. As families identify their strengths and needs they are then given the option of being connected with informal or formal supports through Child Welfare contracted or non-contracted services which they can then receive with no further child welfare case management.

Oregon asserts that within resources available either through the Department or within the community, Oregon individualizing services to meet child and family needs.

F. Agency Responsiveness to the Community

Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

How well is the agency responsiveness to the community system functioning statewide to ensure that in implementing the provisions of the CFSP and developing related APSRs, the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP?

Please provide relevant quantitative/qualitative data or information that show that in implementing the provisions of the CFSP and related APSRs, the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

State Response:

The Department uses multiple venues to implement the goals of Oregon's state plan and to engage in ongoing efforts to improve practice and outcomes for children and families.

Input from several advisory groups and workgroups during the course of the development of the CFSP, APSR and this statewide assessment informs Oregon's responses to each of these planning documents. The complete list of participants is located in the 2015-2019 CFSP and the 2015 APSR, and Section 1 of this Assessment. Advisory groups provide input during focus group sessions and provide feedback as these plans and reports are written and reviewed prior to submission.

During the course of preparing the Statewide Assessment, the Parent Advisory Council, the Child Welfare Advisory Council, the Oregon Foster Youth Connection group and the ICWA Advisory Council were consulted for input and feedback.

Additionally, the Department completed a survey of stakeholders December 28, 2015 through January 28, 2016, and a separate survey of foster parents (October 1, 2015 through December, 2015), and statewide input from the agency's 16 Districts on the status of the service array (completed January 29, 2016). For additional information regarding foster parent input, please see Item 33. For additional information on the District survey, please see Item 29.

The stakeholder survey was sent to all contracted providers, advisory groups, and the judges, CASA and CRB through the Juvenile Court Improvement Program. These entities were asked

to send to their constituencies, therefore a total number of survey recipients is not available. Oregon received 306 responses: 41.2% from contracted providers, 40.5% from judges, CRB and CASA members, 10.8% from community partners, 4.9% from advisory group members, and 1.3% each from advocacy organizations and DHS employees outside of child welfare. Unlike the DHS-wide survey posted on the website each spring, this survey was specifically focused on the child welfare program and received over twice the survey results than the broad agency survey (2014 agency-wide survey had 117 respondents.) Because the two surveys had a different audience, the results are not easily comparable.

While over half of all respondents reported agreement or strongly agreement to the following statements, as is noted below, child welfare has received attention for gaps in the system over the course of the past several months that may influence responses:

- Child Welfare demonstrates commitment to providing culturally competent and linguistically appropriate services.
- Child welfare demonstrates commitment to employing a diverse workforce that is representative of the community it serves.
- Child welfare demonstrates its commitment to employing a diverse workforce that is representative of the community it serves.
- Overall, Child Welfare is meeting expectations in terms of your relationship with the organization.
- Child Welfare provides a means for your concerns to be heard.
- Child Welfare is responsive to your consultation and recommendations.
- Child Welfare is protecting children from abuse and neglect and safely maintains children in their homes whenever possible and appropriate.
- Child Welfare is working to ensure children in Oregon involved with Child Welfare have permanency and stability in their living situations.
- Children and families served through Child Welfare are receiving services appropriate to their identified needs.

Responses were evenly dispersed across the spectrum on the following statements:

- The Child Welfare system provides equal access, excellent service and equitable treatment for all children in Oregon.
- Older youth in child welfare's foster care system are involved in youth driven, comprehensive transition planning.

However, the respondents reported disagreement or strong disagreement on the following statements:

- Child Welfare is transparent in its communication. (47.3%)

The last data element is likely influenced, in part, to recent public attention on several child welfare issues related to safety in foster care and which are being addressed through multiple internal and external audits and reviews. (Please see Item 25, Quality Assurance, *Additional*

Governmental Support for Safety in Foster Care, for more detailed information on the foster care review processes currently underway.)

Other examples of consultation with stakeholders and employees that have informed the CFSP and APSR include:

- The interagency workgroup that drafted the legislation for Oregon's 2015 legislative session to implement provisions of the Preventing Sex Trafficking and Strengthening Families Act, and several Rule Advisory committees involving stakeholders, interagency staff, youth and families to implement the legislative changes.
- Child Welfare Governance Committee (CWG) composed of Department staff from throughout the child welfare organization in various job classifications and positions which receives input and provides feedback on Department initiatives and practice improvement efforts. CWG reviewed and provided feedback on the CFSP and APSR prior to submission, and held two conference calls to review this statewide assessment during the course of its development. The group recommended reviewing services through the equity lens which was incorporated into the Safety outcomes.
- The Lean Leadership effort in which Department staff are led through Rapid Improvement Process mapping sessions to identify gaps, conduct analysis and improve business process flows.
- Foster Care Safety Review Teams in each District that have a standardized process for review and follow up on issues related to foster care providers.
- Ongoing consultation from the Casey Family Foundation regarding Oregon's work on the safe and equitable reductions of children in foster care. This work recently included sponsorship of a DHS Manager's Convening (More Informational, Less Intuitional) in December, 2015 regarding in depth examination of Oregon's practice models of OSM and the use of the SAFE home study, and using data to inform management decisions and practice improvements. The Casey Family Foundation also supports the ongoing work of Safe and Equitable Foster Care Reduction, which is enfolded into the CFSP goals.
- Focus groups with the Parent Advisory Council, ICWA Advisory Council, Oregon Foster Youth Connection and Child Welfare Advisory Committee were conducted in the preparation of this statewide assessment. (See Stakeholder involvement for dates of the meetings.) The ICWA Advisory Council and Child Welfare Advisory Committee were each provided with draft versions of the CFSP and APSR prior to submission and advised on edits and additions to these documents. Feedback was received via email and incorporated in the final Statewide Assessment. One example of this is a comment from a CWAC member noting improvement in the Department's submission of a

completed case plan because the court is routinely asking for the information at court hearings.

- ICWA used the state planning goals during their strategic planning meeting in February, 2016.
- Oregon is currently designing OR-Kids data system changes for specific ICWA information, specific to the ICWA guidelines released in 2015. Some of the specific measures include documentation of the use of an ICWA Qualified Expert Witness, court findings regarding the Department's active efforts, and documentation of level of effort to prevent removal. The design will be completed sometime during 2016.
- Statewide surveys of stakeholders and foster parents were conducted to inform both the APSR and this statewide assessment. Their input was incorporated into several sections of this assessment.
- Child welfare training re-design committee involving management, program and field staff, University employees, trainers, and researchers, and foster parents. The re-design committee's work is incorporated into plans for staff and provider training.
- Statewide input on Oregon's service array through local needs and gaps assessments conducted throughout the state and a District survey identifying the current service array was conducted for this statewide assessment.
- Statewide review of the CFSP, APSR and Statewide Assessment through the workgroups, advisory groups, CWG, and Program Managers throughout the course of the development of each of these products.
- Community and staff participation in design, installation, subcommittee and steering coming work to build the Oregon Differential Response (DR) model, as well as local community involvement in local implementation of DR. The staged implementation of DR has given Oregon a unique opportunity to modify components of the model, tools, training, and procedures as DR is expanding throughout the state with input from staff and stakeholders. Another example of involvement from CWAC specific to DR is the input from CWAC members changed how Oregon makes the offer to the family to have a support person present at the first contact with child welfare and how the change in approach made a positive change in initial family engagement.

In addition to these examples, there are many other targeted consultation and collaboration activities within the various program areas of Child Welfare Design and the multiple initiatives underway, including implementation of Differential Response and the Title IV-E Waiver project. These activities occur at both the state and local level.

On the casework level, Oregon is constrained in caseworker response to families due to the ongoing disparity between staffing needs and funding allocations. Please also refer to Item 25, Quality Assurance and information on the funding level of the Child Welfare workload model.

Oregon releases to the public our CFSR and APSR information once these reports have been approved by ACF. Oregon has a public facing Results Oriented Management (ROM) site where any member of the public can readily access Oregon Data. Oregon also is required to release specific reports to the Legislature, including the Child Welfare Databook, which is also a public document and posted on the Department's website Data and Publications section.

The Department involved stakeholders and community partners in the development of the 2015-2019 CFSP and the 2015 APSR as described above, which further refined the outcomes and target measures for the five statewide goals around safety, permanency, well being, service equity and quality assurance/continuous quality improvement. The current processes outlined here are working and the current Child Welfare review processes currently underway will guide continued involvement of cross system and stakeholder engagement in achieving positive outcomes for children and families touched through child welfare.

Oregon asserts that multiple stakeholders were involved and engaged in the development of the CFSP, APSR and this statewide assessment.

Item 32: Coordination of CFSP Services With Other Federal Programs

How well is the agency responsiveness to the community system functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population?

Please provide relevant quantitative/qualitative data or information that show the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

State Response:

- The Department created a Family Stability Workgroup to identify family stabilization activities and make recommendations to the Child Welfare and Self Sufficiency governance groups that focus on services for clients at risk of or involved with Child Welfare. In Oregon, on average, 36% of families involved with Child Welfare have been on TANF within the past 60 days, however for Child Welfare in-home cases families who receive TANF is roughly 30%. The Family Stability Workgroup's overall goal is to increase stabilization of all families receiving TANF services in order to aid in the prevention and intervention of child abuse and neglect and reduce the number of children entering foster care.

The Family Stability Workgroup developed a valuable staff tool that provides a detailed "how to guide" to support the Child Welfare and Self Sufficiency case worker on collaboration throughout the life of a case regardless of where it begins. Training and tools specifically provide guidance on how and when to share information with each part of our organization to ensure safety of the child and that parents receive the necessary, unduplicated services to either prevent removal of the child or expedite a return home.

Some of the services Child Welfare clients may be able to access from Self Sufficiency through the collaboration between agencies are: Temporary Assistance for Domestic Violence Survivors; Out Stationed Domestic Violence Advocates; Intimate Partner Violence; Pregnancy Domestic Violence Advocates; and Intensive Care Consultants; and Family Support and Connections.

- Medicaid – Title XIX:
 - The Department has an interface with the Oregon Health Authority's (OHA), Oregon's Title XIX agency, Medicaid Management Information System (MMIS). This is a real time interface from Oregon's SACWIS system to the MMIS for medical eligibility determinations of children placed in the Department's custody or children with Oregon Adoption Assistance or Guardianship Assistance agreements.
 - The Department provides an expedited enrollment process for children being placed in an Oregon foster care home or a pre-adoptive home from another state. The Department is able to enroll all children who are relocated to Oregon through the Interstate Compact for Placement of Children or the Interstate Compact on Adoption and Medical Assistance program instead of requiring the foster or adoptive parent to go to the local Self Sufficiency office to apply and undergo the eligibility determination waiting period. This process ensures the child has access to necessary medical, dental and mental health care services earlier. The OHA provided the Department with two staff people who are able to process the Medicaid determination directly into the automated system. This process provides a single

- point of contact for any state who have any Medical questions for any of their children placed in an Oregon foster or adoptive home. The Department has on average 1,850 children placed in Oregon foster or adoptive homes where this expedited process has ensured they obtain timely medical services.
- All children determined eligible for Medicaid are enrolled in Coordinated Care Organizations (CCO). A CCO is a network of all types of health care providers (physical health care, addictions and mental health care and sometimes dental care providers) who have agreed to work together in their local communities to serve people who receive Oregon Medicaid coverage. The CCO is notified when a foster care child has been enrolled in their plan to ensure medical, dental and mental health assessments are completed within specified time frames (60 days from the date the CCO is notified of the foster care child's enrollment in their plan).
 - The Oregon Title IV-D Agency, Division of Child Support (DCS) assists the Department to locate missing parents and establishing paternity for children in foster care. The data currently produced today by DCS includes the whole universe and DCS is unable to extrapolate the data where Child Welfare is involved. The Department does not have a methodology for tracking this information. Oregon's SACWIS system has an interface for the Title IV-E eligible population with the DCS. The interface allows the Department and DCS the ability to identify if child support payments are being accurately assigned to the appropriate party, supporting child well-being. The interface allows the Department to provide notification to DCS when the child is returned home, to ensure the timely assignment of child support payments to the appropriate parent, which supports the reunification plan.
 - Title IV-E Inter-Governmental Agreements:
 - The Department has an approved title IV-E inter-governmental agreement with six of the nine federally recognized Tribes in Oregon that permits pass-through title IV-E administrative funding for children in the custody of the Tribes. The Department provides the general fund match for any title IV-E maintenance reimbursement for any child found to be eligible for Title IV-E. This is accomplished by having the placement and licensed provider information into Oregon's SACWIS system and allowing the system to make the payment and title IV-E financial reimbursement. The Department reviews every case to complete the title IV-E eligibility determination. The title IV-E eligibility is determined in Oregon's SACWIS system to ensure AFCARS data is transmitted semi-annually to the Children's Bureau for the population of title IV-E eligible youth. The Department have dedicated staff to provide training, technical assistance, quality assurance and eligibility determinations for all of the Tribes. The three remaining Tribes have been offered the opportunity to have a title IV-E inter-governmental agreement and they have declined due to the size of Tribe and not having the administrative resources to implement a title IV-E foster care program. The average daily population of title IV-E eligible children for the Tribes is 87.

It is difficult to determine if the Title IV-E agreements have created measurable outcomes due to turnover in Tribal staff. Two of the Oregon Tribes have had stable leadership of their Child Welfare programs and the additional funding the tribe receives from Title IV-E has allowed the tribe to use the tribal funds (no longer spent on foster care) on preventive services. The two tribes have seen a reduction in the

number of children brought into Tribal custody.

- The Department has an approved title IV-E inter-governmental agreement with seven county Juvenile Departments (JD) and the Oregon Youth Authority (OYA) that permits pass-through of title IV-E funding for youth who meet all title IV-E eligibility requirements and are placed in a title IV-E eligible licensed home or facility. The Department reviews every case to ensure accurate eligibility determinations. The title IV-E eligibility is determined in Oregon's SACWIS system to ensure AFCARS data is transmitted semi-annually to the Children's Bureau for the population of title IV-E eligible youth. All of the county JD's have contracted with an outside contractor to assist with training and quality assurance of their entire title IV-E program. The Department provides oversight, technical assistance and training directly to the county JD's and as well as the outside contractor. The OYA does not have an outside contractor therefore, the Department provides training, technical assistance, eligibility determinations and quality assurance directly to the OYA. These agreements are new and the Department does not yet know the average daily population title IV-E eligible youth.

It is too early to determine any outcomes these Title IV-E agreements for Juvenile Departments and OYA may produce.

- The Department and Oregon Department of Education (ODE) are working together to improve education outcomes for children in foster care. The Department and ODE completed a federal grant from the Children's Bureau in 2015, but have decided to continue the work together without additional funding. The Department has created a full time position devoted to the spectrum of education issues that affect children experiencing foster care. ODE has designated a portion of a position to duties to working with this same population. As a result of the grant, the Department and ODE are partnering on the following activities:
 - Co-case consultation on cases being referred from Child Welfare and School District staff.
 - Co-training School District administrative staff, principals, and school counselors at various education conferences held throughout the year.
 - ODE Child Nutrition grant to enhance their information system to automatically qualify children in foster care for Free and Reduced Lunch.
 - Developing a shared cost transportation agreement.
 - Continuing to enhance information systems to create future data sharing between the two agencies.
 - Joint legal interpretations of federal and state laws relating to education of children in foster care, for consistent application.
 - Communication and coordination between ODE long term care and treatment team and DHS Well-Being team regarding education in residential treatment facilities.

During the grant the Department found that the education data was not being input into the correct fields, therefore the Department is unable to pull quality data for analysis and to report any improvements. The Department is working with Child Welfare field offices to improve accurate and timely input of education information. The current percentage of cases with education information is reported in Item 19. The Department will be able to continue to measure whether or not the technical assistance and training methodology being used to improve education data entry is successful. Unfortunately, the department and ODE are unable to interface information between systems because other than the child's name there is no common identification number for the child. The department has requested a

change to OR-Kids that will allow for the Department to capture the child's unique State Student Identification number (SSID) which will support the ability to design an interface between the ODE system and OR-Kids.

G. Foster and Adoptive Parent Licensing, Recruitment, and Retention

Item 33: Standards Applied Equally

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds?

Please provide relevant quantitative/qualitative data or information that show the state's standards are applied equally to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

State Response:

Oregon differentiates certified foster families into two distinct categories, both of whom are required to meet the same certification requirements and expectations. The certification requirements to which these families are measured are outlined in the Department's administrative rules ([OAR 413-200-0270-0298](#) and [413-200-0301-0396](#)). No person operates a home under these rules without a certificate of approval from the Department.

- General foster homes: a non-relative family who comes forward to care for any child which they can serve through their knowledge, skills and abilities.
- Child specific certification foster homes: a relative or individual known to the child who requires a foster care setting and the caregiver can meet the state certification standards and has the knowledge, skills and abilities to care for the identified child. These families are not on a general foster home referral list but provide care for the child or children known to the family.

A point in time total of Department certified foster homes in both categories is reflected in the chart below.

Sept. 30,	General	Child Specific	Total
2013	2349	1880	4229
2014	2079	1927	4006
2015	1889	1958	3847

As discussed more thoroughly in *Item 35: Diligent recruitment of Foster and Adoptive Homes* Oregon has been experiencing a significant decrease in the regularly certified foster homes while the Special Certified homes have increased over the past 3 years.

- Decrease of 20% of general foster homes between 2013 and 2015.
- Increase of 4% of child specific foster homes between 2013 and 2015

The Department has continued to focus on a reduction of children in foster care and if children do come into care then the Department seeks out relative care and foster placements with known individuals.

Oregon utilizes Structured Analysis Family Evaluation (SAFE) homestudy model provided by the Consortium for Children. This homestudy model and process is the same for Regular and Special foster homes certified by the Department.

The Consortium for Children, an outside agency, completed a Quality Assurance (QA) Review of Oregon S.A.F.E. home studies for DHS during May – July 2015. These studies included related and non-relative foster families. Among the key findings:

- 71% of the studies identified all issues and concerns accurately
- 76% of the studies reflected the practitioners were utilizing the rating guide correctly
- 90% of the studies were not mitigating the identified issues thoroughly, indicating that although the family reported history or circumstances that required further analysis, during the certification process there was not further, documented analysis that despite the family history or circumstances, the family is an appropriate candidate for certification.

What the Department can also infer from this review is that 29% of the studies had not identified issues and concerns accurately, or did not mitigate them through analysis, 24% of the studies were not using the rating guide correct, and likely most important, only 10% of the studies thoroughly mitigated issues in the family.

As a result the Department utilized Consortium for Children to provide updated training for all certification and adoption staff who implement the SAFE model as well as their supervisors with a primary focus on Managing Mitigation during the S.A.F.E homestudy process. Supervisors had an additional training on Supervising to Mitigation. All certification and certification supervisors received the additional training in the fall of 2015 through January, 2016.

The Department has developed a SAFE Quality Assurance tool to provide ongoing qualitative evaluation of fidelity to the SAFE homestudy model. The quality assurance reviews are commencing spring of 2016 and will be administered statewide.

Child Welfare Facility Licensing

The Department's Office of Licensing and Regulatory Oversight (OLRO) is the entity who manages the Private Child Caring Agencies in Oregon. The management of these programs is set out through Oregon Administrative Rules with the most recent update October 17, 2008. The Department is currently planning a significant rule revision based on some pending statute changes that will occur in the Spring 2016. As with Department certified homes, the private licensed child caring agency must certify the home under the standards set forth in administrative rules prior to placing a child.

- A *private child-caring agency* (defined in OAR 413-215-0006) that uses care in the homes of provider parents or foster parents as a placement option must be licensed in

accordance with and comply with OAR 413-215-0001 to 413-215-0131 and OAR 413-215-0301 to 413-215-0396.

As of December, 2015 Child welfare has contracts with 13 Private Licensed Foster Care Agencies in Oregon. Of those 1 ended their service in the previous 12 months. Of these agencies Child Welfare contracts with 10 of these identified programs for higher level of care.

Several providers, during the regularly scheduled provider meetings, have discussed with the Department the same challenges with recruiting and retaining foster families in the community. Most often the reason stated is the lack of funding to support these placements. Please refer to Item 25 for additional description of quality assurance efforts currently underway in Oregon related to the quality of care and safety of children in the licensed private child caring agencies.

Oregon does not have in place system coordination to assert standards are applied equally at this time.

Over the course of the last year, and due in part to the closure of a provider agency in the Portland area, there are systems, procedural, communication, and organizational gaps in application of standards for Oregon's providers. The legislation passed in the 2016 legislative session will address some of these issues with more robust requirements for the administrative rules for licensing and oversight of the private agencies.

Additional oversight is also supported by the newly established Governor's Child Foster Care Advisory Commission to advise Governor and Director of Human Services regarding foster care system in this state and the multiple efforts to improve quality assurance as detailed in Item 25.

Item 34: Requirements for Criminal Background Checks

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements, and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children?

Please provide relevant quantitative/qualitative data or information that show the state is complying with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

State Response:

Oregon Department of Human Services (DHS) has a dedicated Background Check Unit (BCU) that complete all criminal background clearance checks for all Oregon foster and adoptive families. The BCU complete the fitness determination for foster and adoptive families who are approved or certified by licensed private child-caring agencies. However for all foster or adoptive resources who apply to be a foster or adoptive care resource with the Department, the BCU provides the Department with the results of the criminal background checks (including NCID/FBI fingerprint checks) only. The Department completes their own child abuse background checks and uses the criminal background information provided by BCU to complete the fitness determination on the prospective foster or adoptive home.

Oregon participated in a title IV-E foster care eligibility review during the week of July 14, 2014. This review encompassed a sample of Oregon's foster care cases that received a title IV-E maintenance payment for the six-month period under review (PUR) of October 1, 2013 – March 31, 2014. The foster care provider's file was examined to ensure the foster family home or child care institution where the child was placed during the PUR was fully licensed or approved and that safety requirements were appropriately documented. This review found that 74 of the 80 cases met eligibility requirements and were deemed non-error cases for the PUR.

The reviewers found that the safety requirements were being completed prior to full certification. They noted the completion of the safety requirements was an area of strength. Specifically, Oregon's Criminal Background Check form (DHS-1011-F) clearly documents the completion of FBI fingerprint-based checks, state and local checks, and child abuse and neglect registries checks to ensure compliance with Section 471(a)(20) of the Social Security Act. Decisions about findings were well documented online in ORKIDS as well as in the licensing file. Also noted use of the Criminal History Exception Request form (DHS 1011-D) to document any approved exceptions to

criminal background check findings. With two exceptions, Oregon demonstrated that its processes for ensuring that foster home provider fingerprint-based checks of the National Crime Information Database are sound. Oregon is currently designing changes in the OR-Kids database that will consistently track the volume and nature of criminal history exceptions. The anticipated date of implementation is July, 2016.

However, six cases did not meet eligibility requirements and were deemed error cases. Four of the six error cases were due to title IV-E maintenance being claimed for a foster home that had an expedited certificate and, therefore, was not fully licensed. Under the state's policy, an expedited certificate is one that does not meet all of the state's requirements for full licensure. There is not a reliable source for eligibility staff to determine the current status of a foster family home's licensing certificate. The paper copy of a certificate does not indicate whether or not the home's certificate of licensure is "expedited" or regular. As this review was conducted utilizing electronic records in OR-Kids, reviewers could clearly identify if a home's certificate was general or expedited. The "date range" field in OR-Kids is where the certifier indicates an "expedited" or "general" certificate. Reviewers noted for several cases in the sample this critical field was left blank. The OR-Kids system allows a supervisor to approve the certificate even if this field has been left blank. This lack of reliable documentation can pose problems for Oregon in determining the ongoing eligibility status of a child. The errors are due to some system deficiencies not because the criminal background clearance checks are not being completed prior to full certification (as mentioned above).

Because Oregon had six error cases they were found not to be in substantial compliance with the title IV-E foster care requirements, therefore Oregon had to implement a Program Improvement Plan (PIP) to correct program deficiencies. There are two significant actions Oregon will be implementing in 2016 to ensure Oregon is completing criminal background clearance checks and has in place a case planning process to address the safety of foster care and adoptive placements for children:

1. Changes to OR-Kids:

The Department has designed a new page on the Provider Record that will capture when all the required background checks have been completed and approved. The page will have two sections:

- a. Law Enforcement Checks, which includes both local law enforcement criminal background checks and the NCID/FBI fingerprint criminal background checks; and
- b. Child Welfare History Checks.

The Department is redesigning the actual Certification document to designate whether the certification is a provisional or full certification of the home.

The changes will also include an enhancement to some of the system edits that will prevent a temporary certificate from being created prior to the local law enforcement criminal background check and the Child Welfare history checks are completed, as well as preventing the ability to change the temporary certificate to a full certificate prior to the NCID/FBI fingerprint background checks are completed.

2. SAFE Home Study Quality Assurance Tool:

The Department will be implementing the use of this SAFE Home Study Quality Assurance tool in 2016. A total of 60 reviews will be completed each year, which is equates to 15 each quarter. The review team will consist of one Foster Care Coordinator or Adoption Placement Specialist and case worker or supervisor from the field. A database has been created to capture the results from the tool, which will provide qualitative data on not only criminal background clearance checks are completed accurately, but even more importantly the reviews will provide information to the Department on how well the certifier followed the requirements of the SAFE Home Study.

In addition to the SAFE Home Study Quality Assurance review, the changes to OR-Kids (as described above) will allow the Department to create and monitor quantitative data on criminal background clearance check information.

As part of the PIP, the Interstate Compact on the Placement of Children (ICPC) unit has implemented practice changes to ensure that Oregon receives documentation that all required criminal background clearances have been completed for prospective foster and adoptive placements in another state. The ICPC unit uses a tracking sheet for all outgoing placement requests, and that checklist now includes criminal background clearance information from the other state.

The changes to the OR-Kids system described above, will require the criminal background clearance check information be input into OR-Kids regardless who completes the licensing or certification of foster or adoptive homes, where children in DHS custody may be placed. This will include private licensing agencies, homes certified by Tribes and homes licensed by other states. Capturing this data in OR-Kids on all foster or adoptive homes will provide the Department with quantitative data that can be used with the qualitative data that will be provided from the SAFE Home Study quality assurance reviews to truly inform the Department on the timely and accurate completion of criminal background clearance checks.

Oregon is challenged to consistently match a child's needs in foster care to the appropriate substitute caregiver. There is an urgent need for more general foster homes as has been described in Item 35. Safety in foster care is a well-documented issue as well in Oregon, and the efforts underway to address this issue. The recent training of all casework staff in confirming safe environments is a primary example of Department efforts to improve safety in foster care. However, additional efforts are detailed throughout this assessment and summarized in Item 25, Quality Assurance.

Ensuring safety in adoptive homes is more readily accomplished through the adoption selection and placement matching policies in place for adoptive children. Please see more information in Item 35 regarding efforts underway to appropriately match an adoptive child with a family whose knowledge and skills can address the child's needs.

Item 35: Diligent Recruitment of Foster and Adoptive Homes

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide?

Please provide relevant quantitative/qualitative data or information that show the state's process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

State Response:

State Response:

Oregon maintains a three strategy approach to recruitment of foster and adoptive families in Oregon: General, Targeted and Child Specific recruitment. The basic efforts in Oregon are for generalized and targeted recruitment efforts. The vast majority of recruitment activities and success is reflected in Child Specific recruitment in the foster care program and subsequently in the adoption program. Child Specific is mostly focused on seeking out relatives and families who are known to the child to minimize stranger foster care.

A Regular Certified foster home is a family who has come forward to foster children who are in need of care. Most often these families with the assistance of the Department certifier identify the characteristics of children (age, gender, or special needs) for whom the family is best suited to provide care.

A Child Specific certification is more often a relative or family who has previously known the child needing care who becomes certified to care for that individual child or sibling group. These families who come forward are matched to the children needing care because of prior relationship with the family or child as well as the knowledge of the child's needs.

Oregon has continued to see a decline in the regularly certified foster homes over the last 3 years, a decline more dramatic than the decline in children entering foster care. Please see additional information in Item 28 for foster parents reports of needing additional support to provide care, which has a likely impact on retention of foster homes. There has been a growing concern in Oregon as to the depletion of certified homes. Interestingly it mirrors the same challenge that private licensed foster care agencies in Oregon are experiencing. It is becoming more challenging to recruit and retain foster families for children.

FFY	Regular	Net +/-	Special	Net +/-	Total	Net +/-
2015	1889	-190	1958	+31	3847	- 159
2014	2079	-270	1927	+47	4006	- 223
2013	2349		1880		4229	

*In 2010 the overall number of certified foster homes on 9/30/2010 was 4673. This is indicative of the ongoing decline in the number of certified regular foster homes available to children needing care and speaks to the need for strategic and focused efforts to develop effective recruitment plans.

The Department has been fortunate to have a Federal Children’s Bureau cooperative agreement for diligent recruitment called *GRACE: Growing Resources and Alliance through Collaborative Efforts*. The GRACE program is focused in 5 Districts and is intended to develop a Practice Model for Recruitment and Retention of families focused on Customer Service.

Over the federal fiscal years of 2014 & 2015 these GRACE districts are measuring the entrants and exits of newly certified families. While some families become certified within the year they may also exit during the year. There is not currently a summary report that can reliably report all the data. The GRACE team is analyzing the churn rate within the districts to better understand staff workload, retention rates, recruitment needs, and support needs for newly certified homes. Updated information will be available in the next annual report.

During the month of December 2015 the Department brought together all Child Welfare Program Managers and District Managers in the Manager’s Convening to discuss a number of issues pertaining to practice models as well as a Data Analytic sessions on various topics. One topic that was discussed in detail was recruitment and retention of foster families and the challenge for each District to begin utilizing the data to better understand what is occurring in their individual districts.

While some districts are better supported with data and data analytics the Department is moving toward a more thorough process in using data and moving into locally developed and implemented recruitment plans for each District in the state. The state office supports local efforts, but does not have a statewide recruitment plan at this time.

In the recent weeks during the development of this state self-assessment five districts were asked for feedback on their analysis of local impact on recruitment. Some feedback included;

1. Increased Out-of-Home-Care Assessments oversight resulting in closing homes. There is a residual impact on other families who are either friends or become concerned about their own future and end fostering due to the perception of increased risk of an out of home care assessment.
2. Fatigue; the children entering care are challenging and require specific skills and support to meet the child’s needs.
3. Improvement in the economy has people going back into the workforce.
4. Staff not available in local offices to respond to phone calls and questions when assigned to other casework functions within the branch.
5. Primary focus is child specific certification.

While these statements are not verified it does provide an interesting approach to finding out if indeed these assumptions are true and how the Department may attempt to mitigate these issues. There are some statements which mirror responses in the Foster Parent surveys over the last 18 months.

1. When I interact with the agency, I am treated with dignity, respect, and trust.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	39	11.1%	35	6.3%	92	7.6%	166	7.8%
Disagree	33	9.4%	56	10.1%	122	10.1%	211	10.0%
Neither agree or disagree	18	5.1%	65	11.7%	132	10.9%	215	10.2%
Agree	109	31.1%	198	35.6%	484	40.0%	791	37.4%
Strongly agree	151	43.0%	199	35.8%	365	30.2%	715	33.8%
No Answer	1	0.3%	3	0.5%	15	1.2%	19	0.9%
Total Responses	351	100.0%	556	100.0%	1210	100.0%	2117	100.0%

- When I interact with the agency, I am treated with dignity, respect, and trust.
 - Combined average 71.2% Agree or Strongly Agree with this statement.
 - This is better understood when reviewing the change over 18 months:
 - Fall 2014 the rate for Strongly Agreed was 43%
 - Spring 2015 the rate for Strongly Agreed was 35.8%
 - Fall 2015 the rate for Strongly Agreed was 30.2%.

2. The agency shows respect for my family values and routines.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	34	9.7%	31	5.6%	90	7.4%	155	7.3%
Disagree	32	9.1%	50	9.0%	134	11.1%	216	10.2%
Neither agree or disagree	28	8.0%	62	11.2%	133	11.0%	223	10.5%
Agree	109	31.1%	211	37.9%	433	35.8%	753	35.6%
Strongly agree	145	41.3%	198	35.6%	347	28.7%	690	32.6%
No Answer	3	0.9%	4	0.7%	73	6.0%	80	3.8%
Total Responses	351	100.0%	556	100.0%	1210	100.0%	2117	100.0%

- The agency shows respect for my family values and routines.
 - Combined average 68.2% Agree or Strongly Agree with this statement.
 - This is better understood when reviewing the change over 18 months:
 - Fall 2014 the rate for Strongly Agreed was 41.3% followed by
 - Spring 2015 the rate for Strongly Agreed was 35.6% and
 - Fall 2015 the rate for Strongly Agreed was 28.7%.

The Department has limited capacity to match the child ethnic and racial make-up with the fostering caregiver ethnic and racial make-up for children without relatives or friends known to the family who can be readily certified due to the reduction in the general foster care population noted above.

An additional barrier is the need for additional staff training on how best to use the system's search functionality and in understanding and using OR-Kids reports.

At this time the Department does not have a specific ethnic or racial recruitment nor retention strategy for general applicant foster homes.

**FFY 2015 Race Comparison: Oregon Children to Children
Served in Foster Care**

Race	% of Oregon's children*	% of children served in foster care
Black or African American	3.4%	6.6%
Asian/Pac Islander	5.3%	1.0%
White	67.9%	70.1%
Hispanic (any race)	21.8%	15.7%
American Indian or Alaska Native	1.6%	5.3%
Unable to Determine	n/a	1.3%

***Population data is always a year behind. Population data is from Puzzanchera, C., Sladky, A. and Kang, W. (2015). "Easy Access to Juvenile Populations: 1990-2014." Online. Available: <http://www.ojjdp.gov/ojstatbb/ezapop/>.

**Children Served in Foster Care, by Race
FFY 2013, FFY 2014 and FFY2015**

Race	FFY2013	FFY2014	FFY2015
Black or African American	7.0%	6.7%	6.6%
Asian/Pac Islander	1.2%	1.2%	1.0%
White	68.6%	69.7%	70.1%
Hispanic (any race)	16.4%	16.2%	15.7%
American Indian or Alaska Native	4.5%	5.6%	5.3%
Unable to Determine	2.2%	0.6%	1.3%

The families who are caring for the children:

Race	Percentage of Fostering Population
American Indian/Alaska Native	1.4%
Asian	> 1%
Black/African American	5%
Caucasian	72%
Hispanic	5%
Native Hawaiian/Pacific Islander	>1%
Unknown/Denied	16%

ORKIDS Reports: [FC-1004-D Home Provider Current Status Detail](#)

Run Date: February 19, 2016

Permanency

The data tables below indicate the number and percentage by race/ethnicity of total legal adoptions and guardianships in FFY 2015.

FFY 2015 Children with Finalized Adoptions, by Race

Race/Ethnicity	Number	Percent
Black or African American	40	4.9%
Asian/Pac Islander	14	1.7%
White	625	76.8%
Hispanic (any race)	119	14.6%
American Indian or Alaska Native	16	2.0%
Unable to Determine	0	0.0%
Total	814	100.0%

FFY 2015 Race of Children Exiting to Guardianship

Race/Ethnicity	Number	Percent
Black or African American	19	5.8%
Asian/Pac Islander	8	2.4%
White	212	64.6%
Hispanic (any race)	46	14.0%
American Indian or Alaskan Native	41	12.5%
Unable to Determine	2	0.6%
Total	328	100.0%

Oregon does not have a program wide general recruitment strategy for adoptive applicants primarily because that has not been the identified need for the state. On average, 75% of the children adopted in Oregon are adopted by their relatives or foster parents. Field adoption workers prioritize adoptive home studies for relatives and foster parents, then complete home studies for general applicants as requests come in and as time allows. In addition, 12 Oregon private adoption agencies with contracts with DHS complete general applicant home studies. For DHS-studied families only, there are generally 140 studied and waiting families at any point in time. (The number for privately studied families is unknown).

Oregon recruits for approximately 60-70 children or sibling groups at any given time resulting in at least twice the number of waiting adoptive families than there are children or sibling groups needing families. Therefore, Oregon has put its resources in child specific recruitment for those children and sibling groups who we know from the outset will be harder to place, who have not been matched with an already waiting family, or for whom general recruitment websites have not been successful. Oregon funds three child specific recruiters and The Dave Thomas Foundation funds an additional four through a grant. Each recruiter carries about 12 cases at a time. Because these recruitment activities are child specific, a child's ethnic and racial diversity needs are taken into consideration in each child's individualized recruitment plan. The effectiveness of the recruitment plans are measured by the number of children who receive their permanent family. And while a child's ethnic and racial diversity needs are taken into

consideration in each child's recruitment plan, matching considerations are based on all the needs of the individual child including cultural considerations but also safety, wellbeing and permanency.

One hundred and three children were referred for child specific recruitment services in the 2015 calendar year. Of those children, almost 50% have transitioned or are transitioning to permanent families (47 adoption and 4 guardianships). Eleven children were withdrawn from the service and 41 cases are still active. Although the demographics of the referrals and placements have not been tracked, it is known that these children represent Oregon's hardest to place population; large sibling groups, teens, and children with significant special needs.

In addition to child specific recruitment services for harder to place children, all children who are involved in adoption planning are placed on Oregon's adoption exchange website which is a password protected sight available for waiting families to view child bulletins. Children for whom we know recruitment will be more difficult or children on the Oregon website who have not had a successful match, can be featured on a public website through a contract with Northwest Adoption Exchange. In addition, Oregon has three nationally recognized Heart Galleries, and had two Wednesday's Child news programs; (one contract was recently discontinued). While these services are primarily for matching purposes, they also serve as a marketing resource to highlight the need for adoptive families in Oregon. For all children on Oregon's adoption exchange, meaning they are receiving general recruitment services, the median number of days before a match is made with a family is 127.

Overall Oregon recognizes the need for improvement in this area and is currently developing strategies for recruitment and retention of foster homes.

Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide?

Please provide relevant quantitative/qualitative data or information that show the state's process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

Please include quantitative data that specify what percentage of all home studies received from another state to facilitate a permanent foster or adoptive care placement is completed within 60 days.

Training on the Interstate Compact on the Placement of Children (ICPC) is offered to field staff on a quarterly basis, and the training includes a reminder that living in another state is not a barrier for relatives to be considered for placement. The ICPC process generally functions well in Oregon; ICPC staff in Central Office consistently receive feedback from Oregon staff and from community partners, praising them for being helpful and responsive. The Oregon ICPC office also has a good reputation with other states; Oregon ICPC staff have developed solid working relationships with counterparts in other states, and those relationships allow for better collaboration to achieve placement decisions and to support permanency and safety for children.

The ICPC unit in Central Office always has at least one ICPC Administrator available during business hours to assist field staff with any questions regarding placement in another state. The ICPC unit does function with a skeleton staff, so if there is a vacancy or one of the Administrators is out for an extended period of time, the unit quickly falls behind on keeping caught up with processing new ICPC requests, placement decisions, notifications of placement, and supervision reports.

In 2010, Oregon DHS entered into a Border Agreement with Washington Department of Health and Social Services in order to effect more timely and efficient interstate placements. This Agreement established an expedited process to assess the safety and suitability of prospective caregivers who have an existing relationship with the child but live across the state border.

The initial Agreement covered the areas around the Portland Metropolitan area, specifically Clark and Cowlitz counties on the Washington side and Clackamas, Multnomah and Washington counties on the Oregon side. In 2014, an updated Agreement was signed which covers counties all along the border. The expansion is being implemented in stages. Thus far, Benton, Columbia, Franklin, and Walla Walla have been added on the Washington side, and Morrow and Umatilla counties have been added on the Oregon side. Oregon and Washington are in discussion about expanding implementation all the way to the west coast.

For 2015, Washington sent 10 requests to Oregon, of which one was approved and the child was placed. For the same year, Oregon sent 18 requests to Washington, 8 of which were approved and children/sibling groups were placed in all eight of the approved homes. The Border Agreement allows each state to submit up to 75 requests per year, so it is apparent that this option is not being used nearly as often as was expected. It is not clear whether this is due to lack of need, lack of cases which fit the specific criteria, or lack of awareness in the field. Training was provided to local offices both in Washington and in Oregon in January 2015 prior to implementation of the eastward expansion, but despite that, there has not been the demand which was anticipated.

Oregon is in discussion with Idaho about the potential of implementing a Border Agreement similar to what we have with Washington.

Oregon currently has no efficient means of tracking quantitative data regarding what percentage of home studies received from another state is completed within 60 days. Any such tracking would have to be done on a manual basis, and it is too onerous and time-consuming for it to be feasible due to limited staffing resources in the ICPC unit. While some of the elements (such as receiving state, date request sent, date home study received) are entered into Oregon's Child Welfare Information System (OR-Kids), there are a number of challenges which impede the gathering of reliable data from the system.

One option for improvement in data collection for this item is for Oregon to join the National Electronic Interstate Compact Enterprise (NEICE), the electronic data exchange system developed for ICPC processing between states. The NEICE will allow tracking of home study request and completion dates. Oregon has engaged in some preliminary internal discussions about joining NEICE, and it is hoped that Oregon will proceed within the next year.

Oregon processed the following number of outgoing requests for home studies:

10/1/2013 to 9/30/2014	10/1/2014 to 9/30/2015
780	678

With regard to incoming requests, Oregon has a specialized unit of ICPC workers who complete home studies. These workers are out-stationed in various offices around the state, and each covers home studies for a particular region. In rare instances, the ICPC unit works with local branches to complete overflow home studies when ICPC workers are on leave for an extended time period or when workload exceeds capacity.

The temporary addition of 2 FTE in the spring of 2014 contributed to a sizable improvement in Oregon's timeliness rates, however those 2 FTE's have not been renewed and the number of ICPC home study workers has decreased by attrition since October 2015. It is not yet known to what degree that staff reduction will impact Oregon's ability to meet the deadlines. The ICPC workers are committed to and held accountable for meeting the 60 day deadlines, so it may be that in practice Oregon will see more preliminary reports and a longer completion time for the full home study and foster certification. If indeed the completion takes longer, further analysis

will be required to determine whether that is a result of reduced staffing or whether it is related to the increased supervisor review times as fidelity to the SAFE model is strengthened.

Incoming ICPC home study requests (other than parent placements):

10/1/2013 to 9/30/2014

--	Number	%
Timely (\leq 60 days)	204	67.3
Late ($>$ 60 days)	99	32.7
Total	303	100.00

10/1/2014 to 9/30/2015

--	Number	%
Timely (\leq 60 days)	245	78.3
Late ($>$ 60 days)	68	21.7
Total	313	100.00

In order to improve assessment of parents for possible incoming placements, the Oregon ICPC unit, in conjunction with representatives from the Safety and Well Being programs, developed a new Parent Home Study tool which is firmly rooted in the Oregon Safety Model. The prior tool was based on the Progressive Home Study which Oregon used a number of years ago, and it seemed to result in a less comprehensive assessment. The new tool provides explicit guidance which is consistent with the practice model followed by the rest of the agency.

ICPC home study workers have been piloting the new tool for a few months. Thus far, there has been no difference noted in the rate of approvals versus denials, however the workers report anecdotally that this tool drives them to focus on issues which are more relevant to child safety and well-being. A Quality Assurance Review is planned for the all-ICPC staff meeting scheduled for May, and the hope is to be able to finalize the tool thereafter.

The Oregon ICPC unit began to track placement numbers in 2014:

--	10/1/2014 to 9/30/2015	10/1/2015 to 2/15/2016
Outgoing	220	63
Incoming	98	33

Based on these numbers, outgoing placements occurred at a rate of 32.4 percent of requests, and incoming placements occurred at a rate of 31.3 percent for FFY 10/1/2014 to 9/30/2015. Oregon currently is not tracking the disposition rate (approvals versus denials). Using Placements as the numerator and Requests as the denominator provides only a rough approximation because the specific Placements may not correspond directly to the specific Requests and there is no adjustment for denials, but it does show that Oregon is using cross-jurisdictional resources at a rate at least comparable to other states.

The task of identifying prospective out-of-state placement resources falls to the case worker and any field staff who assist with locating relatives. When reunification with parent is not possible and no appropriate relative placements can be located, Oregon utilizes recruitment options including the Northwest Adoption Exchange, ADOPT US KIDS, Wednesday's Child in Idaho, Wendy's Wonderful Kids, and the Heart Gallery. For children who need wider exposure, case workers can refer to a Child-Specific Recruitment Specialist (CSR). The CSR will gather extensive information and will conduct wide-ranging recruitment including nationwide if needed. Unlike some states, Oregon DHS will contract with licensed private agencies in other states to conduct post-placement supervision. This widens the net and the speed of potential placements for children in that it allows families to be considered and selected on the basis of their existing home study, rather than needing to wait for months while an ICPC home study is completed.

Given the parameters of Cross-Jurisdictional resources, Oregon asserts this systemic factor is routinely functioning in Oregon.