



Presentation to the 2023 Joint Ways and Means Subcommittee on Human Services

Child Welfare Division

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February 2023

Outline

- I. **Who we are**
- II. Who, where and how we serve
- III. Tracking our progress
- IV. The work ahead
- V. Governor's Budget
- VI. Closing remarks

Vision for Transformation

All children deserve to experience safe, stable, healthy lives and grow up in the care of their loving family and community

- Focus on racial equity and anti-racism
- The spirit of what we believe the child welfare system can and should be in Oregon
- Created through collaborative discussions with our workforce, community partners and Oregon Tribes



Three Guiding Principles of the Vision for Transformation

1. Supporting families and promoting prevention



2. Enhancing our staff and infrastructure



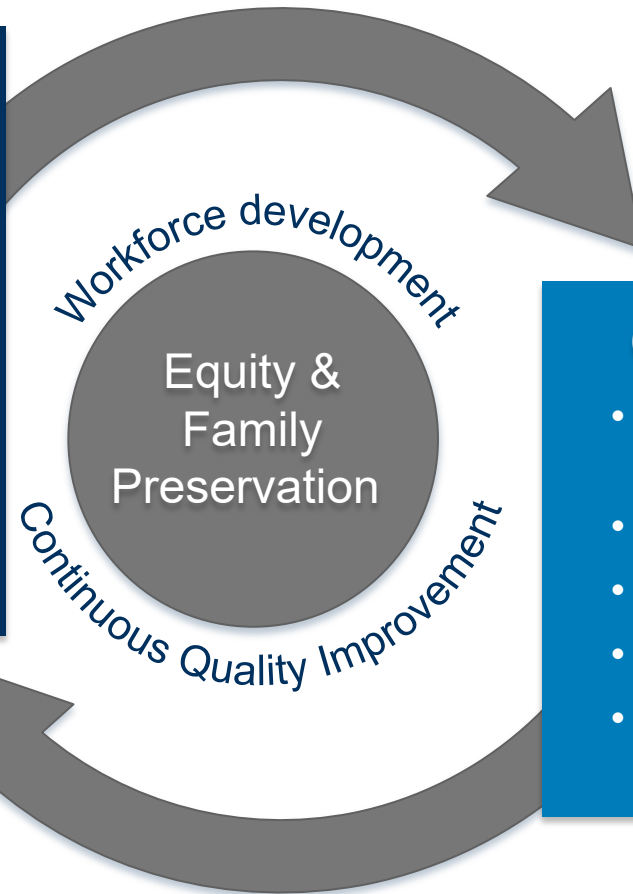
3. Enhancing the structure of our system by using data with continuous quality improvement



Child Welfare Division Areas of Work

Community-facing

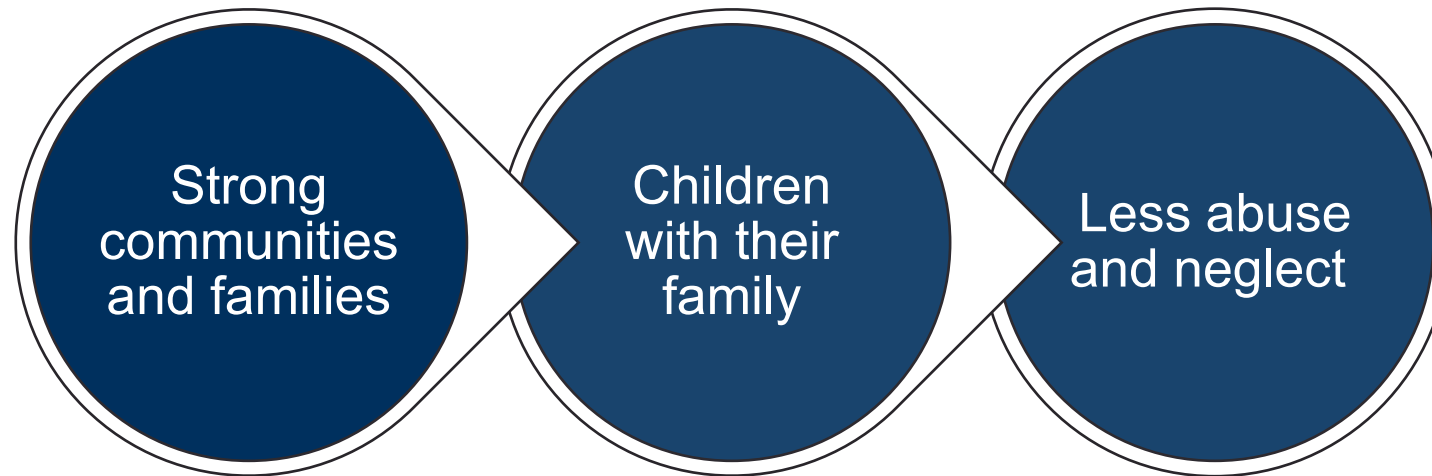
- Oregon Child Abuse Hotline
- Child Safety
- Permanency
- Youth Transitions
- Treatment Services
- Foster Care
- Fatality Prevention and Review
- Resource Parent Retention & Recruitment
- Health and Wellness



Operations & policy

- Interstate Compact for Placement of Children
- Federal and State Policy and Revenue
- Business Operations
- Contracts
- OR-Kids

Who we are



Family First | Community Centered | Culturally Responsive

Story of transformation



Punitive and paternalistic

Lack of equity lens

Lack of implementation capacity



Investment in workforce and resource families

Engaged Tribes and communities

Data-informed strategies

ORCAH transformation



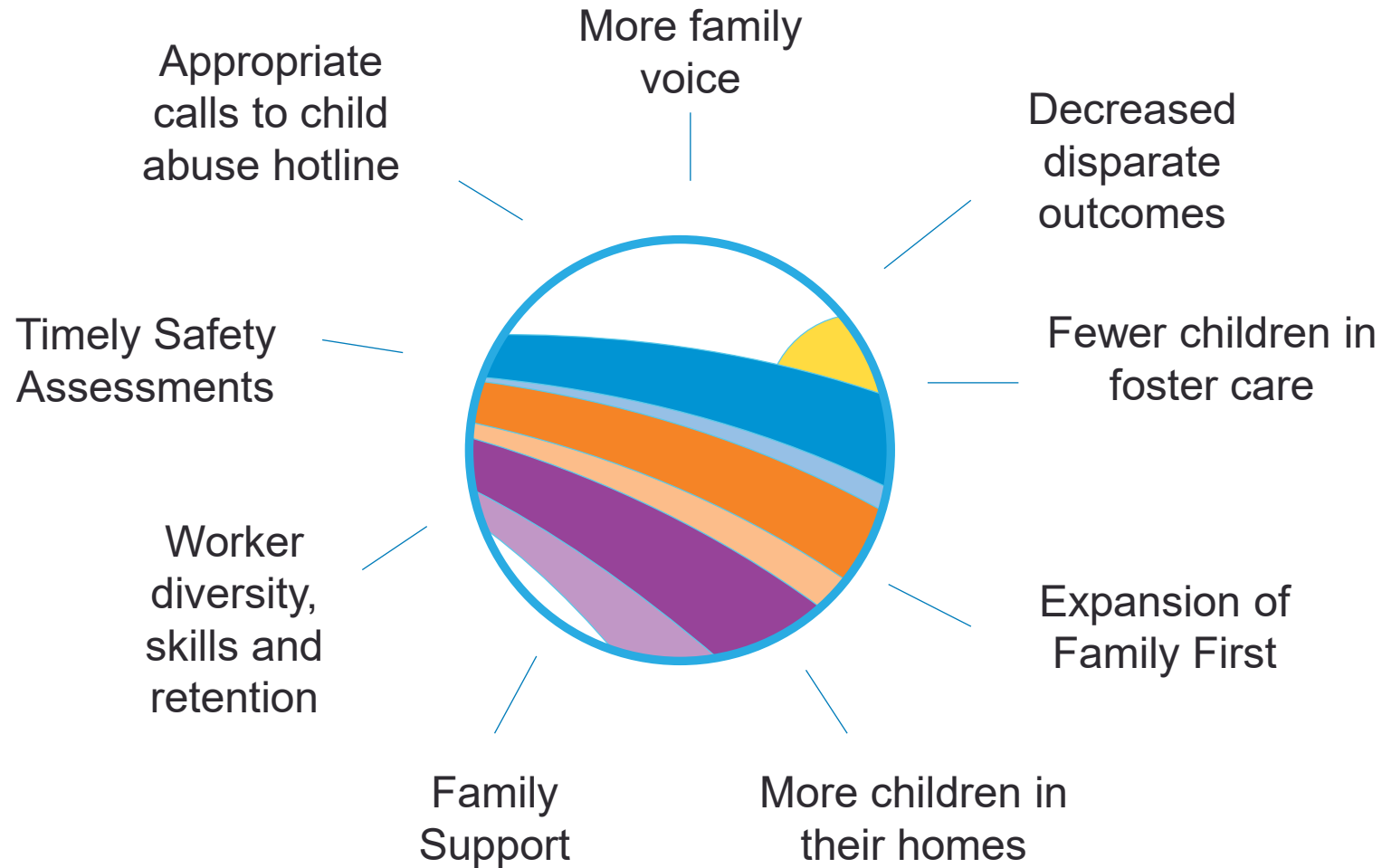
Prevention and preservation

Full equity framework

Community-driven

Implementation capacity

Vision for Transformation impacts and outcomes



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How our programs impact Oregon communities



Children grow up in their **safe and nurturing** family home.

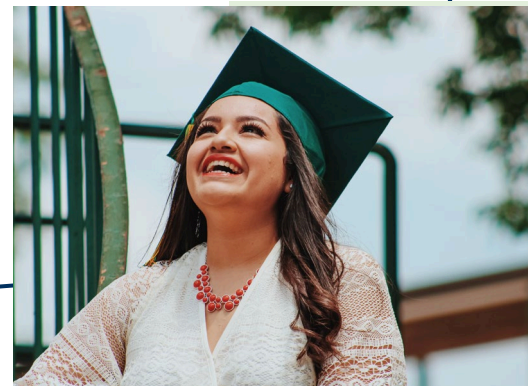


Opportunities for children and youth with **specialized needs** such as Behavior Rehabilitation Services

Strong and Thriving Communities



Responds to people displaced by **pandemic, wildfires, and other disasters**



Children can **prepare for the future** because they have the opportunity to develop intellectually, socially and emotionally

How we serve:

Advancing CW within our agencywide priorities

**Strengthening
our foundations**



Oregon Indian Child Welfare Act (ORICWA),
Oregon Child Abuse Hotline (ORCAH)

**Preparing for and
responding to
emergencies**



Mobile Crisis Unit, Support for resource families during disasters

**Creating the
future of
human services**



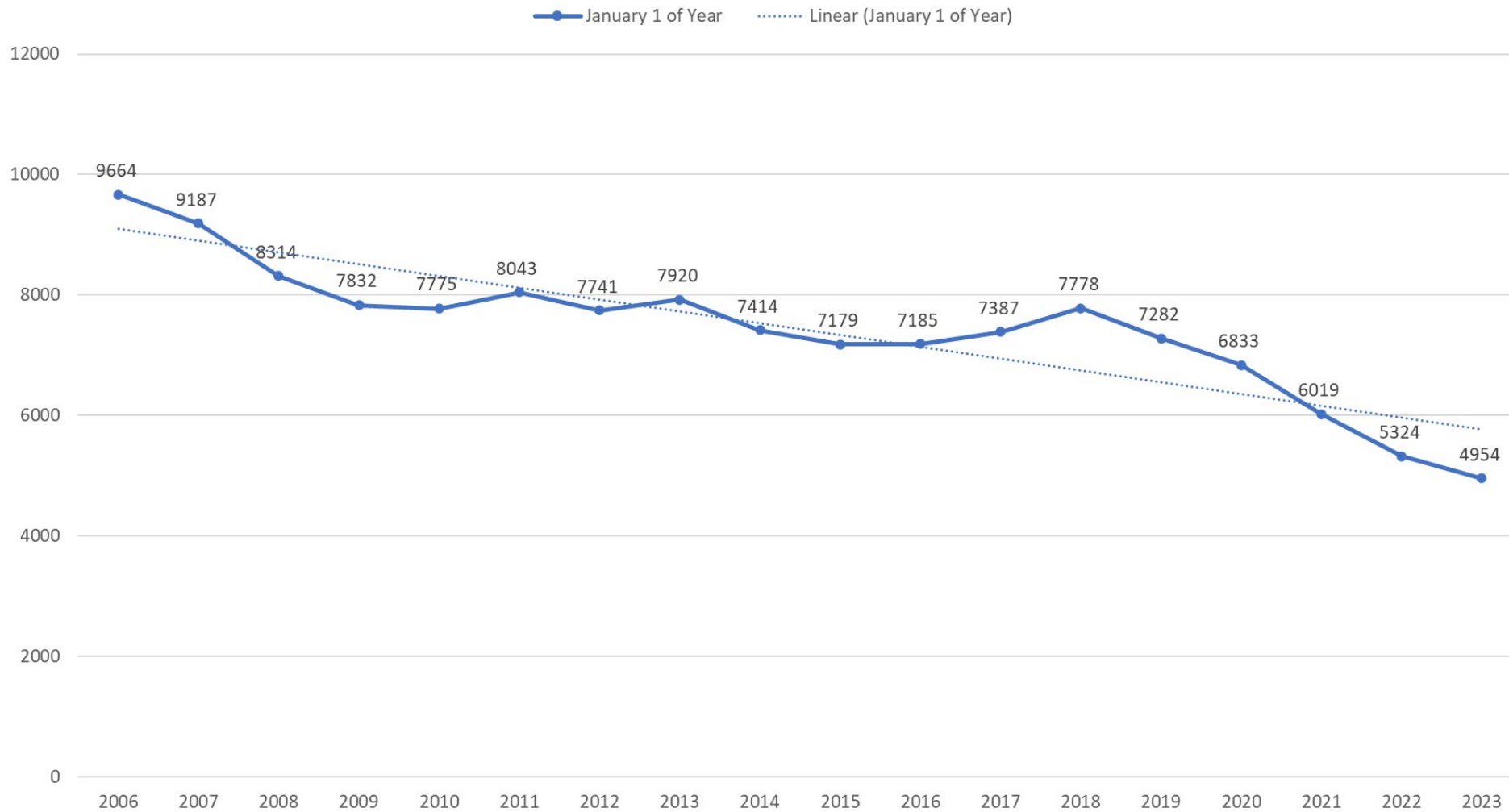
Vision for Transformation, Family First Prevention Services Plan

Who we serve

- All 36 counties in Oregon
- Oregon Tribes
- Children and Young Adults
- Parents and families
- Resource Families (formerly foster families) and Caregivers
- Community Partners
- Providers

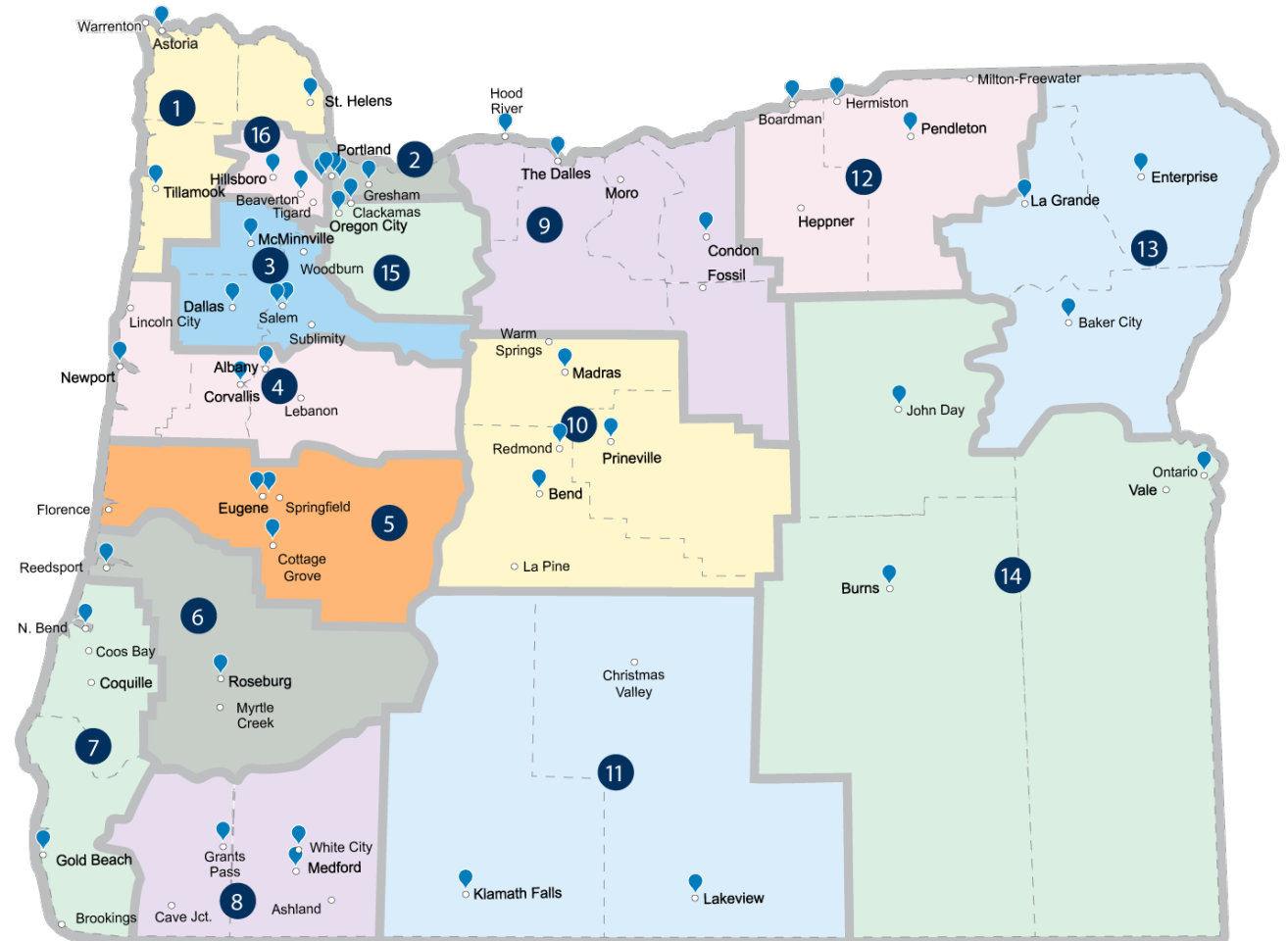


Lowest Number of Children in Foster Care in 17 years



Where we serve

- **3,403 positions** from the Legislatively Approved Budget 21-23
- **74 offices** including central, district, branch, satellite, and family time locations



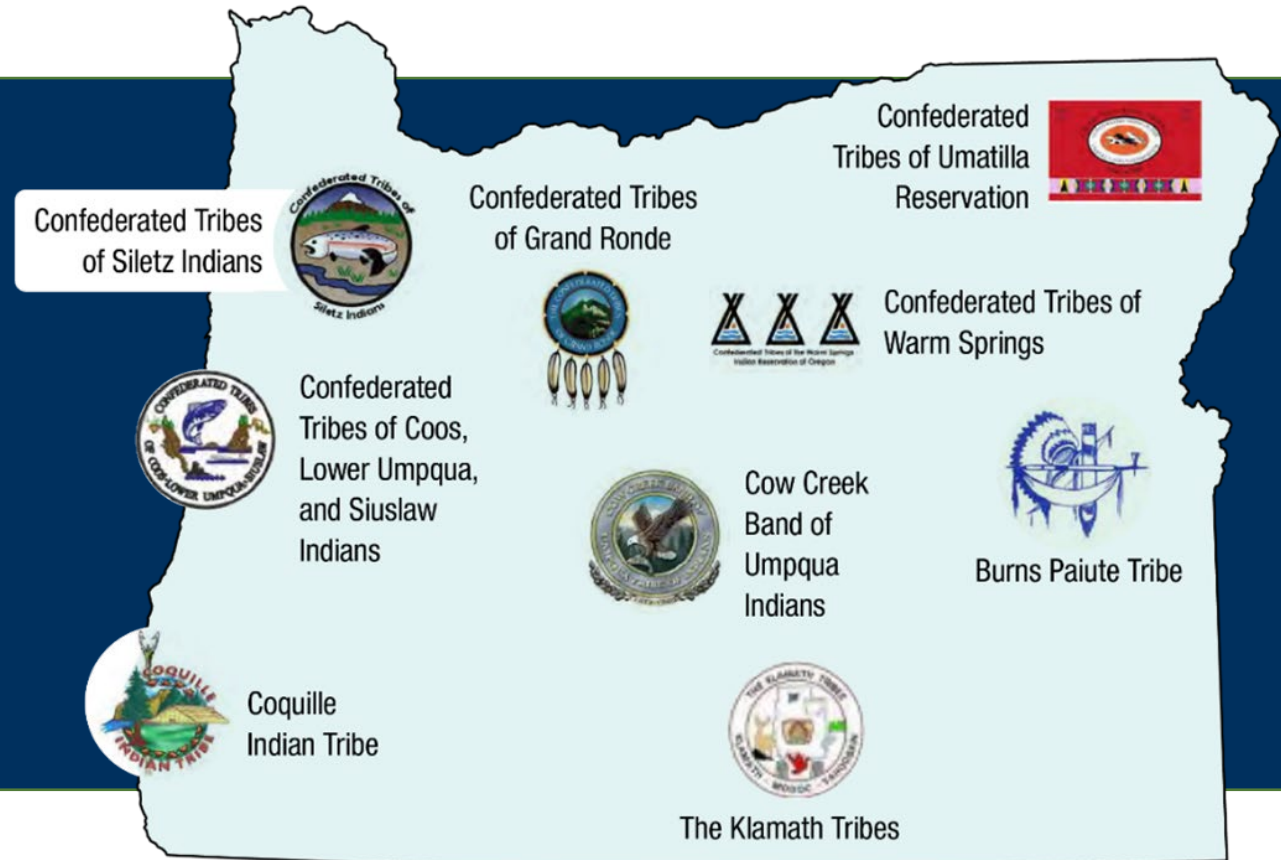
Championing the Equity North Star

- Use of data
- Decrease unintended and differential outcomes
- Increase in equity-related training
- Implementation of ORICWA
- Diversification of advisories and staff



Partnering with Tribal Nations

- Virtual listening tours
- Government-to-Government relationship
- Indian Child Welfare Advisory Council
- Virtual listening tours
- 2021 Oregon Indian Child Welfare Act (ORICWA) Implementation

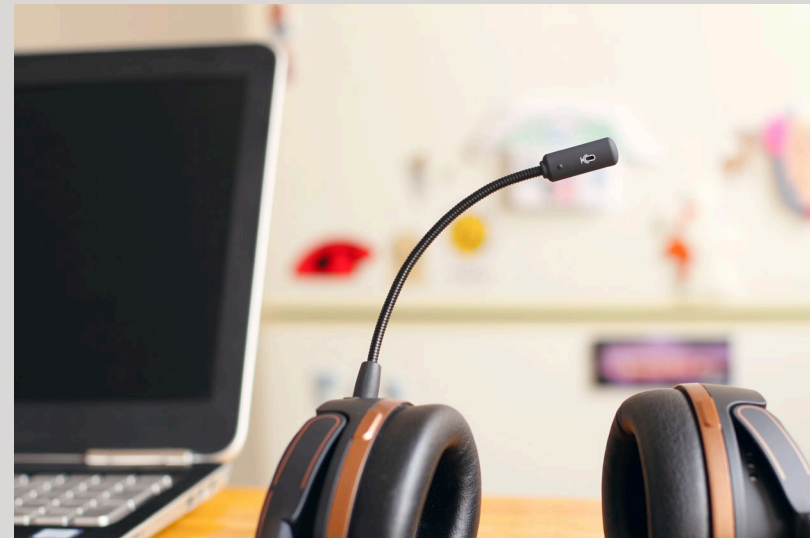


Oregon Child Abuse Hotline (ORCAH)

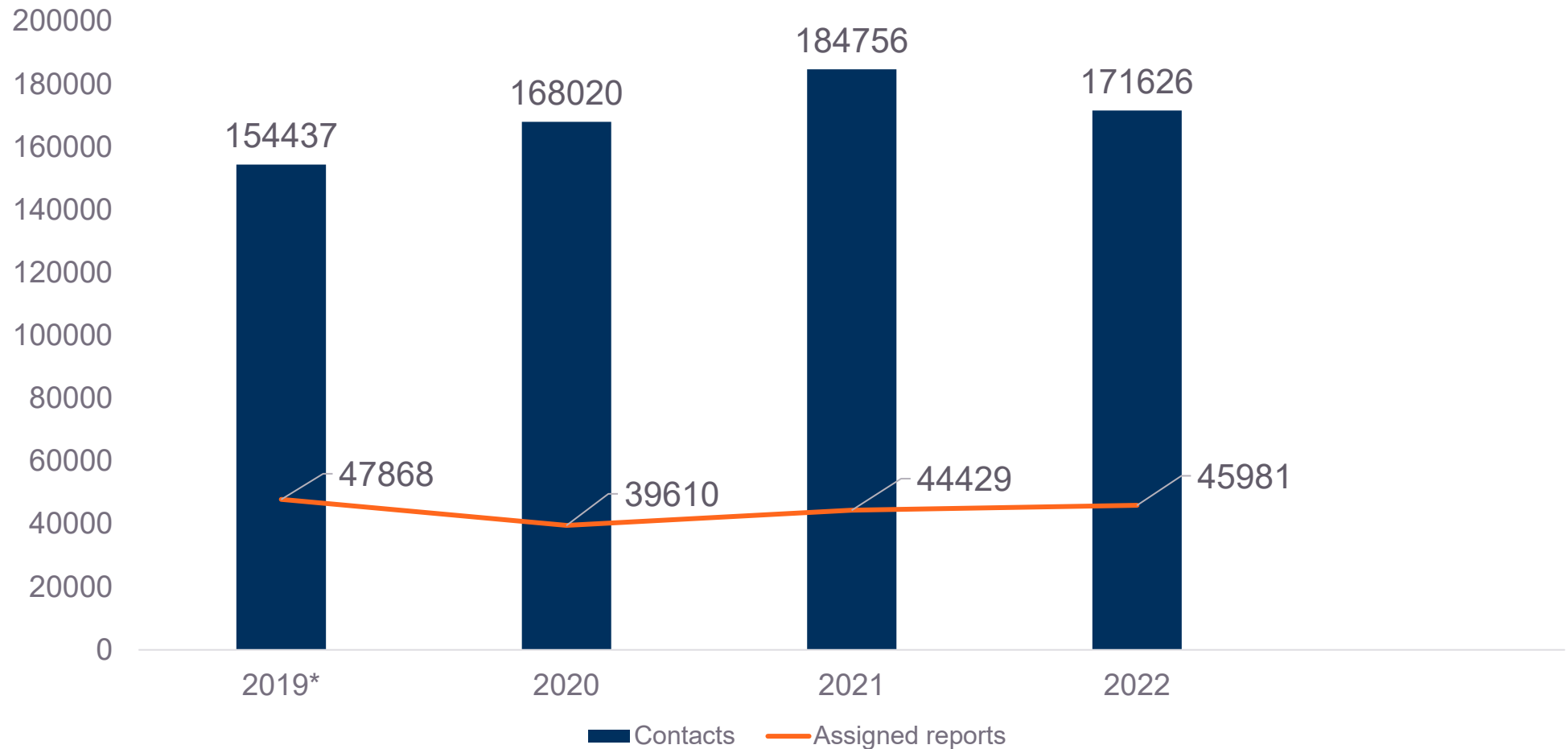
Oregon Child Abuse Hotline:
A 24-hour reporting system
available to the public.

Priorities:

- **Safety**
- **Consistency**
- **Customer Service**

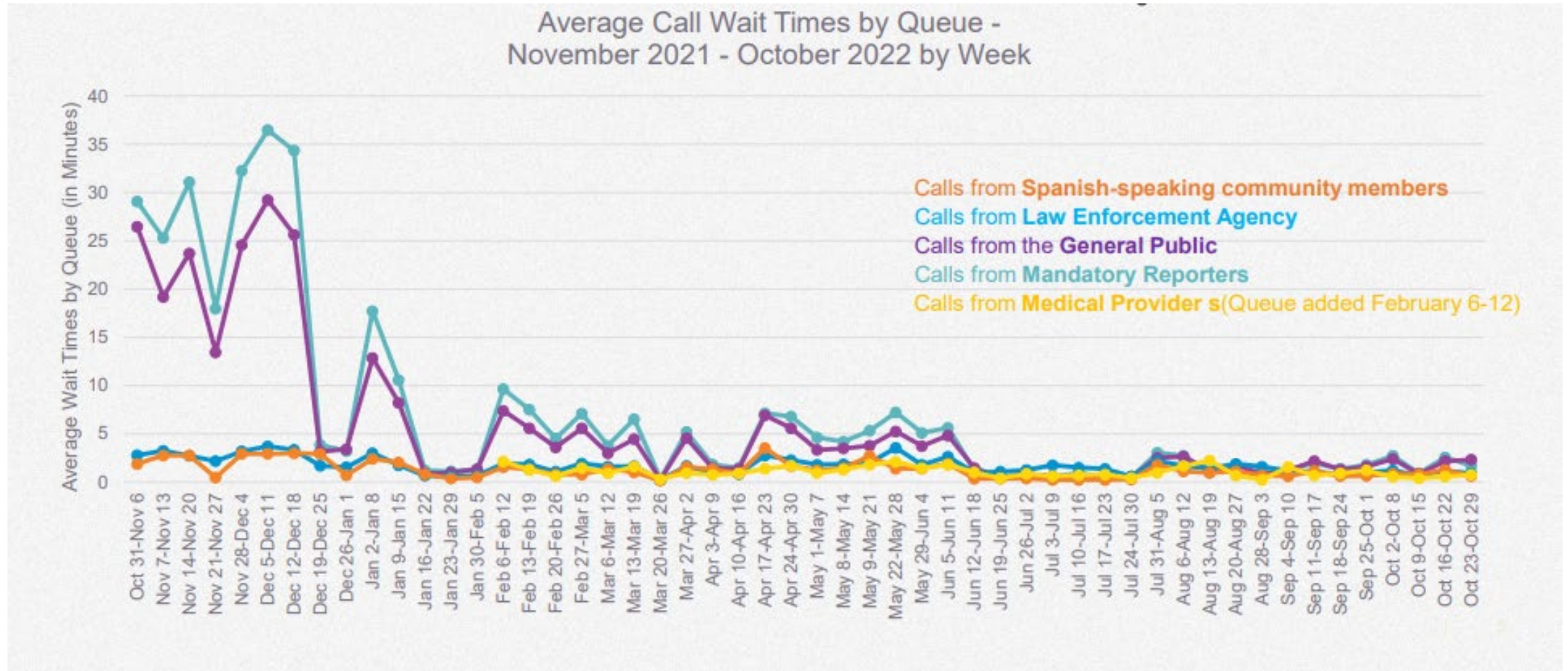


ORCAH Contacts and Assigned Screening Reports by Year: 2019*- 2022



*Contact data is not available for the months preceding the full centralization of the Oregon Child Abuse Hotline. 2019 Contact data is only available for April-December 2019. Screening Report data is available, and shown, for the full year

93.7 % of ORCAH Calls answered in less than five minutes

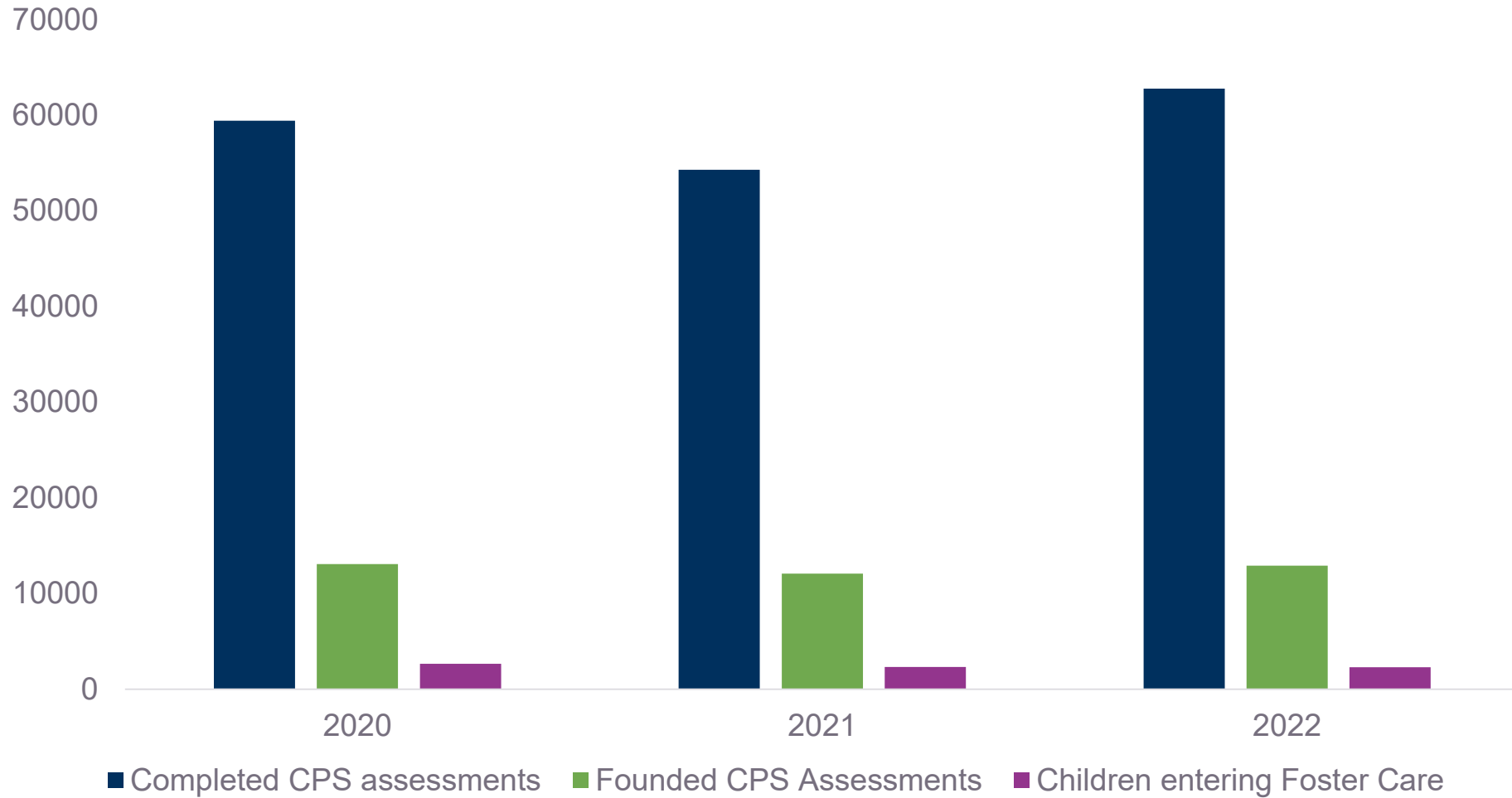


Child Safety

Protecting children from physical and other abuse



Child Protective Services Assessments



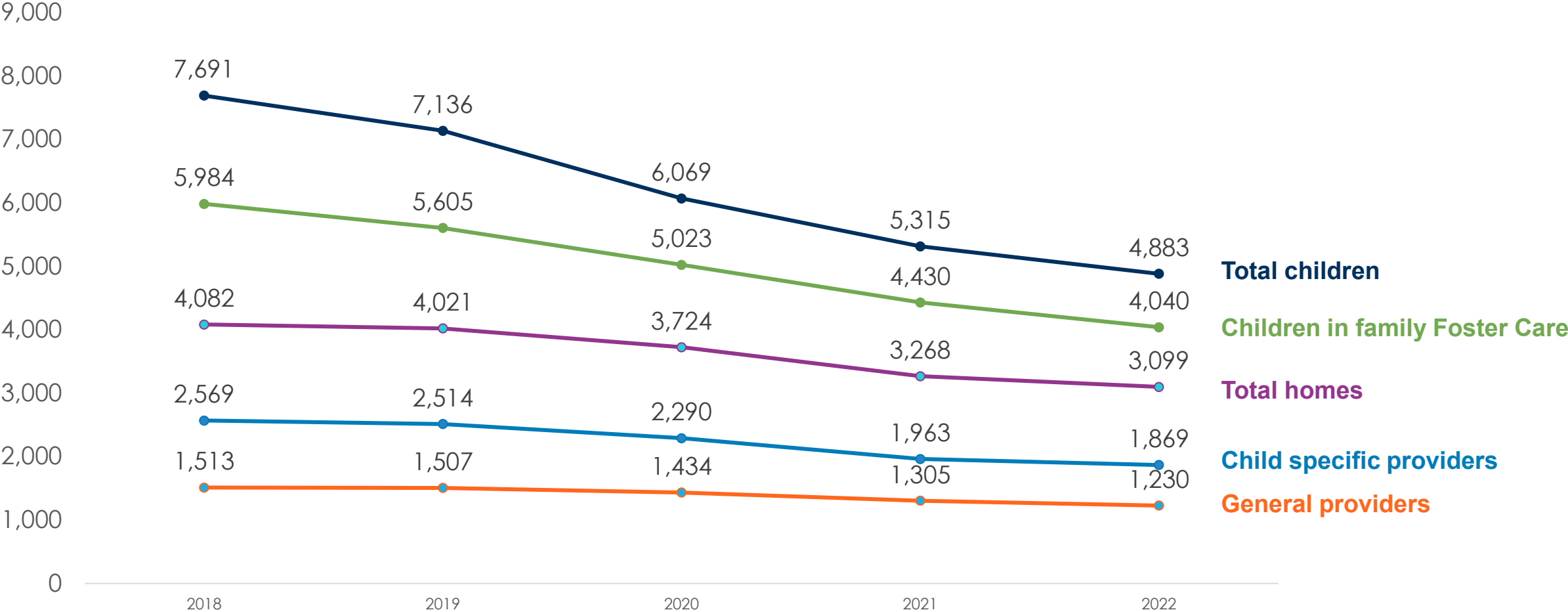
Data from 01/01/2020 – 12/31/2022

Foster Care Program

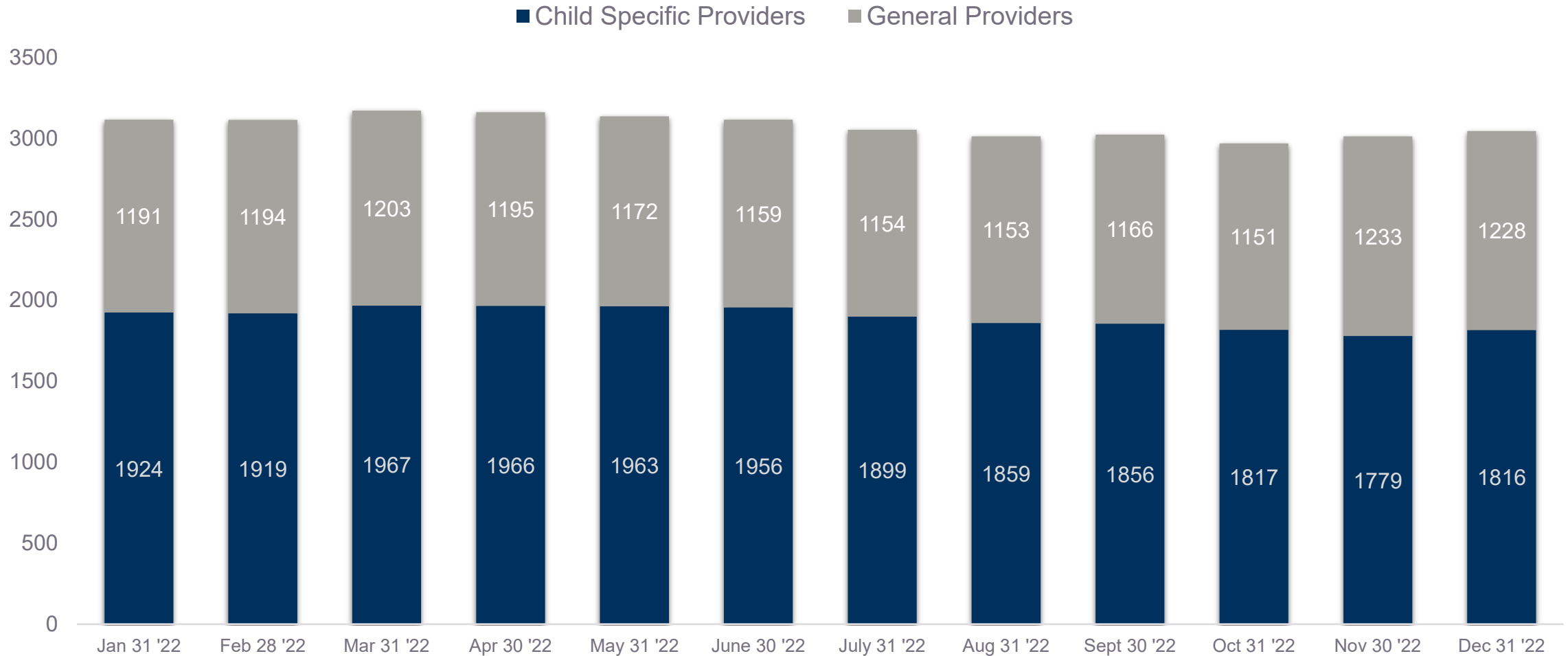
Retaining, recruiting, certifying and supporting resource families.



Number and type of resource families in relation to the number of children in care



Open certified ODHS Resource Home providers are staying consistent



Resource/Foster Family Retention & Recruitment



Retention and Recruitment Plans in all 16 Districts with a targeted focus for:

- LGBTQIA2S+ children, youth, and young adults
- Teens with complex behavioral and mental health needs
- Represent diverse races and cultures

Training and Support

- Resource and Adoptive Family Training
- Resource Parent Mentor Program
- Respite
- 211info
- KEEP
- Child Care Support
- Maintenance Payment Reimbursement

Supporting our Resource Families

KEEP is a statewide evidenced based support program for all Oregon resource parents with children and teens age 3 or older.

- Available in all 36 counties.
- Culturally specific groups, transracial groups and groups supporting LGBTQIA+.



“I am very grateful for this group. It helped us reduce stress, power struggles, hard behaviors. This group was amazing!”

Partners

Every Child Oregon

211info

Respite Care

Childcare and Alternative

Care Fund

WIC

ERDC

Free State Parks Pass

Robust training

ORPARC resources

Treatment Services Program

Services and supports for children with specialized needs.



Treatment Services

- Comprehensive capacity for children with specialized needs
- Support children where they live
- Contracts with Child Caring Agencies (CCA's) to provide Behavior Rehabilitation Services (BRS) in family and congregate care settings
- Qualified Residential Treatment Program
- Contracts with CCA's to provide community shelter and certain transitional living programs



Focused Opportunities for Children Utilizing Services (FOCUS)

- Services to children with complex needs in their own communities like skills training & animal-assisted mentoring.
- Grown from about 60 children to over 300.

Two pilots underway include:

- Response & Support Network (RSN) – partnering with local Coordinated Care Organizations (CCO's) and providers to support 24/7 clinical & non-clinical supports to resource families
- Child Specific Caregiver Supports – supports to parents and caregivers of children with specialized needs in-home and in-community

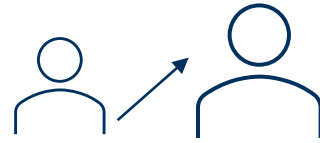
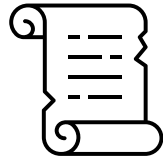


Permanency Program

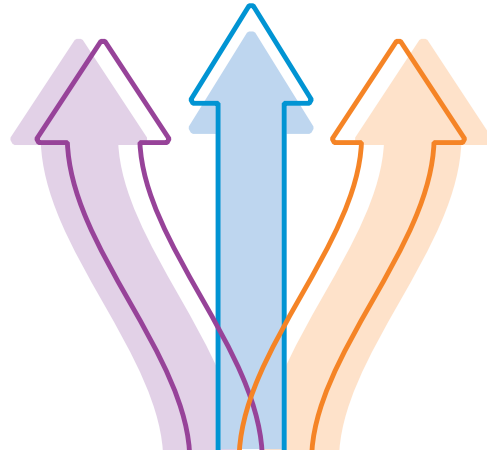
The permanency program works to achieve timely permanency and supports.



Permanency



Adoption | Guardianship | Youth Transition Services



Engagement | Adoption and Guardianship Assistance | Facilitation

System Transformation

Continuous Quality Improvement (CQI); Equity, Training, and Workforce Development; Implementation drivers



Three Guiding Principles of the Vision for Transformation

1. Supporting families and promoting prevention



2. Enhancing our staff and infrastructure



3. Enhancing the structure of our system by using data with continuous quality improvement



System Transformation



2021-23 accomplishments



 **93.7%**
of ORCAH calls answered in
less than five minutes

 **17%**
decrease in open safety
assessments


 Improvement of timely case
plans





 Hiring and promotions
continue to outpace
separations for
caseworkers

 Caseload Ratio
Standards

 Development and
implementation of
Respite Program



 Creation of data
tools: Federal
Performance
Dashboard,, and
Caseload dashboard

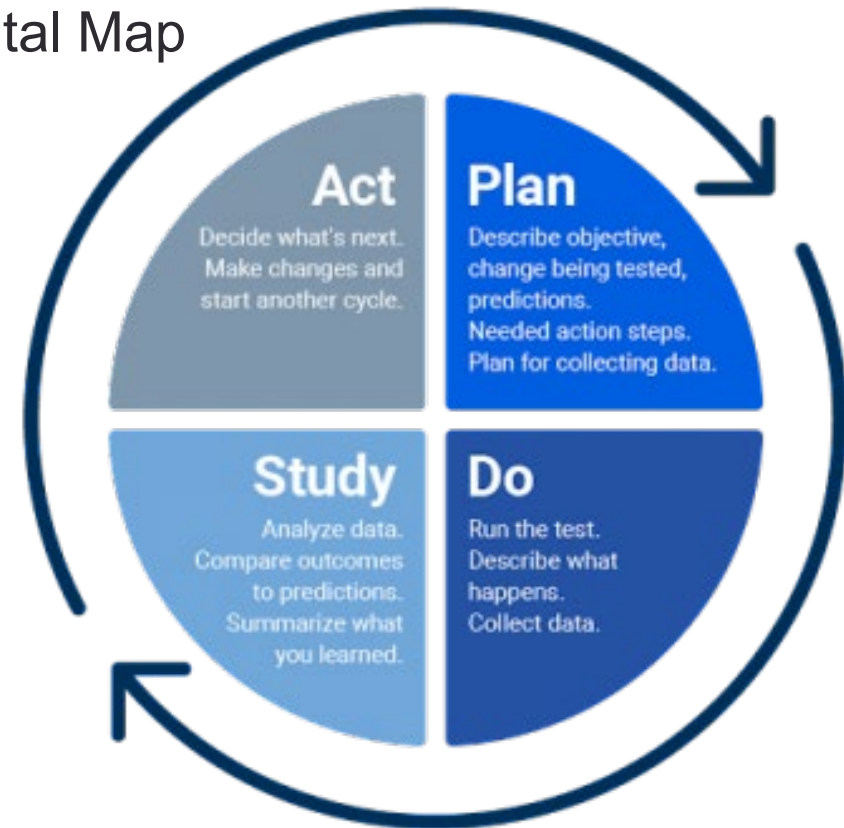
 Launch of CQI and
data team

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Measuring our progress

- Using Performance Management and Fundamental Map
- Improving Federal Performance Measures
- Implementing CQI Statewide Program
- Building Implementation Capacity

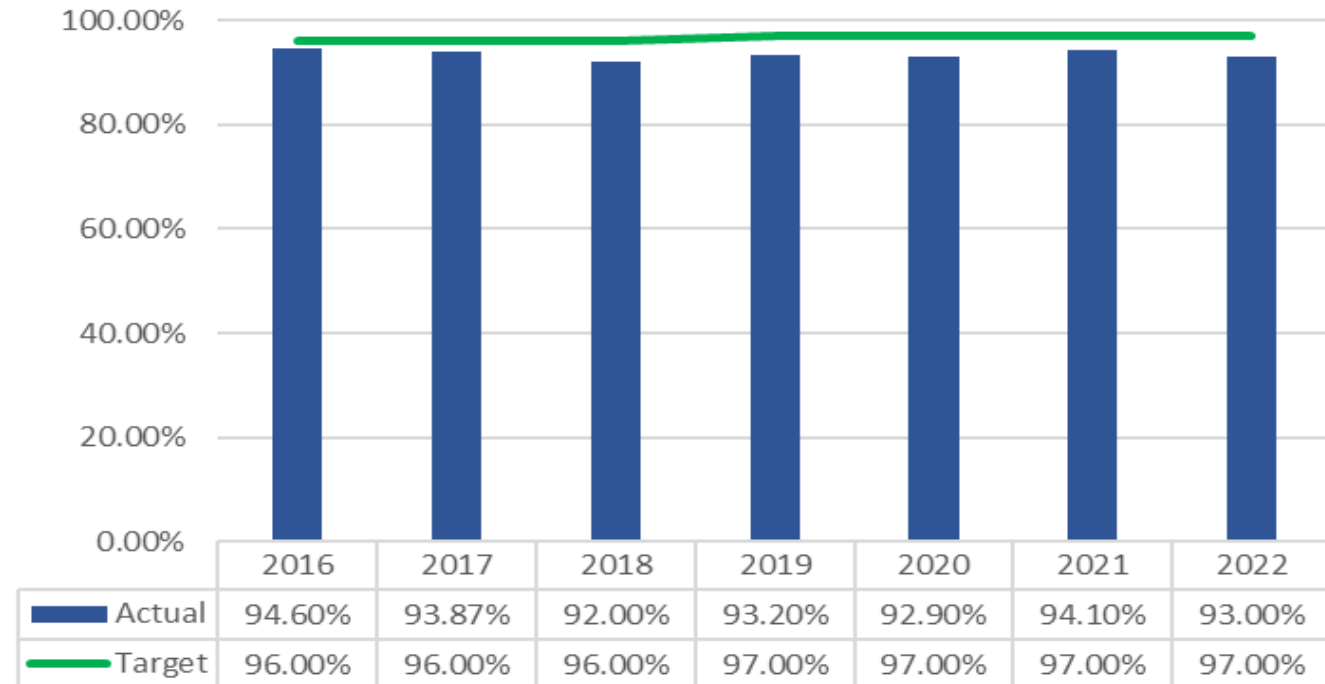


Key Performance Metric (KPM): Absence of Repeat Maltreatment of Abused/Neglected Children

KPM # 4 Absence of Repeated Maltreatment of Abused/Neglected Children (CW)

The percentage of abused/neglected children who were not subsequently victimized within 6 months of prior victimization.

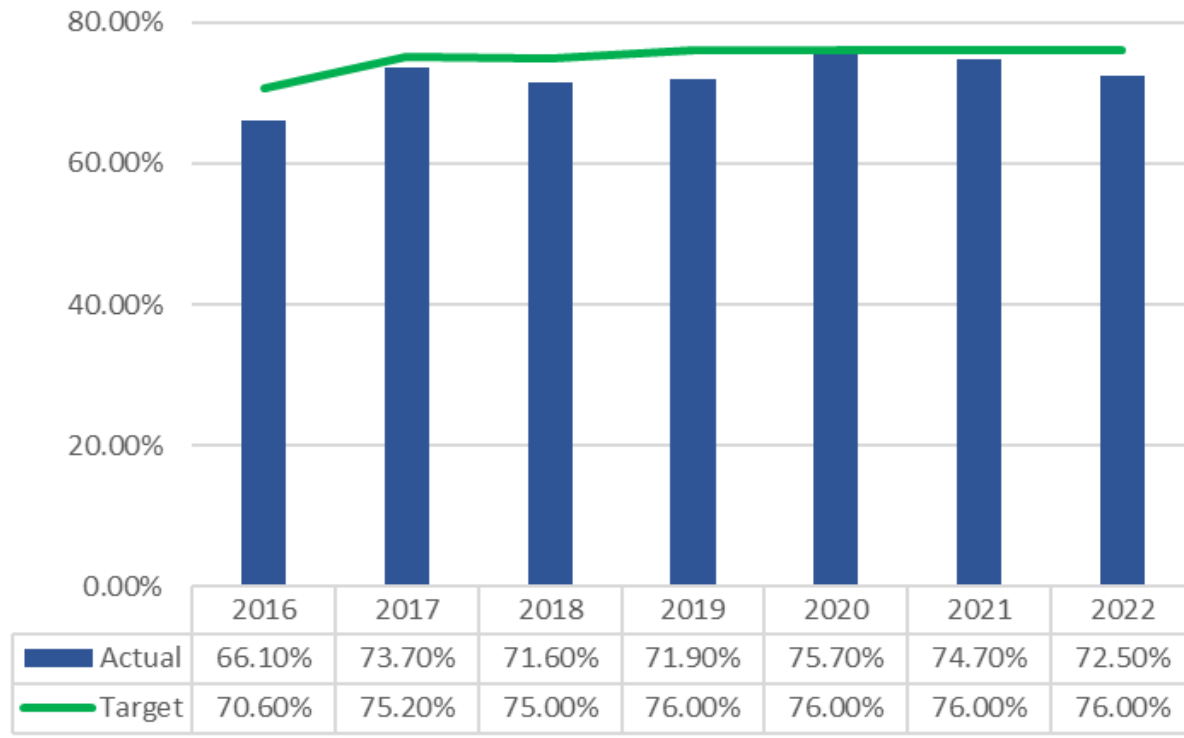
Data Period: Oct 01 - Sept 30



KPM: Timely Reunification of Foster Children

KPM # 5 Timely Reunification of Foster Children (CW)

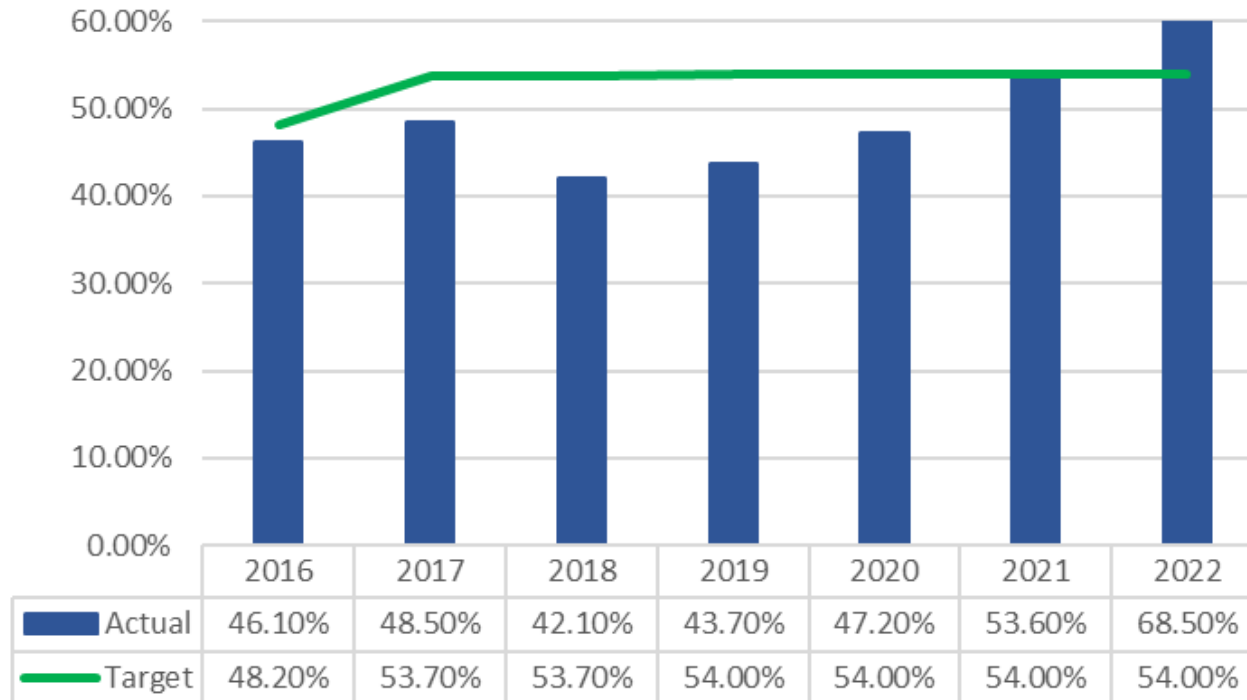
The percentage of foster children exiting to reunification within 12 months of foster care entry. Data Period: Oct 01 - Sept 30



KPM: Timely Adoption Once Children are Legally Free

KPM # 6 Timely Adoption Once Children are Legally Free (CW)

The percentage of legally free children adopted in less than 12 months. Data Period: Oct 01 - Sep 30



KPM: Disproportionality

New KPMs with data for reporting years 2021 and 2022:

KPM#22 Reduction in Disproportionality of Children at Entry into Substitute Care (CW)

Measure of the average disproportionality index across race/ethnicity for children at entry into substitute care.

Report Year	2021	2022
American Indian/Alaskan Native		
Actual	2.78	3.3
Target	1.9	1.35
Black/African American		
Actual	1.31	1.9
Target	1.25	1.15
Asian/Pacific Islander		
Actual	0.33	0.3
Target	1	1
Hispanic		
Actual	0.93	0.8
Target	1	1
White		
Actual	0.98	1.0
Target	1	1

New: KPM on Disparity and Equity

New KPMs with data for reporting years 2021 and 2022:

KPM#7 Reduction of Race/Ethnicity Disparities in Length of Stay (CW)

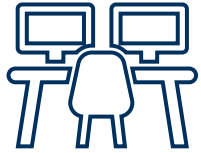
Outcome disparity in length of stay (reported in months) for children in substitute care by race/ethnicity

Report Year	2021	2022
Non-Hispanic African American		
Actual	37.13	32.17
Target	23	20
Non-Hispanic Asian/Pacific Islander		
Actual	27.65	29.54
Target	18	18
Non-Hispanic White		
Actual	26.75	27.89
Target	20	19
Non-Hispanic Native American/Alaska Native		
Actual	27.7	31.24
Target	18	18
Hispanic (any race)		
Actual	24.43	28.04
Target	18	18

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21-23 Lessons learned



Virtual spaces

Allow for more frequent and easier connections



Workforce Challenges

Can be overcome with investment in recruitment and retention



Data sharing

Interstate partnerships and data sharing is a vital tool for continuous quality improvement and decision-making

Partnering with communities

I believe keeping families together is of the utmost importance for our families and children...Separating families and parents from their children causes so much trauma and many other emotional barriers.

– **Amanda Welch, Senior Parent Mentor, Washington County**

The system trauma that comes from separating a family and treating each person on an individual basis, does not always lead back to families reuniting. Treat the family together, to build a forever.

– **Josh Graham, Parent Mentor; Marion County**

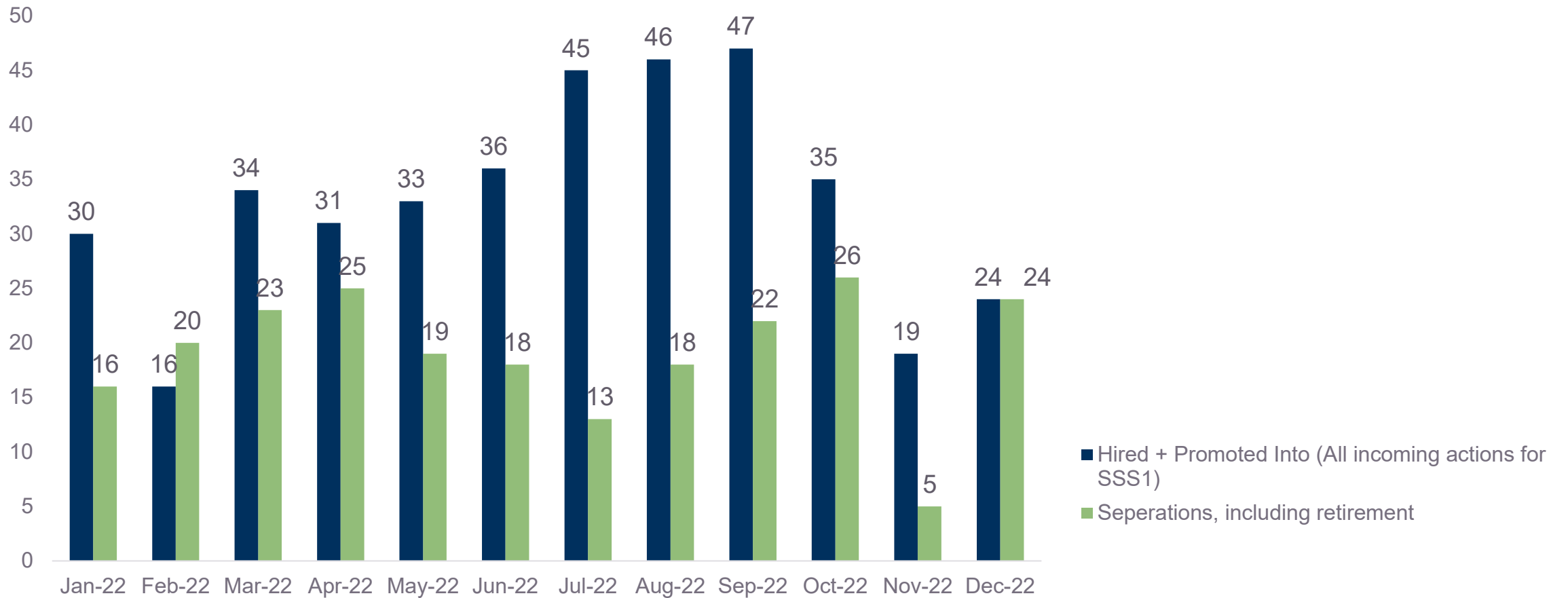
Child Welfare (CW)-involvement impacts multiple generations of a family. This intergenerational cycle of trauma will not cease without the concerted family preservation efforts that ODHS is co-leading in partnership with the communities.

– **Najia Hyder, Children's Public Private Partnership (CP3)**



Workforce

Hires & Promotions Into SSS1 Caseworker Classification vs Separations



Family Preservation

- Ongoing learning
- Moving from a strategy to a goal
- Statewide rollout
- Measuring progress in support of ODHS Wellbeing Initiative



“When I started working for Child Welfare in 1994, I thought I was saving children by placing them in foster care. I believed foster care was the answer to protecting them from their “abusive and neglectful” biological families. After all these years, I now realize the harm our agency has caused, and the harm I caused as a worker with that mentality. I have now come to believe, after reading research, learning, and seeing impacts of our work, **children really do best with their biological families whenever possible.**”

-Kim Keller, Child Welfare Permanency Program Manager

Child Fatality Prevention and Review Program

- Critical Incident Review Team (CIRT)
- System improvements & prevention opportunities identified by learning through our most tragic outcomes
- Federal Comprehensive Addiction and Recovery Act (CARA)
- Prevention & intervention supports for youth suicide and substance use
- Oregon's Comprehensive Statewide Plan to Prevention Child Maltreatment Fatalities



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Governor's Recommended Budget



Strengthening our foundations

\$1 million to assist Child Welfare caseworkers in matching parents with providers in cases where alcohol and drug treatment services are needed
\$4 million to expand legal representation services delivered through the Oregon



Creating the future of human services

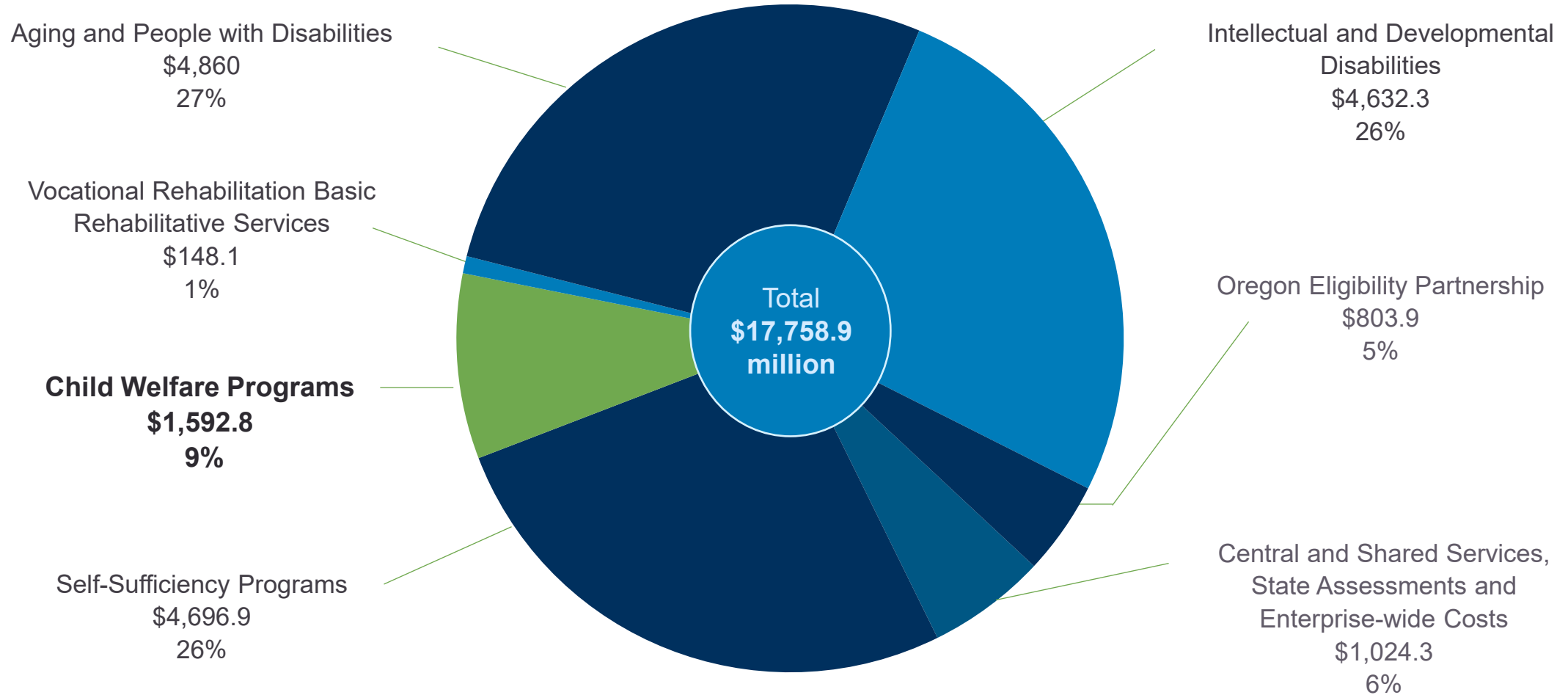
\$7 million for Child Protective Services workers
\$7 million to expand the FOCUS Program
\$17 million for resource parents reimbursement

Changes over last six years

- Family First Prevention Services Act
- Centralization of the ORCAH
- Launch of Vision for Transformation
- Passage of ORICWA
- Family Preservation Sites
- New Workforce Development Program
- New CQI Program
- Caseload Ratio Standards



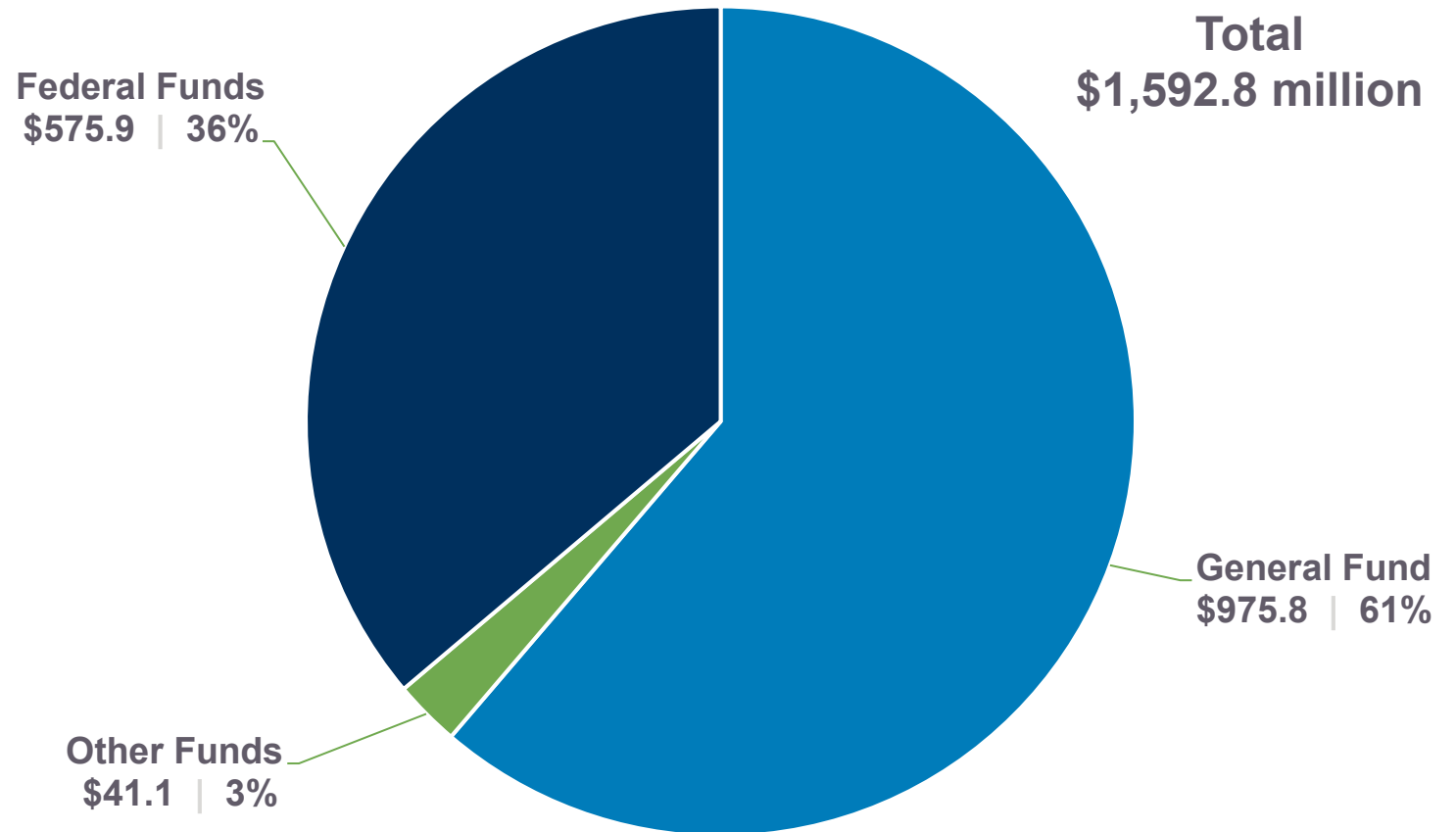
2023-25 Governor's Budget: ODHS total fund by program area



All dollars in millions

Governor's Budget: Child Welfare total by fund type

- Federal Funding underwent a major shift in 2018
- Federal incentives to provide prevention services
- Child Welfare's Vision aligns with federal policy changes
- States must:
 - Shift to prevention-based services
 - Identify alternate funding streams



All dollars in millions

Reduction impacts

- No programmatic reductions from GRB
- Cuts to vacancy savings – Limits our ability to hire staff at the levels we have permission for within our budgeted positions.
- Services & Supplies reductions - Specifically reduces Professional Services and Office Expenses in addition to the general S&S reduction taken out of the CW budget.

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Overview of 23-25 Biennium Goals and Solutions

- ☑ Equitable and prevention focused systems
- ☑ Centered voices of those with lived experience
- ☑ Workforce & leadership development
- ☑ Uphold ICWA and OR-ICWA
- ☑ Grow CQI program
- ☑ Increased implementation capacity
- ☑ Diversification of prevention services
- ☑ Improved partnerships with communities, Tribes and agencies
- ☑ Living Roadmap to Vision for Transformation
- ☑ Increased alignment of work across SSP and CW
- ☑ Family Preservation Units and focus



Closing



“Not only am I a parent and a grandparent whose family has been restored, but I also have been providing mentoring services for the past several years to Lincoln County families who are currently experiencing the Child Welfare system.”



Questions?
