

State Name: Oregon

Date Strategic Plan Submitted: February 28, 2012/Updated: 8/27/2016

Timeframe Covered by Strategic Plan: Federal Fiscal Years 2012 -2016

Mission of the Juvenile Court Improvement Program (JCIP): *Raising the profile and priority of child abuse and neglect cases in Oregon courts.*

Oregon's Overall CQI Approach: Oregon's JCIP program has been practicing CQI principles and activities since the FY 2005 creation of our local model court teams. JCIP model court teams are county-level, judicially lead, multidisciplinary teams committed to improving local practices and thereby improving outcomes for children in foster care.

JCIP staff provides training, technical assistance and support to local multidisciplinary model court teams. JCIP staff participate in local model court meetings to help teams assess county practices, prioritize initiatives, review and understand data reports, and identify measures and track progress. These meetings allow JCIP staff to provide suggestions, ideas, and contacts for strategies that have worked in other jurisdictions. Each year at our statewide summit, JCIP identifies several counties to highlight successful local strategies and promising initiatives. These presentations are usually done by a multidisciplinary local team so participants can learn about the role their entities have in these efforts.

JCIP provides quarterly reports to all court administrators, presiding judges, juvenile court judges, and court staff. These reports are a periodic reminder to monitor local efforts with the Oregon Judicial Department's (OJD) statewide measures. When these reports are distributed, JCIP responds to calls from local jurisdictions with questions, comments, or requests based on their data. JCIP staff create specialized reports to help local model court teams monitor specific initiatives. The quarterly reports are shared with model court teams at the local level, providing opportunities for local teams to review data, discuss how strategies were implemented, and make modifications to practices as necessary.

At the state level, data and activities are shared with the JCIP Advisory Committee and various workgroups or committees. This sharing of data and strategies provides an opportunity for other entities to provide input and suggestions. Additionally, this information is used to inform decisions that planning committees make when developing conference agendas for stakeholders.

WHAT IS AN OREGON MODEL JUVENILE COURT TEAM?

Oregon Model Juvenile Court Teams remove barriers to permanency by changing the ways juvenile court communities process and respond to child abuse and neglect. Teams are:

- **Mission driven.** Teams work from a common understanding about the goal of state intervention into the lives of children and families.
- **Collaborative.** Teams are organized around local juvenile courts but include decision makers from each profession that participates in juvenile court proceedings.
- **Experimental.** Model Juvenile Courts are laboratories for discovering new ways to eliminate barriers to permanency. Teams act as learning organizations, questioning existing practices and seeking the best strategies for improvement.
- **Developmentally appropriate.** Teams work on the stages of court improvement that match their community's experience.
- **Data Driven.** Teams work to accurately track individual cases; identify barriers to permanency; set goals; and evaluate the effectiveness of court improvement strategies.

Outcome #1: *Improved judicial practices and performance in juvenile dependency cases.*

Need Driving Activities & Data Source: Since the initiation of JCIP in 1995, Oregon has dedicated grant resources for judicial education emphasizing the importance of permanency for children, timely and complete court proceedings, and active case-flow management to shorten the court process and improve outcomes. The cumulative impact of five years of budget reductions for Oregon courts has resulted in reduced public service hours, court closure days, and the near elimination of judicial education funding. JCIP educational activities for juvenile court judges is now the only opportunity that many of these judges have to share bench experiences with other judges, learn best practices for managing dependency cases, and gain information on child development and family issues. During 2011, JCIP conducted its third statewide assessment of juvenile dependency case processing in Oregon courts. The results of the 2011 Reassessment, which includes comparisons with earlier assessments and recommendations for future court improvement efforts, is a key source of information that drives each of the projects and activities of this strategic plan. Additionally, recent Court of Appeals decisions, particularly as they relate to the sufficiency of juvenile court judgments, and OJD’s efforts to develop and implement Oregon eCourt have supported JCIP efforts to increase the number of local courts using the JCIP-developed Model Dependency Judgment Forms and more consistent statewide practices. JCIP’s quarterly Juvenile Dependency Performance Measure Reports, conference evaluations, and the Oregon Department of Human Services (DHS) on-line monthly data reports are all important data sources that help us to monitor and measure our efforts.

Measurable Objective: Increase number of courts using legally sufficient dependency judgment forms and maintain (or increase) timeliness measures:

- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
- Time to First Permanency Hearing
- Time to Resolution of TPR

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and deliver annual “ Through the Eyes of a Child ” Conference for Oregon judges who handle dependency cases.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Citizen Review Board (CRB) • Tribes • DHS • Attorneys • CASA 	Annually - Ongoing	<ul style="list-style-type: none"> • Annual 2-day conference for 60 judicial officers. • Agendas include sessions on state and national priorities, case flow management, law updates, and performance measures. • Each judicial officer will identify 3 sessions that will help them in their daily work. 	<ul style="list-style-type: none"> • Increase % of TPR petitions resolved in 182 Days or less to 70% by FY 2016. • Maintain timeliness of jurisdiction and 1st permanency hearing performance despite current budget reductions and closures. 	<ul style="list-style-type: none"> • JCIP data reports • DHS on-line data • Conference evaluations 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Maintenance of JCIP Model Dependency Judgment Forms and Juvenile Dependency Benchbook (updates & revisions)	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • Judges • DHS • Attorneys 	Annual Updates - Ongoing	<ul style="list-style-type: none"> • Forms Committee (including JCIP staff, judges, and DHS staff) annually review, update and distribute legally sufficient juvenile dependency forms and benchbook. 	<ul style="list-style-type: none"> • Increase use of legally sufficient dependency judgment forms to 36/36 counties by FY 2016. • Decrease Appellate Court reversals due to insufficient judgments. 	<ul style="list-style-type: none"> • Surveys • File reviews • Quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform work of forms committee.
Training, TA, and consultation on the implementation and use of the Model Dependency Judgment Forms	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Judges • Court staff • DHS • Attorneys 	Ongoing	<ul style="list-style-type: none"> • Improved court hearings and consistent statewide practice by providing hands-on consultation and TA in six courts annually. • Improved consistent statewide practice by providing consultation and TA to local courts when forms issues are identified by stakeholders, DHS, CRB, and Appellate Courts 	<ul style="list-style-type: none"> • Increase use of legally sufficient dependency judgment forms to 36/36 36 counties by FY 2016. • Decrease Appellate reversals due to insufficient judgments. 	<ul style="list-style-type: none"> • Surveys • File reviews • quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.
Increase opportunities for judges to participate in Webinars / On-Demand Training	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • DHS • Tribes • Attorneys 	<p>Ongoing</p> <p>September 2015</p>	<ul style="list-style-type: none"> • Develop and/or distribute four juvenile dependency focused online training programs annually. • Reconfigure JCIP website to better organize and catalog materials so needed information is easily retrieved 	<ul style="list-style-type: none"> • Annually increase % of dependency court judgments that include documented well-being findings. 	<ul style="list-style-type: none"> • Surveys • File reviews • DHS data 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.
Support judicial officer and JCIP staff attendance at state and national conferences.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • Tribes • DHS 	Ongoing	<ul style="list-style-type: none"> • Each year, eight individuals (judicial officers and staff) will participate in a state or national level conference designed to improve their practices in child abuse and neglect cases. 	<ul style="list-style-type: none"> • Annually increase % of dependency court judgments that include documented well-being findings. • Increase use of legally sufficient dependency judgment forms to 36/ 36 counties by FY 2016. 	<ul style="list-style-type: none"> • Event Registrations • Surveys • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work of local courts.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Coordinate Juvenile Court Staff and Judicial Officer Workload Study	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • Judges • Court staff • National Center for State Courts 	April 2016	<ul style="list-style-type: none"> • Report detailing differences in allocation of resources to juvenile cases across the state, and detailing the judicial officer and staff resources necessary to conduct high-quality court proceedings on juvenile cases 	<ul style="list-style-type: none"> • Increased allocation of judicial resources to juvenile cases • Increased understanding by presiding judges and court administrators of the time and resources needed to conduct high-quality court proceedings on juvenile cases 	<ul style="list-style-type: none"> • Workload surveys • Court observation • Interviews 	JCIP staff will engage judges and court staff in the workload study process, will disseminate results to judges and court staff, and will communicate with judges and staff about whether future resource allocations that better reflect the juvenile workload in courts across the state.

Outcome #2: *Improved state court compliance with the Indian Child Welfare Act*

Need Driving Activities & Data Source: Courts must make additional findings when ICWA applies to a case. Through file reviews, the 2011 JCIP Reassessment looked for evidence that courts made the following findings in ICWA cases: active efforts to prevent removal of the child from the home or to reunify the family, a finding that continued custody by the Indian caregiver is likely to result in serious emotional or physical damage to the child, a finding that ICWA Placement Preferences had been considered, and a finding regarding DHS’ efforts to prevent the break-up of the Indian family. The 2011 JCIP Reassessment found that judges are more likely to document active efforts findings than other findings required by ICWA.

The 2011 JCIP Reassessment tribal survey and focus group found that local DAs, AAGs, and DHS continue to struggle with identifying and using expert witnesses to justify removal decisions. Tribal participation in child welfare cases varies depending on the tribe involved. A lack of understanding about differing levels of participation among tribes may lead to confusion or frustration among other juvenile court participants. Tribal child welfare workers reported that attorneys and CASAs rarely contact tribes regarding case planning issues.

Measurable Objective: Increase documented judicial findings related to active efforts determinations and ICWA compliance.

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Maintain JCIP’s State Court Compliance with ICWA Work Group (SCC-ICWA WG)	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Tribes • DHS • Attorneys 	Ongoing	<ul style="list-style-type: none"> • Semi-annually Work Group meetings • Improved State/ Tribal collaboration to develop and implement strategies to increase ICWA Compliance 	Increase % of dependency court orders that include documented ICWA findings.	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with SCC-ICWA WG; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
Develop and distribute tools to improve use of expert witnesses in court proceedings.	<ul style="list-style-type: none"> • Training • Data 	<ul style="list-style-type: none"> • Judges • Tribes • DHS • Attorneys 	12/2014 12/2015	<ul style="list-style-type: none"> • Judicial Benchcard on qualifying expert witnesses • Training program for potential expert witnesses • Improved use of expert witnesses 	Increase % of dependency court orders that include documentation that court considered expert witness testimony.	<ul style="list-style-type: none"> • File reviews 	JCIP staff will share data with SCC-ICWA WG; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
State Court/Tribal Court Visits	<ul style="list-style-type: none"> • Basic • Training 	State and Tribal Court Judges	12/ 2013	<ul style="list-style-type: none"> • Five Oregon tribes host meeting with 2-5 state court judges for on-site tribal information sharing • Increase circuit judge understanding of Oregon Tribes and tribal courts • Promote peer to peer collaboration 	<ul style="list-style-type: none"> • Increase % of dependency court orders that include documented ICWA findings. • Increase participation of tribal judges in JCIP educational programs. 	<ul style="list-style-type: none"> • Surveys • File reviews • Event registrations 	JCIP staff will share data with SCC-ICWA WG and JCIP AC; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
Regional multidisciplinary educational programs on ICWA - utilizing tribal partners as part of the development and training team	Training	<ul style="list-style-type: none"> • State and Tribal Court Judges • CRB • Tribal Reps • DHS • Attorneys • CASA 	Ongoing	<ul style="list-style-type: none"> • Provide TA. Support, and/or coordination for two regional ICWA trainings per year • Improved State/ Tribal collaboration to develop and implement strategies to increase ICWA Compliance 	<ul style="list-style-type: none"> • 80% of participants will report increased understanding of ICWA findings and the spirit behind the Act. • Increase % of dependency court orders that include documented ICWA findings. 	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with SCC-ICWA WG and JCIP AC; feedback will be incorporated into CQI process; results will inform development and implementation of future strategies.
Training, TA, and consultation on the implementation and use of the Model Dependency Forms and assisting DHS with IV-e/CFSR data reviews on ICWA cases.	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Judges • Court Staff • Attorneys • DHS 	Ongoing	<ul style="list-style-type: none"> • Improved court hearings and consistent statewide practice by providing hands-on consultation and TA in six courts annually. • Increased compliance with ICWA • Training program at Attorney Academy on ICWA compliance, model dependency judgment forms, and QUICWA 	<ul style="list-style-type: none"> • Increase use of model juvenile dependency forms to 36/36 counties by FY 2016. • Increase % of dependency court orders that include documented ICWA findings. 	<ul style="list-style-type: none"> • Surveys • File reviews • quarterly reports • IV-E/CFSR data 	JCIP staff will share data with judges, SSC-ICWA-WG, and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform work local court.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Implement the QUICWA Compliance Collaborative Project in Oregon	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court Staff • Tribes • Attorneys • CASA • Minneapolis American Indian Center • Casey Family Programs 	9/2014	<ul style="list-style-type: none"> • Increased compliance with ICWA 	<ul style="list-style-type: none"> • Increase % of dependency court orders that include documented ICWA findings • Increase performance on checklist compliance items 	<ul style="list-style-type: none"> • Data from QUICWA Performance Checklist • File reviews 	<p>Data collected will be shared with the QUICWA Implementation Team, judges, the State Court Compliance with ICWA Workgroup, and the JCIP AC</p> <p>The team will analyze data, identify trends and collaboratively plan to improve court compliance and stakeholder practice</p>
Collaborate with efforts to explore the feasibility of a State Court/Tribal Court Consortium	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • State and Tribal Court Judges • Oregon State Bar • Oregon Supreme Court • Casey Family Programs • Tribal Law and Policy Institute 	10/2014 - 8/2015	<ul style="list-style-type: none"> • Promote peer to peer collaboration • Improve court practice • Facilitate communication and collaboration between state and tribal judges on common issues 	<ul style="list-style-type: none"> • Improved Compliance with ICWA • Development of protocols for tribal/state coordination in child support enforcement, placement across jurisdictions, domestic violence cases etc., 	<ul style="list-style-type: none"> • Surveys • File Reviews 	<p>JCIP staff will share data with judges, SCC-ICWA WG, OSB, Casey Family Programs, Tribal Law and Policy Institute, JCIP AC; feedback will be incorporated into CQI process; Results will inform development and implementation of future strategies.</p>

Outcome #3: *Improved Stakeholder Response in Child Abuse and Neglect Cases*

Need Driving Activities & Data Source: JCIP has long worked under the premise that juvenile court hearings best serve children and families when:

- Hearings occur in a timely manner,
- All the necessary parties, including parents, children, attorneys, Court Appointed Special Advocates (CASAs), relatives, and foster parents are in attendance,
- Enough time is docketed to allow for adequate review of the case and for making all necessary findings of fact and conclusions of law, and
- The court enters detailed legal judgments that clearly memorialize findings and expectations, using language all parties understand.

In order for the above to happen, judicial officers and professionals who do this work need adequate support and training.

Oregon has many local examples of judicially led system reforms, including use of the Court Catalyzing Change Bench Card; revised shelter hearings that frontload judicial, attorney, and child welfare attention to dependency cases; adoption of protocols for consulting with children in dependency cases; and court and community collaboration that improves access to services for children in foster care. Oregon Model Court Teams and the DHS/OJD/SCCF/Casey Family Programs Safe and Equitable Foster Care Reduction (SEFCR) initiative provide substantial opportunities to improve Oregon’s child welfare and juvenile court systems. However, implementation of court improvement efforts varies widely among judicial districts. Whether local courts have implemented fundamental court improvement practices that are indicators of quality court hearings, such as time-certain hearings and appointing counsel at shelter hearings are a function of local priorities, resources available for innovation, and willingness to change. Some counties and stakeholders fully embrace best practices, while others struggle to implement changes. When stakeholders work from a shared body of knowledge (i.e. substantive and procedural law requirements (*e.g., Model Dependency Judgment Forms*), current child development science and best practices, effects of abuse and neglect ...) their willingness to collaborate to improve outcomes for children and reduce time to permanency increases.

Measurable Objective: Increase number of courts using Model Juvenile Dependency Forms and maintain (or increase) timeliness measures:

- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
- Time to First Permanency Hearing
- Time to Resolution of TPR

Strategic Category: Capacity Building

Court Function Improvement

Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and deliver annual statewide Summit on Child Abuse and Neglect for Oregon model court teams and stakeholders involved in dependency cases.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • CRB • Tribes • DHS • Attorneys • CASA 	Annually - Ongoing	<ul style="list-style-type: none"> • Annual 1 day Summit for 250+ judges and stakeholders. • Agendas include sessions on state and national priorities, child development, case flow management, law updates, and performance measures. • Each team will identify strategies to improve local system responses in CAN cases. 	<ul style="list-style-type: none"> • 80% of participants who complete the conference evaluation will identify one new tool or strategy to help them with their daily work. • Maintain or increase % of cases meeting timeliness measures despite current budget reductions and closures. 	<ul style="list-style-type: none"> • JCIP data reports • DHS on-line data • Conference evaluations measuring the self-report of knowledge acquisition 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Encourage and support further development of Dependency Improvement Workgroups or Model Court Teams	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • Judges • Court staff • CRB • DHS • Attorneys • Service Providers 	Ongoing	<ul style="list-style-type: none"> • On-site TA and consultation for 3 or more local model court teams each year. • Improved information-sharing and problem-solving system improvement through local work group initiatives. • Increased stakeholder cooperation in local system improvement 	<ul style="list-style-type: none"> • Increase number of stakeholders involved in local court improvement efforts. 	<ul style="list-style-type: none"> • Survey of local courts • Contact lists for local teams 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Multidisciplinary educational programs	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Court staff • CRB • DHS • Attorneys • Service Providers 	Ongoing	<ul style="list-style-type: none"> • Provide TA, support, and/or coordination for two regional trainings per year. • Multidisciplinary training made available at the local/regional level result in increased stakeholders who are able to access specialized training. 	<ul style="list-style-type: none"> • 80% of participants who complete the conference evaluation will identify one new tool or strategy to help them with their daily work. • Increase use of model juvenile dependency forms to 36/36 counties by FY 2016. 	<ul style="list-style-type: none"> • Surveys • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and implement training for foster parents on court and CRB process	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • Foster /Adopt Parents • DHS • Relative Providers 	<ul style="list-style-type: none"> • 12/ 2013 • 6/2015 	<ul style="list-style-type: none"> • Develop and deliver session at Shoulder to Shoulder • Develop and distribute one online module • Improved understanding of court processes 	<ul style="list-style-type: none"> • Increase foster parent knowledge of the court process. • Increase presence of foster parents in court/CRB proceedings. 	<ul style="list-style-type: none"> • Pre/Post Tests for educational sessions • Evaluations • File reviews 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Maintain and implement JCIP mini-grant process	<ul style="list-style-type: none"> • Training • Data • Basic 	<ul style="list-style-type: none"> • All Child Welfare and Juvenile Dependency Stakeholders 	Annually - Ongoing	<ul style="list-style-type: none"> • Provide financial support to stakeholder groups for trainings, pilot projects, and technology activities that address the goals and priorities of JCIP, through mini grant project. • Increase number and role diversity of stakeholders receiving specialized child welfare and juvenile court education. 	<ul style="list-style-type: none"> • 80% of participants who complete the program evaluations will identify one new tool or strategy to help them with their daily work. 	<ul style="list-style-type: none"> • Attendance lists • Evaluations 	JCIP staff will share data with judges and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.
Improve delivery of appropriate mental health services and interventions to cross-over youth.	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • DHS • ODE • Juvenile Depts • CRB • Attorneys • Community Mental Health • Law Enforcement 	12/2015	<ul style="list-style-type: none"> • Convene stakeholders • Identify current gaps in services (including lack of coordination between stakeholders) for cross-over youth • Identify potential solutions • In collaboration with stakeholders, plan summit to provide training and help communities plan for reform 	<ul style="list-style-type: none"> • Improve collaboration and coordination between ODE, DHS, Juvenile Departments so that the mental health needs of at risk youth are identified and addressed as early as possible. • Increase number of cross-over youth whose mental health needs are effectively addressed and decrease the number and length of contacts with the juvenile justice system. 	<ul style="list-style-type: none"> • Data Measures • File reviews 	JCIP staff will share data with stakeholders and JCIP AC; feedback will be incorporated into CQI process; results will inform future conference agendas.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Improve the effectiveness of CRB and court reviews by training caseworkers about the review process and required findings.	<ul style="list-style-type: none"> • Basic • Training 	<ul style="list-style-type: none"> • DHS • CRB • PSU Child Welfare Partnership 	Annually - Ongoing	<ul style="list-style-type: none"> • Deliver one hour session to caseworkers during core training, approximately six times per year 	<ul style="list-style-type: none"> • Improve caseworker understanding and compliance with Title IV-E review requirements 	<ul style="list-style-type: none"> • Evaluations measuring the self-report of knowledge acquisition 	Feedback will be incorporated into CQI process; results will be used to adjust curriculum.

Outcome #4: *Improved outcomes in child abuse and neglect cases through system improvements and advocacy*

Need Driving Activities & Data Source: Oregon’s Executive, Legislative, and Judicial Branches have all experienced significant agency budget reductions in response to revenue shortfalls in the past two biennia and the current budget period. Now more than ever, maximizing existing resources through interbranch collaborations and cross-training programs is necessary to ensure that reduced resources are directed towards initiatives and practices with demonstrated effectiveness.

Measurable Objective: Increase number of courts using Model Juvenile Dependency Forms and maintain (or increase) timeliness measures:

- Time to Jurisdiction, including % of cases not meeting the timeline that have a documented good cause finding for the delay.
- Time to First Permanency Hearing
- Time to Resolution of TPR

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop and recommend long-term structure for CASA administration in Oregon.	<ul style="list-style-type: none"> • Basic 	<ul style="list-style-type: none"> • Judicial Branch • Executive Branch • Legislative Branch • CASAs 	9/2014	<ul style="list-style-type: none"> • Committee established to meet requirements of HB4082 • Report to Legislative Assembly 	<ul style="list-style-type: none"> • Increase legislator understanding and support of CASA programs and administrative issues. 	<ul style="list-style-type: none"> • Meeting notes • Report 	JCIP staff will share information with stakeholders and partners and encourage legislative support of the report.
Juvenile Dependency Interbranch Workgroup	<ul style="list-style-type: none"> • Basic 	<ul style="list-style-type: none"> • Judicial Branch • Executive Branch • Legislative Branch 	Ongoing	<ul style="list-style-type: none"> • 2 -4 workgroup meetings a year including members of the 3 branches. • Problem-solving and continuing system improvement based on shared body of knowledge of current science and evidence-based practices. 	<ul style="list-style-type: none"> • Ensure effective application and thoughtful amendment of Juvenile Dependency Code. • Increase legislator understanding of and support for effective resolution of child welfare issues. 	<ul style="list-style-type: none"> • Meeting notes • Legislation • Legislative trainings 	JCIP staff will share data with Juvenile Dependency Interbranch Work group; feedback will be incorporated into CQI process; results will inform work of JCIP and courts with this Work group.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Develop a framework and implement Judicial Engagement and Leadership Institute (JELI)	<ul style="list-style-type: none"> • Basic • Training • Data 	Oregon Judges	Completed and Ongoing	<ul style="list-style-type: none"> • Establish JELI steering committee, JELI description, goals, and survey. • Support attendance of JELI steering committee at NCJFCJ conference • Develop and support workgroups for 3 JELI initiatives • Develop and support 1 day issues work group summit for JELI participants. • Create and support online resource and discussion forum for judges 	<ul style="list-style-type: none"> • Increased understanding of judicial officer role in leading systemic change at the local level. • Increased use of legally sufficient forms & juvenile code reform • Increase timeliness of adoptions through quicker identification of the adoptive resource • Increase number of court reports with clearly defined conditions of return 	<ul style="list-style-type: none"> • File Reviews • Meeting notes • Agendas • On-line discussion data base • Survey 	JCIP staff will share data with JELI Steering Committee and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform JCIP and local court reform efforts.
Support JELI activities	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • Judges • Law Schools 	Ongoing	<ul style="list-style-type: none"> • Develop and support workgroups for 2-3 JELI initiatives. • Develop and support annual 1 day issues work group summit for JELI participants. • Workgroups report out at annual Eyes Conference. • Tools created for judicial leadership at local level. 	<ul style="list-style-type: none"> • Increased understanding of judicial officer role in leading systemic change at the local level. 	<ul style="list-style-type: none"> • Meeting notes • Agendas • On-line discussion data base 	JCIP staff will share data with JELI Steering Committee and JCIP AC; feedback will be incorporated into CQI process focusing on local court performance; results will inform JCIP and local court reform efforts.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
JCIP participation in DHS Policy Committees or TA on issues intersecting with court process	<ul style="list-style-type: none"> • Basic • Data 	<ul style="list-style-type: none"> • DHS • Judges • CRB 	Ongoing	<ol style="list-style-type: none"> 1) Termination of wardship and finalizing adoptions through ORKids. 2) Trial Reunification hearing requirements with ORKids changes. <ul style="list-style-type: none"> • FFY 2013: <ol style="list-style-type: none"> 3) Guardianships, 4) Foster Children Bill of Rights, 5) Grand Parent Rights 6) Face to face contact 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups 	Dependent on goals of committees, task forces, and workgroups.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs & Results of Activity	Target Improvement	Data Source	Feedback Vehicle
<p>JCIP and judicial officer participation in statewide committees, task forces, and workgroups</p>	<ul style="list-style-type: none"> • Basic • Training • Data 	<ul style="list-style-type: none"> • All Child Welfare and Juvenile Dependency Stakeholders 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Court and JCIP input on statewide committees, task forces, and workgroups, for example: <ol style="list-style-type: none"> 1. CASA Task Force 2. OR Law Commission Workgroups 3. Child Welfare Advisory Committee 4. Foster Care Safety Team 5. Safe & Equitable Foster Care Reduction Leadership & Core Teams 6. Attorney Academy Planning Committee 7. ICWA Advisory Committee 8. Children’s Justice Act Subcommittee 9. Shoulder to Shoulder Planning Committee 10. ICWA State Conference Planning Committee 11. Differential Response Planning and Implementation Committee 12. Family Connections Task Force 13. KWYA Planning Team 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups. 	<ul style="list-style-type: none"> • Dependent on goals of committees, task forces, and workgroups.

Outcome #5: *Increased Technological Capabilities and Data Sharing Across Systems*

Need Driving Activities & Data Source: In August 2011 DHS implemented ORKids, the new child welfare case management system. Since that time, there have been issues with the daily electronic data transfers from DHS to OJD. OJD’s first trial court went live with Oregon eCourt’s Odyssey CMS in June, with subsequent trial courts implementing over the next two years. Implementing new case management systems requires changes in existing reports to maintain performance measures in the new system. It is critical to have resources dedicated to the managing, assessing, and troubleshooting data issues.

Measurable Objective: Maintain existing data reports and develop new reports to measure improvement efforts.

Strategic Category: Capacity Building Court Function Improvement Systemic Reform

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Configure dependency components of Odyssey Oregon eCourt case management system	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • OJD • DHS • Oregon eCourt Design Team • JCIP Advisory Committee 	9/2016 and ongoing	<ul style="list-style-type: none"> • New Oregon eCourt case management system captures all needed juvenile dependency case information to continue existing reporting and develop new reports. 	<ul style="list-style-type: none"> • Increased in ability to track juvenile data points (ex. ICWA eligibility, presence of child at hearings, foster parents, and relatives at hearings, ...) 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will share data with JCIP AC; feedback will be incorporated into CQI process; results will inform work of local courts.
Ensure accurate data entry in OJIN and Odyssey	<ul style="list-style-type: none"> • Data • Training 	<ul style="list-style-type: none"> • Court Staff 	<p>Ongoing</p> <p>12/2015</p> <p>Completed 12/2013 and 6/2014</p>	<ul style="list-style-type: none"> • Quarterly data reports are reviewed, checked for accuracy, and identified issues are resolved with trial courts. • Juvenile dependency case data are entered into OJIN and Odyssey accurately. • Creation of exception reports for juvenile Odyssey reports to identify cases where data entry may be incorrect • Facilitate best practices meeting for data entry staff from Odyssey counties to establish data entry protocols and prepare for the next generation of quarterly reports in Odyssey. 	<ul style="list-style-type: none"> • Circuit courts report that local data continues to be accurate or is more accurate 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will solicit feedback from circuit courts on report accuracy, and will share detail and exception reports with courts where data entry does not meet reporting standards; detail and exception reports will be used on an ongoing basis to track progress on data entry practices.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Modify and enhance dependency timeliness reports for the required CIP performance measures	• Data	<ul style="list-style-type: none"> • ETSD • JCIP Data & Analysis Committee 	<p>Completed 7/2012</p> <p>Completed 7/2012</p> <p>12/2015</p>	<ul style="list-style-type: none"> • Development and distribution of new OJIN timeliness reports by county that calculate mean and median time. • Development of OJIN time to permanency measure by permanency type at the statewide and local level. • Create new required CIP performance measure reports to run from Odyssey CMS 	<ul style="list-style-type: none"> • Courts will examine and work with timeliness data in a new way (compared to % of cases within time lines) • Courts will maintain or improve performance on required CIP performance measures 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will share data with Region X and National CIP staff and with circuit courts; feedback will be incorporated into CQI process; results will inform work of juvenile courts and JCIP data analyst.
Provide court data to DHS as requested (i.e. CFSR, IV-E...)	• Data	<ul style="list-style-type: none"> • DHS 	Ongoing	<ul style="list-style-type: none"> • Development and distribution of data reports as requested by DHS. 	<ul style="list-style-type: none"> • DHS will supplement their data with court data 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will share data with JCIP AC and DHS; data will be incorporated into court and DHS CQI processes and will inform work of local courts and DHS.
Configure Odyssey CMS to accept data transfer from DHS	• Data	<ul style="list-style-type: none"> • DHS • CRB • ETSD • Tyler Tech. • Oregon eCourt Sponsors • Oregon Legislature 	9/2016	<ul style="list-style-type: none"> • Accurate daily downloads of child welfare data provided for use by courts and CRB • Linking of dependency cases with Child Welfare and CRB data 	<ul style="list-style-type: none"> • Establishment of data exchange for Odyssey courts • Incorporation of Child Welfare data in JCIP Odyssey reports • Increased ability to provide courts and stakeholders with data on time in care and permanency planning • Decrease in the percentage of transferred cases on exception reports (as compared with JOIN data transfers) 	<ul style="list-style-type: none"> • OJD Oregon eCourt • DHS Data Transfer 	JCIP will share data with the courts, DHS, stakeholders, and Model Court teams; data will be incorporated into JCIP reports to inform CQI and will be used as needed to guide JCIP, court, and Model Court initiatives.

Activity or Project Description	CIP Funding Stream	Collaborative Partners	Timeframe	Anticipated Outputs and Results of Activity	Target Improvement	Data Source	Feedback Vehicle
Troubleshoot ORKids data transfer issues	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • DHS • ETSD 	Ongoing	<ul style="list-style-type: none"> • Timely and accurate Child Welfare data is provided for use by courts and CRB. 	<ul style="list-style-type: none"> • Accurate data exchange • Decrease number of cases that show up on daily exception reports (indicating data transfer errors) 	<ul style="list-style-type: none"> • JOIN 	JCIP staff will share data with JCIP AC and DHS; feedback will be incorporated into CQI process; results will inform work of local CRB and JCIP.
Provide monthly and quarterly juvenile dependency data reports and special reports upon request	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • Judges • CRB • DHS • Stakeholders • Legislature • National orgs. 	Ongoing	<ul style="list-style-type: none"> • Development and distribution of data reports as requested by child welfare stakeholder groups. 	<ul style="list-style-type: none"> • Stakeholders will supplement their data with court data 	<ul style="list-style-type: none"> • OJD Oregon eCourt • JOIN • OJIN 	JCIP staff will share data with JCIP AC and stakeholders; feedback will be incorporated into CQI process; results will inform work of local courts and stakeholders.
Develop and implement evaluation tools for JCIP educational and grant sponsored activities	<ul style="list-style-type: none"> • Data 	<ul style="list-style-type: none"> • Judges • CRB • Court staff • DHS • Stakeholders 	<p>Ongoing</p> <p>6/2016 and ongoing</p>	<ul style="list-style-type: none"> • Evaluation summaries for JCIP educational programs, JELI activities, Model Court Activities are developed and reviewed with JCIP Advisory Committee. • File reviews conducted by JCIP and CRB staff to monitor improvements in court practice 	<ul style="list-style-type: none"> • Activities are consistently tracked and monitored to ensure opportunities to track outcomes 	<ul style="list-style-type: none"> • Surveys • File reviews • Court observation • Interviews 	JCIP staff will share data with JCIP AC and stakeholders; feedback will be incorporated into CQI process; results will inform JCIP's educational activities.