

## Analysis

### Item 14: Department of Human Services

#### Child Welfare

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**Analyst:** Laurie Byerly

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

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

Caseworker Turnover – DHS continues to see high turnover; over the 12 months ending August 2018 the agency lost three-fifths as many caseworkers as were hired, with 387 new hires only resulting in a net increase of 154 caseworkers. However, retention numbers appear to be improving in more recent months.

The agency indicates the new case aide positions approved by the Legislature in the 2018 session are helping improve caseworker retention by easing workload as these employees assist caseworkers with paperwork and other case-related activities. The last group of these positions phase-in for hiring in January 2019. Child Welfare recently filled senior management and other central office positions that are expected to help stabilize the program. Some of these hires have been implemented as doublefills, which works against an effort to improve position management practices and contributes to a projected program budget deficit that is addressed in the DHS rebalance plan (Item 17).

Caseworker Training – The Department provided caseworker attendance counts for specific types of training from January through September 2018; more than 4,800 training slots across 11 classes or modules were filled over that nine-month period. The program is receiving positive feedback on the simulation training that has been embedded into several of the training courses. Simulations are structured activities that give new staff an opportunity to practice skills, particularly ones they may need in high-stress situations, while receiving immediate coaching and feedback.

Supervisor Training – Supervisors are receiving training on human resources topics targeted at supporting efforts to improve skills in hiring, performance management, and accountability. A workgroup is still researching curriculum to find a product that will address gaps in current offerings, along with supporting program improvement and redesign efforts. A final recommendation on enhanced supervisor curriculum is expected to be made in late January 2019.

Workforce Professional Development – The Department is working on an advanced training program to address caseworkers' professional development needs after their first year on the job. The program will require 15 hours of training annually; practice models, emerging issues, and policy

changes have been identified as appropriate training topics. Regional in-service training days for all child welfare staff are also being implemented starting in 2019.

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

Child Abuse Hotline – Child Welfare has transitioned 11 counties to the new, centralized hotline, with the remainder scheduled to move by the end of March 2019. Challenges facing the hotline include ensuring adequate local coverage as districts transition; meeting an ambitious timeline; carrying out an aggressive training plan; and finding budget capacity for technology enhancements and building infrastructure. While the agency did not previously receive funding to explicitly support the hotline, it has used existing budget and staff to begin the transition. In addition, hotline expenditures are included as a need within the DHS budget rebalance (Item 17) and included as part of the agency’s request for an allocation from the Child Welfare special purpose appropriation (Item 18).

Other Updates – The program continues to work on and indicates progress in the following areas:

- Building capacity in Behavior Rehabilitation Services (BRS) care settings.
- Implementing a new abbreviated assessment tool to help balance workload with child safety.
- Using a mobile certification team to processing foster parent applications more quickly.
- Providing, to working foster parents, a stipend to help defray the cost of child care.
- Making respite care, mentorship, and flexible funding more available to foster parents.

**Legislative Fiscal Office Recommendation:** Acknowledge receipt of the report.

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

**Recommendation:** Acknowledge receipt of the report.

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

### Child Welfare Staff:

#### **Staff Turnover**

Between September 2017 and August 2018, the Department had a net gain of 156 Social Services Specialist 1 (SSS1) staff. The Department continues to experience internal promotions but at a slower rate than seen earlier in the year. The Department notes its recruitment is up 60 percent and retention is up 120 percent from July 2017 to July 2018. Child Welfare continues its development of the Oregon Executive Leadership Team, which includes the 16 District Managers, the Hotline Manager, and the 14 Senior Program Managers in Central Office. One of the items leadership is focusing on is retention of staff and has put in place a requirement for supervisors to meet with new staff once a week in one-on-one confers and at least once a month with more experienced staff.

#### **Staff Hires**

The MAPS positions have been hired and trained and are working throughout the state, in many practice areas including supporting caseworkers, attending case staffings at critical junctures, mentoring, and training new or struggling caseworkers.

The Department notes several senior management positions have been hired. In addition, 158 of the 186 new positions received by Child Welfare in the February Legislative Session, have been posted for hiring or have been hired. The remaining 25 position recruitments will be posted in January 2019.

The Department continues to double fill positions in the Central office, in the Interstate Compact on the Placement of Children (ICPC); in Permanency, which handles Adoption and Guardianship Assistance; and in the Field Services section. DHS has been directed to address its position management practices including the use of double fills. As of October 31, 2018, the Program Delivery section had 323 vacant positions and the Program Design section had 16 vacant positions in the PICS system.

## **Training**

The program reports which staff have completed each module of caseworker training. It also reports supervisors are continuing to meet quarterly to receive training on specific issues. The Child Welfare program is working with DHS Human Resources to develop webinars on supervisory responsibilities such as hiring and trial service.

The Supervisor Curriculum Workgroup has been slowed by internal transfers and the need to review a large volume of information on the curriculums used by other states. The program hopes to report progress on this item in its next report.

The Child Welfare program has put together a chartered workgroup to develop an advanced training program for workforce development for all child welfare staff. This focuses on training for staff who has completed their first year. The program will require 15 hours of training annually, to assure fidelity to the practice model, address emerging issues, and to assure appropriate and timely implementation of State and Federal policy changes. Regional trainings have been scheduled from September 2018 through June 2019. Starting in 2019, the program will implement a yearly in-service training day for all Child Welfare staff on a regional basis. This will allow staff to complete half of their required training hours in one day.

## **Oregon Child Abuse Hotline:**

The centralized Oregon Child Abuse Hotline is in the middle of transitioning the 15 individual reporting hotlines to a centralized Hotline. Eleven counties have transitioned to the Hotline and the remaining counties will transition by district between November 2018 and March 2019. The Department expects the Hotline to be statewide by April 2019, operating 24 hours a day, seven days a week. The Department continues work on a new screening tool, which will be integral to the success of the centralized screening process.

## **Practice Change:**

The Child Welfare program continues to use its new Abbreviated Assessment protocol in appropriate cases and is working to reduce the backlog of overdue assessments using both the Overdue Assessment tool and its traveling Child Safety team in districts in need of additional help. Finally, work on the new family plan form will combine several current forms and the statewide protocol for case transfers between workers, are both on track.

## **Foster Care and Behavioral Rehabilitation System Capacity Building:**

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

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

Mobile Certification Unit, which moves around the state to districts that need help processing foster home certifications timely.

One of the strategies the Child Welfare program is focusing on is to increase the number of foster parents is its partnership with Every Child Oregon. They have launched a new campaign called, “The Power of Showing up,” which increases inquiries about and participation in fostering or adoption, volunteering in child welfare, providing respite for foster children, or addressing the tangible needs of foster children. In the first month of the campaign, the inquiries doubled in every category. Every Child Oregon and Microsoft Philanthropies continues to implement a Customer Relationship Management tool to track, record and update the inquiries received.

Under the Child Care Stipend Program approved during the 2018 Legislative Session, a working foster parent will be given a \$375 reimbursement for childcare expenses for children between the ages of zero and five. The program reports stipends totaling \$394,115 have been disbursed to 329 providers since June 31, 2018. The providers were caring for 439 children.

The Child Welfare program reported on the \$750,000 in funding released to support foster parents. The Department is using 60 percent of the funding to develop a respite care program for foster parents caring for high needs children. The Request for Proposal (RFP) issued to find a respite care provider was unsuccessful. The program intends to distribute the funding to District offices to develop and bolster local respite efforts providing foster parents with resources. Twenty-five percent of the funding will be used to develop a mentoring program for new foster parents. Responses to the RFP issued for this program are being reviewed and the Department believes the final award will be issued by the end of 2018. The final 15 percent of the funding will be used to meet the immediate supply needs of foster parents. The funding has been allocated to the Districts and is on track.

### Organizational Challenges:

Child Welfare has made progress with the placement of high needs children, but still struggles to find appropriate placements for children and youth with high needs and is working with its partners, the Oregon Health Authority and the Office of Developmental Disability Services, to develop additional resources.

In a separate report to the Emergency Board, the Child Welfare program is requesting an increase of General Fund in the amount of \$19 million for the 2017-19 biennium. In a third letter, the program is requesting the release of a \$2.5 million Special Purpose Appropriation.



# Oregon

Kate Brown, Governor

## Department of Human Services

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October 29, 2018

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



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

Dear Co-Chairpersons:

### **Nature of the Report**

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

### Budget Note Language

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

*For the first interim report, the Department will provide information on data and metrics around recruiting, hiring, training, and retaining caseworkers, for legislative review and feedback toward developing a uniform reporting framework or dashboard for future meetings. This reporting should include information on staff turnover, such as separation rate and counts, length of service, separation reason, and agency strategies to address those reasons. Other related policy, workload, or organizational challenges and potential solutions should also be outlined. In addition, program*

*“Assisting People to Become Independent, Healthy and Safe”*

*changes or progress updates coming out of the Unified Child and Youth Safety Implementation Plan process, particularly those associated with potential budget needs or adjustments, should also be covered in the report.*

**AGENCY ACTION – During Reporting Period**

**Staff Turnover**

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

MEASURES	2017				2018								12-MO AVG
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	
Total # of New SSS1 Caseworkers <sup>1</sup>	28	21	20	20	30	23	38	36	35	44	45	47	32.3
Total # of SSS1 Caseworker Separations	12	20	20	25	18	18	18	18	18	20	25	21	19.4
<b>Impact on Total Caseworkers</b>	<b>16</b>	<b>1</b>	<b>0</b>	<b>(5)</b>	<b>12</b>	<b>5</b>	<b>20</b>	<b>18</b>	<b>17</b>	<b>24</b>	<b>20</b>	<b>26</b>	<b>12.8</b>
Total # of SSS1 Caseworker Promotions <sup>2</sup>	3	1	2	3	21	20	8	9	9	2	4	7	7.4

<sup>1</sup> New SSS1 Caseworkers: Hired or promoted into SSS1 position from inside or outside of DHS

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

The data above reflects the total number of caseworkers hired in the past twelve months as well as the total number of caseworkers who have left their positions. Both the number of hires and the number of separations increased in August resulting in a positive net impact of 26 positions, the highest number over the twelve-month period. Seven of those 21 separations were promotions. *Although our numbers look small, from July 2017 to July 2018 we increased our recruitment by 60% and our retention by 120%.*

The Oregon Executive Leadership Team, which consists of the 16 District Managers, Hotline Manager, and the 14 Senior Program Managers in Central Office has been working on leadership team building since March of 2018. The team met for two days of engaged skill building for each of the past eight months; it has been impressive to see the growth of the team. This team is developing a strong structure that allows us to work together in both policy and practice to better move the dial on our desired outcomes. One of the outcomes we are working on is retention of staff. We are implementing weekly confers with all new “SSS1” caseworker staff who have been with Child Welfare for less than two years. For workers who have been with us over two years supervisors will have confers with those staff at a minimum of once a month. These confers are one hour long in a private setting, so that their conversation can focus on excellent practice, difficult cases, and support for the new workers, so they do not become overwhelmed and leave the agency. All supervisors across the state are receiving clinical supervision training during their quarterly meetings which will ensure consistency of practice.

**Mentoring, Assisting and Promoting Success (MAPS)**

Formerly known as Consultant Educator Trainers (CETs), these positions were renamed Mentoring, Assisting and Promoting Success (MAPS) to convey the right message and the acronym itself depicts the way forward.

The 50 MAPS (Social Service Specialist 2 – SSS2) positions were approved by the Legislature in 2017. The MAPS attended 2.5 days of MAP orientation training providing them with the tools they need to support and guide new caseworkers through their first year. The MAPS participate in quarterly

meetings where they are provided advanced training on various topics that assist them in enhancing their knowledge and skills. They also are engaged in a statewide networking and practice sharing. These opportunities support their ability to provide well rounded mentoring and supports to new caseworkers.

The MAPS primary responsibilities are as follows:

- Supporting caseworkers through their first year on the job by going out with them on their first assessment(s), attending court, and provide coaching around meetings with parents, family and community partners.
- Assisting new caseworkers in conducting comprehensive child safety assessments, developing a case plan with the family, engagement with children and families and reviewing and evaluating child and parent progress.
- Attend case staffing with the caseworker and their supervisor at critical junctures in the case to assure decision making is sound.
- Provide mentoring and training to support struggling caseworkers who are beyond their first year of employment.
- Provide group supervision (working through individual cases with a team of caseworkers as a learning/teaching mechanism).
- Provide training to caseworkers on topics related to practice model fidelity.
- Review cases at the point of transfer to minimize any gaps in communication.
- Assist in the development and implementation of staff retention activities.

#### Staffing

Child Welfare continues to hire senior management positions to support the necessary work. Most recently, the Agency hired a Deputy Director, Foster Care Manager, Treatment Services Manager and D2 District Manager.

Of the 186 supplemental positions that were approved by the Legislature during the 2018 legislative session, three were transferred to Human Resources to assist with CW recruitment, and 158 have been rolled out for hiring. These positions are at varying stages, some have been filled, some are in recruitment or in the onboarding process. The remaining 25 positions will be rolled out for hiring in January 2019.

Due to the increase in SSS1 staff, we continue to partner with Portland State University Child Welfare Partnership to increase the capacity of Essential Elements training for new caseworkers to ensure training is provided timely to new caseworkers.

We continue to invest in workforce optimization by hiring positions in ICPC, Permanency and Field Services. These positions, although double fills, will continue to move us towards 100 % workload model which allows us to meet service delivery timelines. Child Welfare continues to work with The

Office of Research, Reporting, Analytics and Implementation to more accurately quantify the necessary staff needed to meet the workload requirements of Child Welfare.

### **Caseworker Training**

*The following table shows the number of caseworkers that attend training (that are still with the agency) from January 1st, 2018 to October 1st, 2018*

<b>Training</b>	<b>Number of Attendees</b>
Pre-requisite online training for new workers	3807
Essential Elements	219
Family Conditions	123
Well Being Needs of Children	112
Advocating for Educational Services NetLink	205
Trauma Informed Practice Strategies	127
Preparing and Presenting for Success in Court	93
Foundations Training of Regional Trainers	11
Adoption Committee Member Training NetLink	70
Certification and Adoption Worker Training	12
SAFE Home Study Training	41

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

### **Quarterlies**

Fall quarterlies were held in 3 locations. **119** Supervisors attended, and we received 57 evaluations. Field presented updates from Central, and formal training was presented on Suicide Prevention and supervising to LGBTQ issues, and the beginning of a series that will utilize the Vision for Supervision cards.

Winter quarterlies will include training on enhancing supervision skills and supervision time with staff or Managing to Trauma. Suggestions welcome.

### **Enhanced Training for Supervisors**

#### **Webinar Series on HR**

Five webinars are in development in partnership with HR to provide CW Supervisors with training on HR topics tailored specifically for them:

- What Can HR Do For You (July) **24 supervisors attended**
- Assembling an Interview Panel (August) **15 supervisors attended**
- Hiring Matrix/Veteran's Preferences (Sept/Oct) **19 Supervisors attended**
- Trial Service (**Nov**)
- Setting Expectations for Current Employees (**December**)

#### **Supervisor Curriculum workgroup**

Tracy Wilder had been working with us on this project as the assigned project manager and then this project as well as many others were transferred to OCWP. October's meeting was canceled because of

this change. Multiple curriculums from other states were received and interviews were conducted by Casey in August to help with needed research. We are currently reviewing all the curriculum but there is a large volume! There is a great deal of work to do and we are anxious to get back on track with someone assigned to help us manage the supervisor curriculum redesign project.

This is a critical project that needs support to determine and define a course of action. **Decisions that need to be made:**

- Determine final recommendations for an enhanced supervisor curriculum to be implemented in 2019. Target date for final recommendations: 1/20/2019
- Determine “who” will help us design/adapt the selected curriculum.
- Determine if we are going to continue to contract with PSU for the 2019-2021 curriculum delivery through a WOC. If the decision is no, notify PSU of this decision.
- If the decision is no, determine resources needed to implement a redesigned curriculum.

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

*Update: In conjunction with ORRAI it was determined that an alternative methodology would produce more useful and comprehensive data. We look forward to our next report to update on the specifics.*

### **Workforce Professional Development**

Planning is underway with a chartered workgroup that has met several times to develop an advanced training program for workforce development for our child welfare staff. This plan will include on-going professional development to caseworkers beyond their first year of employment. This program will require 15 hours of training to be completed annually to assure fidelity to the practice model, address emerging issues, and to assure appropriate and timely implementation of State and Federal policy changes. The advanced training program will help enhance practice, improve outcomes for children and families, and will result in improved support and retention of caseworkers. The costs associated with the advanced training will be claimed at the Title IV-E enhanced rate, offsetting the cost to the State; and maximizing the State’s financial investment. Multiple advanced trainings have been scheduled regionally from September 2018 to June 2019.

Starting in 2019, our DHS Child Welfare leadership team has approved a plan to implement a yearly in-service training day for all child welfare staff. This training will be provided regionally to minimize travel. The purpose of the Child Welfare Regional Training Days is to provide staff (SSS1s) with the opportunity to obtain up to 6.5 hours of advanced professional training per year. By offering regional training days throughout the state, SSS1s will be able to complete almost half of that requirement in one day. Each training day will include training on multiple areas of child welfare practice with one general workshop training topic that all attendees will be required to attend that will be focused on a Trauma related topic. The Child Welfare Training team is leading this effort and currently securing dates and venues for 2019.

A workgroup has been formed to design the advanced training capacity and many activities are now underway. This work group has monthly meetings scheduled to formalize the advanced workforce development training requirement.

### **Oregon Child Abuse Hotline**

Centralizing Oregon's fifteen Child Abuse Hotlines was initiated from the findings in the Public Knowledge Independent Review. Governor Brown commissioned that independent review in 2016 where it recommended a coordinated and timely response to reports of abuse and neglect. This work is a priority for DHS Director, Fariborz Pakseresht and Child Welfare Director, Marilyn Jones as well as our DHS staff, stakeholders and community partners. Three parts of the work is well under way: Centralized Hotline Project (in process for 1.5 years and set to end in summer of 2019); building the Oregon Child Abuse Hotline, a new infrastructure and operation from the ground up; and developing a unique screening program for the State.

To date, we have transitioned one-third of the State's hotlines to the new location in the first phase of implementation: Linn, Benton and Lincoln Counties (District 4); Coos and Curry Counties (District 7); Morrow and Umatilla Counties (District 12), Harney, Grant and Malheur Counties (District 14) and Clackamas County (District 15). The remaining Districts will transition between November 2018 and March 2019 for statewide implementation. When fully operational in April 2019, the Oregon Child Abuse Hotline will operate 24/7/365 with fully trained staff and adequate technology resources.

On September 12th, Governor Kate Brown and Senator Sara Gelser visited the new facility of the Oregon Child Abuse Hotline accompanied by a mandatory reporter, Dr. Cathy Lang from The Children's Center, and several media outlets. We discussed a renewed focus on safety, consistency and customer service for all Oregonians. We also shared our common vision of the Oregon Child Abuse Hotline to engage our communities, including mandatory reporters, by responding to reports of abuse, in a transparent way. Our vision, is to ensure that children and youth, are safe in their communities. We are currently working on the best plan to strengthen our level of service to make sure children are safe and families thrive. We also shared challenges that our Hotline is currently facing: adequate statewide coverage of Hotlines across the state while Districts are transitioning, adequate budget to execute enhancements to technology and building infrastructure, an aggressive training plan and timeline.

### **Practice Change**

Child protective services workers continue to utilize the new Abbreviated Assessment protocol that was developed earlier this year. Since February, 387 assessments have been closed using this new tool. In addition to the Abbreviated Assessment protocol, an Overdue Assessment tool was also developed in order to allow limited documentation on cases where contact has occurred, children are safe and the allegations are unfounded.

Districts with a high percentage of overdue CPS assessments are receiving extra assistance by the Child Safety Consultants and Coordinators. A team of 10-12 will be traveling District to District over the next 6 months to assist in completing the overdue. Currently the Child Safety team is working in Linn and Lane counties. Thus far, well over 650 assessments have been completed.

The family plan, a form that combines several current forms, is on track. Expected impact is to reduce caseworker workload, improve communication and provide concise information to all parties on the case. The work of the statewide protocol for case transfer between workers continues as well, and both changes should be implemented together by February of 2019.

Structured case staffing for children in care longer than two years who are not near permanency has begun. Analysis of systemic barriers to permanency, along with practice changes that need to occur, will be gleaned from the staffing.

**Expanding Residential Capacity**

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

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

***Foster System Capacity***

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

MEASURES	DESIRED DIRECTION OF CHANGE	6/2018	7/2018	8/2018	CHANGE FROM PRIOR MONTH	8/2017	CHANGE FROM PRIOR YEAR	12-MONTH TREND
<b># OF OPEN DHS-CERTIFIED FOSTER HOMES, BY TYPE:</b>								
CHILD-SPECIFIC FOSTER CARE	▲	2,708	2,700	2,669	NOT IMPROVED	2,641	IMPROVED	
GENERAL FOSTER CARE	▲	1,535	1,525	1,527	IMPROVED	1,547	NOT IMPROVED	
<b>TOTAL FOSTER CARE</b>	<b>▲</b>	<b>4,243</b>	<b>4,225</b>	<b>4,196</b>	<b>NOT IMPROVED</b>	<b>4,188</b>	<b>IMPROVED</b>	

Child Welfare recently hired a new manager to oversee the Well-Being (Foster Care Retention and Recruitment) unit. We also hired another new manager to oversee the Treatment Services Unit. They will be working together to create a seamless system while we continue the recruitment for a manager who will oversee both programs at the strategic level. This team is excited about the new structure and looking forward to building a collaborative continuum of care statewide.

Last month we highlighted the launching of our partnership with Every Child and Child Welfare. The new campaign is called “The Power of Showing up”. Last month we were pleased to give you the following numbers:

- **49** Foster Parenting/Adoption
- **51** Volunteer
- **30** Tangible Needs
- **26** Respite

This month we’ve had 537 inquiries:

- **180** Foster Parenting/Adoption inquiries
- **170** Volunteer inquiries
- **101** expressed interest in learning more about providing Respite for foster parents
- **90** expressed interest in learning more about meeting Tangible Needs.

As a reference point, from January - August 2018, Every Child Oregon averaged *241 total inquiries* (foster and volunteer) per month, so during our campaign we're pacing at nearly **189%** of the "norm" in total inquiries, **154%** for Foster Parenting and Adoption inquiries, **142%** for Volunteer inquiries, **134%** for Respite and **113%** for meeting Tangible Needs. We are currently working on next steps; how to develop tools to make applications easier and more available. Looking at our current processes and how to streamline without reducing the safety of the children we serve as well as to create one portal for our foster parents to enter and track resources through the process.

### **Expanding Foster Home Numbers and Capacity**

Oregon prioritizes placing children who cannot remain safely at home, with family or someone known to them. We refer to these as 'child specific certifications'. The number of child-specific certifications remains high which demonstrates efforts to place children with kith or kin. Generally, child specific foster homes do not continue to provide foster care once the child(ren) they applied to care for have been reunited with their family, placed with a guardian, or have been adopted. Certifying child-specific foster homes, while crucial to children maintaining their family connections and other relationships, may require significantly more time and staff resources, which is not currently accounted for in our staffing model. This may also cause delay in the certification process of general applications.

To help address the wait time for certification of general applicants, a Mobile Certification Unit was formed in the Spring of 2018. Based on data showing where the greatest need is for assistance with processing general foster care applications across the State, this team began by assisting the La Grande office in April, and the North Clackamas office in June. To date the mobile certification unit has served Deschutes, Wasco, Lake, Umatilla, Josephine, Linn/Benton and Clackamas Counties. They are scheduled to serve Union, Polk, Douglas, Yamhill and Clatsop by the end of December.

In addition, the Legislature's recent approval of the Child Care Stipend Program will assist in the recruitment and retention of Foster Parents. The Child Care Stipend Program was implemented in May 2018 and provides a \$375 reimbursement for child care expenses for working foster parents for children in their care ages 0 through 5. This stipend to date has served, 329 providers, 439 children at a cost of \$394,115.00 as of September 30, 2018.

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

- A. In September, Every Child and DHS launched a marketing campaign, which is designed to dramatically boost inquiry figures.

Facebook Since 9/4/18:

- 572 new page likes / Average 15 per day
- 15,409 engagements (people who clicked on our page) / Average 421 engagements per day
- 458,553 people reached (# of people who had our content come across their screen) / Average 11,758 people reached per day

### Historical Figures (Jan-Aug 2018)

- Average 143 page likes per month / Average 4.7 new page likes per day
- Average 5,225 engagements per month / Average 172 engagements per day
- Average 52,541 people reached per month / Average 1,730 people reached per day

Pace compared to first 8 months of 2018:

- Pacing @ 319% in average daily new page likes
- Pacing @ 245% in average daily engagements
- Pacing @ 680% in average daily reach

B. Every Child and Microsoft Philanthropies are implementing a world-class Customer Relationship Management (CRM), which will dramatically improve the ability to track, make changes to records, and essentially update the critical status of each inquiry.\* Each individual inquiry will have a strategic engagement strategy designed to move him or her “down the funnel” toward deeper involvement with DHS.

*Update: This tracking tool is still under development.*

C. Every Child and DHS are in discussion about a “targeted recruitment” effort to increase the number of African American, Native American, and LGBTQ foster family inquiries, with a focus on the Portland Metro area.

*Update: Discussions are still underway with the targeted groups.*

Every Child is currently present in 13 counties and is on track to be in 18 counties by the end of 2018 and 25 counties by the end of 2019.

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

### **The Power of Showing Up**

Regarding foster care capacity, our partner, Every Child, launched a new campaign, The Power of Showing Up, on September 4th. The campaign aims to invite and inform Oregonians about the many ways they can make a difference for children and young adults in the foster care system. The goals of the campaign are to increase awareness, get community members and businesses showing up with their time and resources, and ultimately to increase the amount of certified foster families in Oregon. Every Child will be piloting new marketing strategies in seven Oregon counties to determine the strongest methods for ongoing marketing and recruitment of foster families.

Radio ads and social media advertising will reach across Oregon, but the counties for targeted focus include: Clackamas, Deschutes, Douglas, Josephine, Marion, Multnomah and Washington.

The campaign message to Oregonians is “Together, we can SHOW UP for every child in Oregon.” There is Power when:

- Foster parents SHOW UP by providing a safe, healthy home for a child to thrive.
- Welcome boxes SHOW UP at the DHS office.

- Office Buddies get a text and SHOW UP.
- Neighbors SHOW UP with a meal for a new foster family.

PHASE 1: The initial launch includes social media ads, radio ads, social media content, launch of Every Child ambassadors, and billboards. Inquiries since the September 4th launch of Phase 1 of the campaign total 195. Many of those responding expressed interest in getting involved in multiple ways (i.e. becoming a #ShowUpOregon ambassador, volunteer, etc.). Respondents identified their interest in the following:

- 32 Foster
- 17 Adoption (14 of those also selected Foster)
- 51 Volunteer
- 30 Tangible Needs
- 26 Respite

Phase 1 will continue through October 31, 2018.

### **Listening to Youth Voice**

Oregon Foster Youth Connection (OFYC) empowers current and former foster youth to share their voice and to be heard in key decisions affecting children and young adults in foster care. Child Welfare continues to meet with the Oregon Foster Youth Connection to discuss policy recommendations for the 2019-2021 legislative session. These youth and young adults are uniquely experienced to identify ways we can improve the foster home experience of children and young adults in our care.

### **Foster Care Support and Development**

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

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

A Request for Proposal was issued but no acceptable responses were received. In lieu of issuing an amended RFP - funding will be provided to District offices to develop and bolster local respite efforts providing foster parents with resources and financial relief.

#### **Trained Mentors for Foster Parents** (25% of the funding to be used to develop a mentoring program for new foster parents)

A Request for Proposals has been issued, the initial screening has been completed and the final award should be issued before the end of 2018.

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

#### **Action Requested**

Acknowledge receipt of report.

#### **Legislation Affected**

None.

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

Sincerely,

A handwritten signature in black ink, appearing to read 'ELM', written in a cursive style.

Eric Luther Moore, DHS Chief Financial Officer

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