

I. PIP General Information

CB
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State: Oregon

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2. Goldberg M.D., Bruce, Director, Department of Human Services
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4.	Aguirre, Kevin, District Manager, DHS/CAF District 16
5.	Ainam, Dana, ICWA Child Welfare Supervisor, Representative Confederated Tribes of Grand Ronde
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7.	Arenz, Janet, Oregon Alliance of Children
8.	Baldomaro-Lucus, Cheryl M., Child Welfare Program Manager, Rockwood District 2
9.	Ballard, Noreen, Supervisor, District 3
10.	Balter, Mike, Boys and Girls Aid Society of Oregon
11.	Bell, Iris, Commission on Children's and Families
12.	Bennett, Ann J., Assistant Adoptions Manager, CAF Adoptions
13.	Benson, Ken, Foster/Adoptive Parent
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16.	Bouska, Bill, Children's Treatment Systems Manager, DHS/Health Services
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18.	Brennan, Daniel, OPA3/Requirements Coordinator, DHS/CAF Program Systems
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20.	Brownhill, Paula J., Honorable, Clatsop County Judicial Officer
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22.	Buzzard, Jerry, District Manager, District 15
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82.	Ledesma, Kathy, former Assistant Administrator Office of Program Performance and Reporting, DHS/CAF

83.	Lemman, Phil, OYA, CWAC
84.	Leonard, Hon. Kip W., Judicial Lane County
85.	Long, Angela, Administrator Office of Program Performance and Reporting, DHS/CAF
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101.	Neely, James, Deputy Assistant Director, DHS/Children, Adults and Families
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113.	Petite, Kristi, Representative, Confederated Tribes of Grand Ronde
114.	Phillips, Christine, Child Welfare Program Manager, District 14
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136.	Stauff, Brian, District Manager, District 9
137.	Stetzer, Christine, Principal, Grant Watts School, CWAC
138.	Stewart, Nancylee, Child Welfare Program Manager, District 7
139.	Stiegler, Judy, CWAC Chair
140.	Stolebarger, Christine, Parents Anonymous of Oregon
141.	Straughan, Shelley, FBS Consultant, DHS/CAF OSPC E68 SDA 13
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143. Taylor, Ruth, Parents Anonymous c/o Morrison Center
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151. Waller, Nan, Honorable, Multnomah County Judicial Officer
152. Walling, Jason, Child Welfare Program Manger, District 3
153. Waybrant, Jerry, District Manager, District 6
154. Wheeler, Bridgett, Representative, Coquille Indian Tribe
155. Wheeler, Karen, Program & Policy Development Specialist, OMHAS
156. Williams, Janet, Foster Care Coordinator, DHS/CAF
157. Williams, Janette C., DD Children's Program Director, SPD Seniors & People with Disabilities
158. Wurscher, Jay M., A&D Services Coordinator, DHS/CAF
159. Zacharias, Lisa, ESS2/Management Assistant, DHS/CAF CPS

II. PIP Agreement Form

The PIP should be signed and dated by the Chief Executive Officer of the State child welfare agency and by the Regional Administrator for the Children's Bureau Regional Office responsible for the State. The approved PIP with original signature must be retained in the Children's Bureau Regional Office. A hard copy of the approved PIP must be submitted to the following parties immediately upon approval:

- ☐ State child welfare agency
- ☐ Children's Bureau (Child and Family Services Review staff)

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Agreements

The following Federal and State officials agree to the content and terms of the attached Program Improvement Plan:

Date

Children's Bureau

Date

Oregon Department of Human Services, Children, Adults and Families Division
Child and Family Services Review Program Improvement Plan Narrative
June 30, 2008

Introduction

The Children, Adults and Families Division (CAF) of the Oregon Department of Human Services (OR-DHS) has developed this Program Improvement Plan (PIP) in response to the findings from the federal Child and Family Services Review (CFSR) conducted by the Children's Bureau (CB), Administration for Children and Families (ACF) during the week of September 10, 2007. On January 7, 2008, Oregon received a preliminary courtesy copy of ACF's Final Report of findings, to which the State responded on January 21, 2008, with suggested technical and factual edits. On March 13, 2008, Oregon received ACF's Final Report of findings with a cover letter, dated March 7, 2008, from Christine M. Calpin, Associate Commissioner of the Children's Bureau.

Between the conclusion of its on-site CFSR and the receipt of the preliminary written report of findings from it, CAF worked in close collaboration with staff from the ACF Region X Office to identify and define six major child welfare themes that emerged from five key areas of the CFSR that are discussed in Oregon's findings. The five key areas are:

- Findings from Oregon's first (2001) CFSR;
- Policy, practice and organizational changes that were made during the subsequent (2002 – 2004) PIP, along with measures of improvements;
- Oregon's Statewide Assessment (July 2007);
- Oregon's performance in relation to the National Data and Composite Measures;
- Findings from the on-site CFSR (September 2007), which included a review of 65 foster care and in-home cases, as well as interviews with state and local stakeholders.

The six practice-area themes (identified as "domains" in this PIP) that form the organizational schema of Oregon's PIP are:

- I. In-Home Safety
- II. Caseworker Face-to-Face with Children and Parents
- III. Child and Family Involvement in Case Planning
- IV. Concurrent Planning
- V. Service Array and Accessibility
- VI. Recruitment and Retention of Foster and Adoptive Families

In addition, Oregon identified three universal themes that it needs to address in the PIP: over-representation of children of color across Oregon's child welfare system/cultural competency of staff and contracted providers, expectations for and support of supervisors, and advanced training for staff. Grouping of these three themes together has resulted in the creation of a seventh PIP domain:

VII. Workforce Development and Support

Approximately eighty DHS staff (including an official representative from each of CAF's sixteen geographic districts) and community stakeholders participated in Oregon's PIP Kickoff on October 22, 2007. ACF Region X staff and representatives from the National Resource Center for Organizational Improvement (NRCOI) and the National Resource Center for Child Welfare Data and Technology, as part the CB's Training and Technical Assistance Network, assisted with the development of and actively participated in the kickoff agenda. Each participant self-selected to work with a CAF-facilitated small group to brainstorm possible strategies to address one of the six practice themes cited above. On the following day, ACF and NRC staff met with CAF leadership to debrief and plan next steps, including monthly conference calls with the State, with participation by Oregon Juvenile Court Improvement Project (JCIP) staff.

Upon receipt of its preliminary Final Report on January 7, 2008, in collaboration with ACF staff and in response to the report's key concerns, CAF solidified its work-in-process to identify goals (total of 18) for the State's six PIP domains. In preparation for a large PIP Workgroup meeting on February 4, 2008, CAF staff also identified strategic co-leads for each of the six practice domains. Staff also began identification of PIP domain-related activities across Oregon's child welfare system, that had so recently been initiated, that measurable improvements in child and family outcomes would not have been captured in any of the 2007 CFSR processes cited above. Additionally, between January 8 and February 4, CAF worked closely with the Oregon Governor's office to analyze the State's CFSR findings and to build a plan to proactively share with the public the findings, analysis and broad plan of action to address the report's key concerns.

On January 28 and 29, 2008, ACF Region X staff made a site visit to Oregon. The first day was spent meeting with DHS Director, Dr. Bruce Goldberg, then Interim Assistant Director for CAF, Bryan Johnston, and with representatives from the Oregon Safety Model Team (implementation started March 2007) and three of the DHS Director's child welfare improvement initiatives: the Child Safety Committee, the Critical Incident Response Team (CIRT) Review Committee, and the CAF Assistant Director's Advisory Committee. All three of these committees began their work in December 2007. The stated purpose by ACF for these dialogues was to encourage full integration of the PIP with these four key initiatives. On the second day of the site visit, ACF staff met with the CAF strategic co-leads for the six domains and JCIP staff. The focus was to test-run a methodology, co-developed by ACF and CAF, for PIP development in the small workgroups, beginning with the scheduled February 4, PIP Workgroup session.

On February 4, 2008, Oregon Governor Ted Kulongoski, DHS Director Dr. Bruce Goldberg, and Interim DHS Assistant Director for CAF Bryan Johnston, shared the findings from the CFSR (preliminary) Final Report. Together, they issued a call to action to better respond to the needs of Oregon's children and families who come into contact with the State's child welfare system. In addition to approximately one hundred PIP Workgroup members who were in attendance, two key state legislators and the press participated. Workgroup members again self-selected which of the six domain subgroups they would participate in that day, and over the next eight weeks. This work would culminate in the submission to ACF of this first official draft of Oregon's child welfare Program Improvement Plan, which was submitted on April 7, 2008.

On February 28, 2008, the CAF PIP strategic co-leads for the six practice domains met to report their progress for their respective domains:

- values, beliefs and practice principles
- dynamic tensions
- needed skills
- strategies already in process and new implementation strategies
- community engagement
- evaluation
- resource and training and technical assistance needs
- DHS and community champions

To address the low community stakeholder participation in the ongoing work of some of the PIP domain subgroups, the co-leads formulated a consensus plan to actively engage the 21-member DHS Child Welfare Advisory Committee (CWAC). CWAC is a legislatively-created representative group of community stakeholders. They were asked to assist in the selection, from among all of the strategies suggested by the domain subgroups, a small number of strategies with high potential for broad, positive impact across multiple PIP domains. The PIP strategic co-leads refined and submitted their final draft plans on March 11, 2008 and those plans were presented to CWAC at their regular quarterly meeting on March 12, 2008. On March 14, 2008, at CWAC request, specially-created PIP evaluation tools were provided to CWAC members to assist them in their PIP evaluation. During the CWAC special meeting on March 25, 2008, the CWAC developed a small number of recommendations for the structure and content of the PIP.

Four other important PIP-related activities took place during February and March 2008:

1. Incorporation into the PIP of local Model Court projects, which focus on improvement strategies related to items on the CFSR instrument. Most, but not all of Oregon's 36 counties have Model Court projects. Because most of the Model Court projects either had recently begun at the time of the September 2007 onsite CFSR or were not well underway until after the review, there was little noted local outcome improvement in the review.
2. Inclusion in the PIP, in addition to statewide improvement strategies, of local (in this case, "local" means CAF's 16 districts) PIPs that each focus on 1-2 CFSR items for which DHS data demonstrates weak local performance.
3. Renewed, more culturally responsive, efforts to include Oregon's Tribes in PIP planning.
4. Formation of a committee consisting of CAF's CFSR, PIP and Research staff, four CAF district managers, and JCIP staff to identify proposed appropriate measures of improvement (i. e. case review, National Data Measures and Composites, Oregon systems data) for the PIP and to negotiate the levels of improvement with ACF.

The Oregon Child and Family Services Review Program Improvement Plan that follows aspires to strengthen agency capacity, strengthen professional development, improve social work interventions, expand community resources, and build stronger partnerships both within DHS and in the community. The PIP incorporates all of the following:

1. Analysis of Oregon's 2001 CFSR findings and subsequent (2002 – 2004) PIP, including areas in which progress toward improved outcomes was either not sustained or not reflected in the State's 2007 CFSR.
2. Data and information gathered by Oregon and included in the Statewide Assessment (July 2007).
3. Findings from the September 2007 onsite CFSR, including both case review and stakeholder interviews, as contained in the March 7, 2008, Final Report.
4. Strategies created by the Oregon Child Welfare Program Improvement Plan (PIP) Workgroup, consisting of approximately 140 invited DHS staff and community partner participants. The workgroup organized their work within six domains, and the DHS Child Welfare Advisory Committee (CWAC) provided feedback and recommendations to it.
5. The work of the Oregon Judicial Department's statewide and local (county) Model Court projects.
6. Local DHS/CAF District program improvement plans.
7. Collaboration with the ACF Region X staff, the Children's Bureau's National Review Team staff, and the National Resource Center for Organizational Improvement and the National Resource Center for Child Welfare Data and Technology.

The mission and values of the Oregon Department of Human Services and its Children, Adults and Families Division provide the overarching framework for the values and practice principles upon which this Program Improvement Plan is built. They are as follows:

Mission

- *The mission of the Department of Human Services is assisting people to become independent, healthy and safe.*
- *The mission of Children, Adults, and Families is to improve family capacity to be self-sustaining while creating a safe and permanent living environment for children.*

Values

- *Every child in Oregon has the right to grow up in a safe, permanent and nurturing family home. Oregon's child welfare practice focuses on each child's individualized needs for safety, permanency and well-being.*
- *The following central values are the foundation for policies, procedures and practices:*
 - *Child safety is the fundamental right of every child in our state and the paramount concern of the child welfare system.*
 - *Identifying and understanding children's individual needs are the first steps toward meeting those needs.*
 - *Identifying and reinforcing parental strengths and capacities to keep their children safe are the first steps in mobilizing them to meet children's needs.*
 - *Active participation of families in service planning for and decision-making about their children is a powerful catalyst for mobilization of strengths to respond to children's identified needs.*
 - *Whenever safety concerns dictate that children must live apart from their families, reunification is most often the goal of initial service planning.*
 - *Children's needs for safety and permanency are urgent, requiring that the child welfare system activate and complete with corresponding urgency child-specific plans to meet those needs.*
 - *When Child Welfare and families work collaboratively to develop activities and services to preserve and enhance their children's healthy connections with them yield improved outcomes for both children and families.*
 - *Employing diverse services and staff that are responsive to the unique cultural composition and needs of each child and family is a fundamental responsibility of the child welfare system.*
 - *By preserving healthy connections with their families and communities promotes children's current and future well-being.*

- *Children's needs are individualized but fall into three primary categories: safety, permanency and well-being.*

There are four cross cutting issues that will be addressed in each of the 7 domains. Those are:

- Oregon Safety Model
- Oregon Family Decision Making model as outlined in ORS 417.365
- Improved Clinical Supervision between Supervisors and Caseworkers
- Improved family engagement between workers and families.

Each of the seven themes, or domains, that comprise Oregon's Program Improvement Plan encompasses a portion of items from the CFSR onsite instrument that ACF determined during the September 2007 onsite review are areas needing improvement (ANI). This plan proposes strategies to be administered over the eight calendar quarters that comprise the PIP period. A brief description of the seven domains follows here, beginning with a discussion of the values, beliefs and practice principles that under gird each of them, followed by a chart in which the CFSR items addressed in the domain and ACF's key concerns about them are presented.

Domain I: Safety

The Oregon Safety Model represents an overarching process that requires safety assessment and safety management at all stages of case management from screening through case closure.

The safety model includes all actions and decisions required throughout the life of a case to:

- Assure that an unsafe child is protected;
- Support and facilitate the parent taking responsibility for the child's protection whenever possible;
- Reconfirm the child's safety at home or in out-of-home care throughout the life of the case; and
- Achieve the establishment of a safe, permanent home for the unsafe child.

Values and Practice Principles

Safety is the fundamental right of every child in Oregon and the paramount concern of the child welfare system, which strives to help families be healthy, independent and safe.

Children should be safe from abuse in their parental home, or a home that most connects them to their family and culture.

Safety, permanency, and well-being should drive practice.

Children's needs are individualized but fall into three primary categories: safety, permanency, and well-being.

Identifying and understanding children's individual needs are the first steps toward meeting those needs.

Identifying and reinforcing parental strengths and protective capacities to keep their children safe, are the first steps in mobilizing them to meet children's needs.

Active participation of families in service planning for, and decision-making about, their children is a powerful catalyst for mobilization of strengths to respond to children's needs.

Parents and community partners have important information and input into safety decision-making.

Reunification should be pursued as soon as it has been determined that the child can go home safely.

Communication and collaboration, built on mutual trust and understanding between CAF and community partners, are essential elements of child safety.

Relatives can play an important role in child safety, including as placement resources and as active contributors to child safety plans.

Domain Number: I Safety

CFSR Items and Key Concerns in this Domain and 2007 Performance

Domain I encompasses child safety from the screen-in of reports of maltreatment, the subsequent responses to the report of maltreatment, through safety in home or out of home care, assurance of safety at reunification or alternate permanent placement, to post-permanency safety supports.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
1	Timeliness of initiating investigations of reports of child maltreatment	Lack of timely investigations, mostly (77%) involving reports that were given a 5-day timeframe for initiation of response.	<i>ANI @ 67.5%</i>
2	Repeat maltreatment	Oregon did not meet the national standard for the safety-related indicator on recurrence of maltreatment within a 6-month period.	93.5% on National Data Measure for Annual Period ending 09.30.06 <i>94.1% required</i>
*3	Services to family to protect child(ren) and prevent removal or re-entry into foster care	Inconsistent implementation of OSM. Services provided are not sufficient to adequately address safety issues in the home, leaving children at risk in their homes; lack of reunification support services.	<i>ANI @ 74%</i>
4	Risk assessment and safety management	Lack of adequate safety and risk assessments in the child's home and in the foster home. Maltreatment concerns in foster homes not adequately addressed by the agency.	0.61% on National Data Measure for absence of maltreatment in foster care for Annual Period ending 09.30.06 <i>0.51% required; ANI @ 63%</i>
24	Statewide Information System	FACIS is unable to quickly and accurately identify location and address of children in SPD or contracted provider foster homes.	This is the sole item in the Systemic Factor: Statewide Information, which was not in substantial conformity.

* Items with an asterisk were rated as Strengths in Oregon's 2001 CFSR.

Domain II: Timeliness and Quality of Caseworker Visits with Children and Parents¹

In the first round of CFSRs, ACF found a positive association between caseworker face-to-face contact with parents and children and risk of harm to children; needs and services for children, parents and foster parents; and child and parent involvement in case planning (Item 18). The frequency and quality of caseworker visits with children and parents also was associated with services to protect children at home, timely permanency goals, timely reunification, child's visits with parents and siblings, relative placements, meeting educational needs, and meeting the child's physical and mental health needs. Domain II encompasses strategies to increase the timeliness and quality of caseworker face-to-face contacts with both parents, which focus on the ongoing assessment of the child's needs and support of parents' understanding of and capacity to, meet those needs within a framework of child safety, permanency and well-being.

Values and Practice Principles:

Frequent face to face contact is critical to establishing the relationship with children and families, and that relationship is critical to improving outcomes and developing the concurrent plan. It is also critical in the success of the concurrent plan.

Face to face contact with children and parents is where the work gets done:

- Family Engagement
 - Relationship building
 - Family involvement in case planning (parents & children)
 - Identification of needs and services
 - Preparing the child for permanency plan
 - Concurrent planning: every parent should have a back-up plan
 - Identify and respond to cultural needs of family and child
- Safety assessment (beyond a "safety check")

¹ Please note that in response to Region X's suggestion that the State "undo the overlap between Domain II and Domain III concerning work with parents, Oregon's PIP Workgroup has decided that Domain 2 remain exclusively about face-to-face contact with children and with parents (which is and key activity needing improvement in Oregon, only one way to involve children and parents in case planning, and does not include any goals or strategies about relatives). Domain 3 more broadly addresses **engagement** of the child, all of the child's parents, and the relatives of the child in case planning, beginning with the identification of and diligent search for relatives and absent/non-resident parents.

- Placement matching

Quality of face to face contact with children and parents includes more than a safety assessment. The quality of the relationship between the caseworker and the family determines the quality of the assessments, service provision, concurrent planning, family involvement, and monitoring of child safety and family progress toward achieving the case plan.

Effective face to face contact should always include an understanding of the family’s culture and should be responsive to the family’s cultural needs.

Domain Number: II Timeliness and Quality of Caseworker Visits with Children and Parents

CFSR Items and Key Concerns in this Domain and 2007 Performance

In addition to the quality and timeliness of caseworker visits with children and with parents, the scope of Domain 2 includes identifying, locating and engaging all parents of the child, including non-resident parents, incarcerated parents, and parents who have a biological but no personal relationship with the child.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
19	Caseworker visits with child	The frequency and quality of caseworker visits with children were not consistent across cases	ANI @ 55%
20	Caseworker visits with parents	There was a lack of sufficient caseworker visits with mothers and fathers, but particularly with fathers.	ANI @ 39%
19 and 20	Caseworker visits with child <u>and</u> Caseworker visits with parents	Lack of frequent and meaningful contact between caseworkers	See above for association of this activity with other

* Items with an asterisk were rated as Strengths in Oregon’s 2001 CFSR.

		with children and parents makes it difficult to ensure children's safety while in their own homes or in foster homes, and also makes it difficult to engage parents of children in foster care in services to meet the requirements of their case plan so that children can return home.	CFSR items.
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Domain III: Involvement of Child and Parents in Case Planning²

Values and Practice Principles:

- A child's greatest resource is his or her family.
- Genetic and family histories are important to children.
- Children deserve to have meaningful relationships with their siblings, parents and relatives.
- Families have the right to be treated with respect.
- Children deserve to have their mothers, fathers, relatives and other significant people in their lives identified, assessed and included in case planning as personal and potential placement resources for them.
- Case plans and goals will be developed collaboratively, involving parents, other family members and, where realistic, children.

² Please note that in response to Region X's suggestion that the State "undo the overlap between Domain II and Domain III concerning work with parents, Oregon's PIP Workgroup has decided that Domain 2 remain exclusively about face-to-face contact with children and with parents (which is and key activity needing improvement in Oregon, only one way to involve children and parents in case planning, and does not include any goals or strategies about relatives). Domain 3 more broadly addresses **engagement** of the child, all of the child's parents, and the relatives of the child in case planning, beginning with the identification of and diligent search for relatives and absent/non-resident parents.

- Family members will be identified and engaged early in and throughout the life of the case.
- Relatives will be included not only as potential placement resources, but also as ongoing support to the parents and child.
- Services will be individualized, when developed and delivered to families and children.
- Parent-child visits will begin immediately and sustained on a regular basis.

Domain Number: **III **Involvement of Child and Family in Case Planning****

CFSR Items and Key Concerns in this Domain and 2007 Performance

Domain III primarily focuses on children and their parents, and children and their siblings, who are in foster care. While the preservation of the child’s connections with extended family members is part of Domain III, most of the improvement activities regarding the child’s relatives are addressed in Domain IV.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
*13	Visiting with parents and siblings in foster care	The frequency of visitation between the child and parents and between siblings is sometimes inadequate to meet the needs of the child.	ANI @ 79%
*14	Preserving connections	For the most part, the agency made concerted efforts to preserve the child’s connections with extended family members.	ANI @ 88%
*16	Relationship of child in care with parents	The agency was not consistent with regard to making concerted efforts to support the relationship child’s connections between children and fathers.	ANI @ 66%

* Items with an asterisk were Strengths in Oregon’s 2001 CFSR.

17	Needs (services are addressed in D-5) of child, parents (needs of foster parents are addressed in D-6)	Inconsistency with regard to assessing and meeting the service needs of mothers, fathers, children and foster parents. Fathers were less likely that the others to have needs assessed and met.	ANI @ 43%
*18	Child and family involvement in case planning	The agency was not consistent with regard to involving mothers, fathers, and age-appropriate children in developing the case plan, with fathers being less likely to be involved than mothers or children.	ANI @ 44%
25	Written Case Plan	Parents are not consistently involved in the development of their case plan.	ANI (part of Case Review System)

Domain IV: Concurrent Planning

There are two indications that Oregon's early national lead on the use of concurrent planning now needs attention and improvement. One is our the growing use of Other Planned Permanent Living Arrangement (OPPLA) as a permanency goal. The second is the increasing numbers of challenges by foster parents and relatives of children who both seek to adopt.

Values and Practice Principles:

- Every child deserves and needs a permanent, safe home.
- It is imperative to achieve timely permanency for every child; delays once reunification is no longer the plan should be eliminated.
- Parents should be actively engaged in permanency planning for their children, and workers should be capacitated to do concurrent planning with families with full recognition of the inherent duality.
- Early and continuous engagement of the child's family and support network is essential to well-grounded concurrent planning.
- Financial barriers to achieving child permanency should be identified and removed.

- Timely concurrent permanency planning and achievement of permanency should be child focused and accomplished within the child’s sense of timeliness.
- A child’s permanency options are expanded and important connections preserved when family, kin, kith (non-legally related “family”) and significant others as identified by the child’s culture are considered.
- The use of simple language, straightforward communication, and a focus on developing trust all help to build the system-parent relationship that supports timely achievement of child permanency.
- Active engagement of foster parents as models and mentors for parents supports the timely achievement of reunification.
- Effective concurrent planning includes the active engagement of the child’s community to identify and access service and placement resources for children.

Domain Number: IV Concurrent Planning

CFSR Items and Key Concerns in this Domain and 2007 Performance

Domain IV includes items from both Permanency Outcome 1 (Items 7, 8, 9, 10) and Permanency Outcomes 2 (Item 15), as well as one item (28, Termination of Parental Rights) from the systemic factor, Case Review System, all of which are aspects of practice that the State considers integral parts of concurrent planning.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
7	Permanency goal for child	Inconsistency of establishment of permanency goals in a timely way.	ANI @ 78%
8	Reunification, guardianship, or permanent placement with relatives	Oregon did not meet the national standards for the permanency- related data composite for the timeliness and permanency of reunification; inconsistency in achieving reunification in a	ANI @ 85%

* Items with asterisks were Strengths in Oregon’s 2001 CFSR.

		timely manner.	
9	Adoption	Oregon did not meet the national standard for permanency-related data composite for timeliness of adoptions; extensive delays in achieving adoption in a timely way.	ANI @ 36%
10	Other planned permanent living arrangement	Children were assigned the goal of OPPLA at very young ages; a lack of adequate consideration for other permanency options before establishing this goal.	ANI % 60%
*15	Relative placement	Inconsistency with regard to seeking both maternal and paternal relatives as potential placement resources for the child.	ANI % 74%
28	Termination of Parental Rights	TPR petitions not filed timely; inconsistent documentation of compelling reasons in case file.	ANI (one of two Case Review System ANIs)

Domain V: Service Array and Accessibility that Address the Needs of Children and Their Families

Values and Practice Principles:

- The needs of families, not by the needs or limitations of the system, should drive service array and accessibility to services that strengthen families' capacity to care for their children.
- Mental health and drug and alcohol assessments of parents and children should be standardized, research- and evidence-based, and normed to the culture of the individual and family. They should take into account the family or individual's readiness for services and the trauma that is a common element of child maltreatment.
- Assessors of parents and children should be held to high standards of cultural and professional competency.
- Orientation toward recovery, increased parental protective capacity, prevention of future problems, and individual and family health, safety and independence are the ultimate goals of service array and accessibility to services.

- Effective service planning and delivery begin with family involvement, and services grow and develop in order to meet the evolving and changing needs of families. Service planning should be inclusive, coordinated community efforts that are respectful (not punitive) of families, take into account families' natural supports, value timeliness and good customer service, and provide services in the least restrictive environment in proximity to the family.

Domain Number: V Service Array and Accessibility that Address the Needs of Children and Their Families

CFSR Items and Key Concerns in this Domain and 2007 Performance

As is evidenced throughout the findings from Oregon's 2007 CFSR and acknowledged by the State's governor, the decline in resources for services for families who come to the attention of Oregon's child welfare system have had a negative impact on the agency's ability to help families keep their children safely at home or safely and permanently return them home. Moreover, the well-being of children has been negatively impacted by this reduction in resources. The CFSR provides an opportunity to quantify these impacts and to strategize ways to improve this situation.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
17	(Needs of child and parents are addressed in D-3) and services of child and parents. (Needs and services to foster parents is included in D-6 as a retention issue.)	The agency was not consistent with regard to assessing and meeting the service needs of mothers, fathers, children and foster parents. Fathers were less likely than the other to have their needs assessed and met.	ANI @ 43%
21	Educational needs of the child	Although many children did have their educational need met, there were concerns in many other cases that educational needs were identified but no services were provided to address those needs.	ANI @ 77%
*22	Physical health of the child	The agency was generally effective in meeting children's physical health needs, although there were	

* Items with asterisks were Strengths in Oregon's 2001 CFSR.

		concerns regarding access to dental services.	ANI @ 88%
23	Mental/behavioral health of the child	The agency was less effective in meeting children's mental health needs. In many cases, children's mental health needs were not assessed, and in many other cases, needs were assessed but services were not provided.	ANI @ 71%

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
*35	Array of services	Throughout the State, there are insufficient inpatient substance abuse treatment services, an inadequate continuum of mental health resources. Services are not available in adequate supply in some areas of the State.	ANI (Item is from Systemic Factor: Service Array, which was not in substantial conformity.)
*36	Service accessibility	Transportation to services is limited or unavailable in some parts of the State.	ANI (Item is from Systemic Factor: Service Array, which was not in substantial conformity.)
*37	Individualizing services	Although the State has some flexible funding and can access community resources to provide wraparound services, both the Statewide Assessment and stakeholder interview information indicate that the scarcity of services and the lack of adequate resources make it difficult to ensure individualization of services to meet unique needs.	ANI (Item is from Systemic Factor: Service Array, which was not in substantial conformity.)

* Items with asterisks were Strengths in Oregon's 2001 CFSR.

Domain VI: Recruitment and Retention of Foster and Adoptive Families

Values and Practice Principles:

- Every child's first out of home placement should be his or her last out of home placement.
- Retention of foster families is a fundamental key to successful recruitment of new foster families.
- Retention = Respect + Response + Reciprocation
- Improved identification, assessment, and approval of relatives who are able to meet the placement needs of their relative children is beneficial to children and families and can help relieve the need to place children with unrelated foster families in excess of their numerical or skill capacity to meet their needs.
- Every child who requires placement in foster care deserves:
 - To have their birth family or a person with a close emotional connecting be considered first prior to regular foster care
 - To be placed in the least restrictive setting in proximity to his or her family;
 - To be placed with his or her siblings who also require out of home care
 - To be matched with a family who receives, understands and can respond to information about the child's behaviors and needs and the reasons for them, and is provided a variety of supports to meet those needs.
- Every foster parent deserves:
 - To be matched with children for whom he or she has the capacity to safely and effectively take care of;
 - To receive information, supports and services to enhance their capacity to care for children placed with them;
 - To receive assistance for their own family to adjust to and accommodate the special needs of the children who are placed with them;
 - To be honored and receive recognition.

Domain Number: VI

Recruitment and Retention of Foster and Adoptive Families

CFSR Items and Key Concerns in this Domain and 2007 Performance

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
*6	Stability of foster care placement	Although many children experience placement stability, a substantial number of cases occurred in which the child was not in a stable placement at the time of the onsite CFSR and in which the child had experienced placement changes that were not in the child's best interest nor intended to further attainment of the child's permanency goal.	ANI @) 66%
17	Needs and services of foster parents	The agency was not consistent with regard to assessing and meeting the service needs of foster parents.	This PIP treats Item 17 as it pertains to foster parents as a key retention issue. ANI @ 43%
*35	Array of Services	Throughout the State, there is a serious shortage of foster homes and therapeutic foster homes.	ANI (Item is from Systemic Factor: Service Array, which was not in substantial conformity.)
*41	Standards for foster homes and institutions	Although the State's standards for foster family homes and child care institutions are reasonably in accord with recommended national standards, these standards are not consistently adhered to in practice. (Note: this concern refers specifically to granting exceptions in some cases for placing children into foster homes in numbers in excess of those for which the foster homes are licensed.)	ANI (Item is from Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment, and Retention, which was not in substantial conformity.)

* Items with asterisks were Strengths in Oregon's 2001 CFSR.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
*44	Diligent recruitment of foster and adoptive homes	The State does not have a statewide process in place to ensure the diligent recruitment of foster homes, despite significant shortages of all types of foster parents.	ANI (Item is from Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment, and Retention, which was not in substantial conformity.)

Domain VII: Workforce

During the drafting of the PIP several over-arching themes that do not fit neatly into any of the six preceding PIP domains but rather have significant connections to and impact on them were identified. These themes – supervisory expectations and supports; cultural competence and over-representation of children of color; ongoing professional development for staff; and continuous efforts to communicate and collaborate with community partners – all fall under workforce.

Values and Practice Principles:

- A well-trained workforce is fundamental to the provision of high quality services to families and children who come to the attention of Oregon’s child welfare system.
- All agency staff and contracted providers should be held to high standards of cultural and professional competency.
- Professional competency for child welfare staff requires rigorous, continuous acquisition of knowledge regarding evidenced based practice.
- Clearly articulated expectations for casework supervisors, ongoing professional guidance support and training, to provide them with the knowledge and skills to meet these expectations, and strong agency support are prerequisite to supervisors’ capacity to provide high quality supervision to the staff within their scope of responsibility.

* Items with asterisks were Strengths in Oregon’s 2001 CFSR.

- All families and children who come to the attention of Oregon’s child welfare system deserve to receive services that are responsive to their cultures.
- Effective face to face contact should always include an understanding of the family’s culture and should be responsive to that culture.
- There is a fundamental relationship between the cultural competence of the agency as an organization, its individual staff and its contracted providers, and the quality and equality of services provided to children and families of all races and ethnicities.
- The quality and timeliness of the services that CAF provides to families and children who come to its attention is strengthened by consultation, collaboration, and coordination with other child-and-family serving entities in Oregon.

Domain Number: VII Workforce
CFSR Items and Key Concerns in this Domain and 2007 Performance

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
33	Ongoing Staff Training	State does not require a minimum number of hours of ongoing staff training.	ANI (Item is from Systemic Factor: Training.)
NA	Expectations of and supports for supervisors		The agency concurs with ACF that this issue, which does not have a specific related CFSR item, impacts all of the ANIs in Domains 1-6.
39	The agency develops, in consultation with Tribal representatives, consumers, services providers, foster care providers, the juvenile court, and other public and private child-and-family serving	The agency does not consistently engage stakeholders in the process of developing annual reports of progress and services delivered	ANI (Item is from Systemic Factor: Agency Responsiveness to the Community.)

* Items with asterisks were Strengths in Oregon’s 2001 CFSR.

	agencies, annual reports of progress and services delivered pursuant to the Child and Family Services Plan (CFSP)		
NA	Cultural competence of agency staff and contracted providers		Oregon has identified this as a fundamental issue related to the the over-representation of children of color (specifically Native American and African American) throughout the State's child welfare system.

#*	ITEM/STANDARD	KEY CONCERN	2007 PERFORMANCE
*44	Diligent recruitment of foster and adoptive homes	The State does not have a statewide process in place to ensure the diligent recruitment of foster homes, despite significant shortages of all types of foster parents.	ANI (Item is from Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment, and Retention, which was not in substantial conformity.) Diligent recruitment is one of several issues related to the over-representation of children of color (specifically Native American and African American), which in turn relates to cultural competence

Program Improvement Goals, Current Strategies, and Planned Strategies

The PIP sub-workgroups for Domains 1 through 6 met for the first time at Oregon's PIP Kickoff on October 22, 2007, prior to the State's receipt of a Final Report of findings from the September 2007 onsite CFSR. These groups did not have at their disposal ACF's final calculation of outcomes which were not in substantial conformity and associated items that ACF identified as areas needing improvement. Nonetheless, based largely on agency notes from the September 14, 2007 exit conference, regarding ACF's preliminary findings, as well as

* Items with asterisks were Strengths in Oregon's 2001 CFSR.

the preliminary collaborative work done by CAF and ACF to formulate goals for each domain, the workgroups compiled preliminary lists of potential strategies to improve those areas thought to be deficient. Leaders for these groups were all CAF staff. They were selected, not necessarily because of their expertise in the specific sub-group theme, but rather for their recognized group facilitation skills.

When the PIP Workgroup reconvened on February 4, 2008, after DHS had received the preliminary courtesy copy of Oregon's Final Report, Workgroup members self-selected, as they had done in October, their participation in the domain(s) in which they had the most interest and/or expertise. Three strategic co-leaders for each domain – one each from CAF Field, CAF Office of Program Performance and Reporting (OPPR), and the CAF Office of Safety and Permanency for Children (OSPC) units that would have lead policy-change responsibilities during PIP implementation – had been identified by CAF prior to the February meeting. Thus, neither the composition nor the leadership of the six subgroups was precisely the same as it had been in October, although each sub-group was provided with the work done by its corresponding precursor (October) sub-group. These sub-groups conferred through face-to-face meetings, conference calls and e-mail exchanges from February 4 through April 4, 2008. Their work will continue throughout both PIP planning and PIP implementation.

The items included in each of the domains (including Domain VII: Workforce, which is the locus of the PIP's overarching themes and concerns), ACF's key concerns relevant to them, and the values and practice principles identified by the domain sub-group are memorialized in the preceding section. This section contains for each domain:

1. Proposed goals for this domain for Oregon's 2008-2010 child welfare Program Improvement Plan
2. The CFSR item(s) to which each goal relates
3. Strategies that were used in Oregon's first PIP (2002-2004) to improve these items³
4. Strategies that are already in progress to address each of the 2008 PIP goals for this domain^{4 5}

³ Not all items in Oregon's 2001 CFSR required improvement plans, but by the conclusion of the PIP in 2004, measurable performance improvement goals for all items requiring improvement had been met.

5. New, proposed strategies for the two years of the PIP implementation^{6 7}
6. Proposed action steps (“How”) and collaborators (“Who”) for each proposed strategy⁸

Domain I: SAFETY

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
I-A	Timely respond to reports of children who are identified as potentially unsafe in their own home or substitute care.	Item 1: Promptly respond to reports of children who are identified as potentially unsafe in their own home or substitute care.
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Developed specialized data reports regarding timeliness of investigations and disseminated them to the field to be used to monitor performance in these areas.	Intentional Specific PIP-Related Strategies: None identified	
	Model Court Strategies⁹: None identified by OJD	
	Other Item-Associated Initiatives: Implementation of the Oregon Safety Model	

⁴ This section for each domain may include two different categories of strategies-in-progress: those that the State has set in motion as a direct result of the preliminary or final findings from its September 2007 CFSR; and strategies and initiatives which are related to the goal or items, but were not specifically initiated in response to those findings. Commencement of some of the strategies in the latter category began prior to the September 2007 CFSR.

⁵ Most of Oregon’s 36 counties have Model Court projects based on the CFSR items. In most cases, these projects began before Oregon’s September 2007 CFSR. They are included in the Strategies-in-Process section for the goal/items to which each project most closely corresponds.

⁶ While every effort was made to respect the integrity of the work of each of the six domain-specific PIP Workgroup sub-groups, in some cases a strategy proposed by a group has been deemed more appropriately associated with an item or goal in a different domain and has been moved there. In other cases, a strategy may have been deemed appropriate for another domain in addition to the one for which it was proposed. In those cases, the strategy appears in both domains.

⁷ District Managers for CAF’s 16 geographic service delivery areas were encouraged to develop local PIPs for those CFSR items for which their documented performance presents high opportunity for improvement. District offices submitted local PIPs in time for inclusion in this draft, which are included here.

⁸ Some, but not all, of the domain sub-groups have proposed action steps (“How”) and collaborators (“Who”) for their proposed strategies. The workgroups for those domains lacking this detail will continue their work and provide it for the next PIP submission to ACF.

⁹ In support of the JCIP Model Court program and for other judicial support, CAF OPPR provides judicial officers and other OJD staff access to a secure website that contains, but jurisdiction, statistical reports relating to reabuse, subcare/foster care, stability, adoption, re-entry, and reunification.

<p>Revised agency policy to ensure consistent practice with regard to screening maltreatment reports and determining dispositions; Provided training for current staff on the new policies and also incorporated this training into the training for new caseworkers.</p> <p>Supported implementation of new policies and practices through developing online applications of the new tools and procedures and incorporating them into the agency's information technology system.</p>	<p>DHS Director's Child Safety Work Group</p> <p>DHS Director's Critical Incident Response Team (CIRT) Review Group</p> <p>JRP Paper "Foster Care and Beyond"</p> <p>Clinical Supervision Training</p> <p>Hiring of 12 OSM trainers (staff rotations) in March 2008 to provide comprehensive statewide child welfare staff training on OSM.</p>
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PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
<p>I-A-1: Timely response to allegations of abuse and/or neglect.</p> <p>.</p>	<ul style="list-style-type: none"> - CAF Field - CAF Program - Child Welfare Program Managers - Supervisors 	<p>Use the McKinsey workload study to balance staff and staff duties to ensure this body of work is completed.</p> <p>Identify and implement best practice worker rotation models for big, medium, and small size branches.</p> <p>Fully implement OSM and the elements that are associated with timely CPS response.</p>
<p>Proposed Local (District) Improvement Plans:</p>		

<p>District 1 plans to reduce by 20% the March 2008 level (43.9%) of overdue assessments through:</p> <ul style="list-style-type: none"> - use of Speakwrite - increased clinical supervision focusing on keeping assessments current - review of assessment stats @ monthly manager meetings - use of protected caseworker time <p>District 6 plans to reduce to a monthly average of 12% the number of overdue assessments in the 12-month period starting April 2008 through:</p> <ul style="list-style-type: none"> - use of Speakwrite - improved clinical supervision at intake focusing on timeliness <p>District 8 plans to decrease by 20% their current overdue assessment rate (35.8%) through:</p> <ul style="list-style-type: none"> - clear direction given to mgt and staff that overdues must be cleared - identifying and piloting technology that has potential for assisting staff to be more timely with assessments 		
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<ul style="list-style-type: none"> - use of protected time - determination if staff is appropriate distributed/assigned within offices in District - promoting use of Speakwrite 		
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Domain I: SAFETY

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
I-B	Safely maintain children at home <i>as an alternative to placement into care</i> as the result of effective practices and services that are individualized to each child and the circumstances and capacity of each family, with added attention to African American and Native American children, who are over-represented in Oregon's child welfare population.	<p>Item 2: Repeat maltreatment</p> <p>Item 3: Services to family to protect child(ren) and prevent removal or re-entry into foster care.</p>
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
<p>Developed specialized data reports regarding repeat maltreatment and disseminated them to the field to be used to monitor performance in these areas.</p> <p>Revised agency policy to ensure consistent practice with regard to screening maltreatment reports and determining dispositions; Provided training for current staff on the new policies and also incorporated this training into the training for new caseworkers.</p> <p>Supported implementation of new policies and practices through developing online applications of</p>		Intentional Specific PIP-Related Strategies:
		Model Court Strategies:
		Clatsop, Lincoln and Malheur: Plans for return to parents will include a detailed transition plan.
		Other Item-Associated Initiatives:
		Implementation of the Oregon Safety Model; hiring of 12 OSM trainers (staff rotations) in March 2008 to provide comprehensive statewide child welfare staff training
		DHS Director's Child Safety Work Group
		DHS Director's Critical Incident Response Team (CIRT) Review Group

the new tools and procedures and incorporating them into the agency's information technology system.	JRP Paper "Foster Care and Beyond" Clinical Supervision Training
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PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS¹⁰
I-B-1: Enhance families' protective capacity to care for their own children and that are culturally appropriate.	<ul style="list-style-type: none"> - FBS Program - CPS Program Staff - JRP - Community Advocates - Mental Health & Addictions - Child Welfare Program Managers - Supervisors - Caseworkers - Families 	<p>Include Cultural Proficiency in Family Base Services RFP's.</p> <p>Include In-Home Safety Services within current and future Family Based Service (FBS) Contracts</p> <p>Include Protective Capacity focused services in current FBS redesign project.</p> <p>Increase the number of Oregon Family Decision Meetings in cases to focus on returning children home, keeping children in home, and identifying and engaging safety service providers.</p>
I-B-2: Day care services as it relates to foster care placements.	<ul style="list-style-type: none"> - Office of Safety & Permanency - Office of Program Performance & Reporting (Title IV-E Waiver staff) 	Expand access and use of the Supportive/Remedial Daycare Policy to prevent foster care placements, sustain current placements, and support reunification plans.

¹⁰ Action steps with asterisks in Domain I are five-year strategies.

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PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
I-B-3: Out of home placements and the length of time a child is in care.	<ul style="list-style-type: none"> - CAF Program - CAF Field - Courts - Juvenile Attorneys - Training Unit - PSU Partnership - Child Welfare Managers - Supervisors - Caseworkers - Families 	<p>Implement a formal collaborative review of the Protective Action, with available family members, at the Initial Shelter Hearing.</p> <p>Use of caseworker skill development gained by PSU Engagement training, to improve early worker engagement with families.</p>

Domain I: SAFETY

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
I-C	Improve initial screening and assessment of potential foster parents, the use of development plans with foster care providers, placement practices, and the technology that support placements identification to consistently assure safety of children through regular and frequent face to face contact and activities.	<p>Item 4: Risk assessment and safety management</p> <p>Item 24: Statewide Information System</p>
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS	2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS	
Developed standards for treatment service	Intentional Specific PIP-Related Strategies: ¹¹ DHS collaboration involving CAF, OIS, SPD for identification of location of SPD-	

¹¹ Please note that these strategies are also referenced in Domain VI.

<p>providers requiring them to document parent behavior changes for parents in both the in-home services cases and the foster care cases, including a specific requirement that behavior changes were to be assessed for parents prior to reunification.</p>	<p>supervised DD foster care children begun in 2007 with targeted completion of all systems and processes by 06.30.08. Implementation phase-in has already begun.</p> <p>Capacity in FACIS to identify placement and moves of children in contracted BRS provider homes is on track for phased-in implementation between July 1 and Dec 30, 2008. (OIS-CAF-BRS provider collaboration)</p> <p>Oregon's SACWIS system, OR-Kids, is on track for statewide roll-out in February 2010. Included: "The system will record the accurate placement provider, indicating the actual physical location of a child even if the placement is made through a parent organization." (Key # 19353)</p>
<p>Developed a Guided Assessment Process (GAP) and needs-planning process that includes standards, tools, and procedures for assessing safety and risk on an ongoing basis and at critical case junctures.</p>	<p>"The system will utilize role-based access control." (Key # 17506) This would allow us to create a role for SPD to be able to enter physical location information directly into OR-Kids.</p> <p>New Policy 01-01-08: <u>I-B.2.2.3</u> <i>Department Responsibilities during Screening and Assessment of a Child Abuse or Neglect Report Involving the Home of a Department Certified Foster Parent or Relative Caregiver.</i> Within this policy the department has strengthened several areas including communication with family members and legal parties to a case and an increased collaborative process among CPS staff and the Certification staff and supervisors, sharing of information through required staffing model. The Central Program office now requires receipt of the assessments and will provide a level of Quality Assurance and review for trends, training needs of staff and foster parents.</p>
<p>Revised agency policy to support comprehensive ongoing assessments and safety planning.</p>	<p>CAF Research has created reports that show the number of foster children per foster home. Groundwork was laid spring 2008 to capture <u>all</u> children in foster homes, including fps' bio and other children. Plan is to expand current report with this additional information, make available to District Managers, CW Program Managers</p>

	monthly or quarterly.
	Model Court Strategies: None identified by OJD for these items.
	Other Item-Associated Initiatives: Implementation of the Oregon Safety Model; hiring of 12 OSM trainers (staff rotations) in March 2008 to provide comprehensive statewide child welfare staff training DHS Director's Child Safety Work Group DHS Director's Critical Incident Response Team (CIRT) Review Group JRP Paper "Foster Care and Beyond" Clinical Supervision Training

PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
I-C-1: Initial screening and assessment of potential foster parents.	<ul style="list-style-type: none"> - CAF Field - CAF Program-Foster Care Unit - OSM Trainers - OR-Kids Business Team - Foster Parent Association - Child Welfare Program Managers - Supervisors - Caseworkers 	<p>Use of OSM Trainers to train the field on Policy I-B.1 Monitoring Child Safety as it relates to foster care.</p> <p>Increase the knowledge of caseworkers on foster care safety standards.</p> <p>Improve FACIS, OR-Kids, in order to track and disclose provider history, prior denial's or screen outs of prior certifications.</p>

Domain II: Timeliness and Quality of Caseworker Visits with Children and Parents

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
II-A	Increase the <i>frequency and quality</i> of caseworker face-to-face contacts with <i>children</i> that focus on assessment of child needs and support of parents' understanding of and capacity to meet those needs within a framework of child safety, permanency and well-being, as documented in the written case plan. Include practices that are culturally responsive to and will improve outcomes for African American and Native American children, who are over-represented in the Oregon child welfare population.	Item 19: Caseworker visits with children
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
<p>Revised policy to clarify agency standards with regard to the frequency, location, and purpose (i.e., what the caseworker should be assessing during the visit) of caseworker visits with children (and parents).</p> <p>Incorporated prompts in the State's information system to ensure that caseworkers were entering data in the system regarding their visits with children (and parents).</p>		Intentional Specific PIP-Related Strategies:
		Model Court Strategies: OJD has identified no Model Court projects for Item 19.
		<p>Other Item-Associated Initiatives: The monthly CAF Dashboard contains a District-specific report on 30-day face-to-face visits with children.</p> <p>Oregon Safety Model Training to begin spring 2008 with 12 job-rotation trainers</p> <p>McKinsey Workload Study</p> <p>Title IV-B Caseworker Visits with Families</p> <p>CRB efforts to streamline case review processes</p> <p>CWAC Committee Face-to-Face project</p>

	<p>Juvenile Rights Project proposal “Foster Care and Beyond”</p> <p>Child Safety Workgroup</p> <p>Child Welfare Supervisor Training Committee</p> <p>SACWIS</p> <p>CRB has been monitoring face-to-face since 2006 and has collaborated with the agency on its findings.</p> <p>In order to reduce caseworker workload and free up time for more frequent, higher quality face-to-face, CRB:</p> <ul style="list-style-type: none">- has been working with local courts to “synch” court and CRB reviews, is developing pilots in Clackamas, Linn and Jackson counties- Pilot begun in Washington County in which court is setting date of first CRB- CAF/CRB MOU currently in renegotiation; CRB has proposed paperwork reduction (no CRB-specific case plan) be included
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PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
II-A-1: Prioritize face to face visits with children a priority in the totality of Caseworkers tasks.	<ul style="list-style-type: none"> -CAF Field -CAF Program -Child Welfare Program Managers -Supervisors -Caseworkers 	<p>Respond to the McKinsey Report findings to equalize the workload.</p> <p>Use of Clinical supervision in prioritizing work for workers so face to face contact with children is prioritized.</p>
II-A-2: Face to face engagement skills with children	<ul style="list-style-type: none"> -CAF Field -CAF Program -CAF Child Welfare Training Unit -PSU Partnership/Training -Child Welfare Program Managers -Supervisors -Caseworkers 	<p>Fully implement the use of Clinical supervision, specifically during the 90 day staffings, to review the quality of face to face contacts with children.</p> <p>Use of PSU Engagement training to assist workers in engaging children in planning during Face to Face contacts.</p>
II-A-3: Remove inefficiencies in the Face to Face process itself	<ul style="list-style-type: none"> -CAF Program -CAF Filed -District Mangers -Child Welfare Program Managers -Supervisors -Caseworkers -OSM Implementation Team -DHS Lean Leaders 	<p>Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear.</p> <p>Pilot technology to improve the timely input of Face to Face contacts.</p>

<p>Local District Program Improvement Plans:</p> <p>District 1: To increase the current percentage (69.1% on March 2008 Dashboard) who have face-to-face contact with children, District will use clinical supervision addressing and reviewing the importance of face-to-face.</p> <p>District 4: To achieve increase of face-to-face contacts with children from March 2008 level (60.6%), will use weekly supervisors meetings.</p> <p>District 7: To achieve goal of increasing worker visits with children, to 75% by July 2008 and to 80% by January 2009, District will continue twice-monthly face-to-face committee to review reports and determine children who have not been visited, and if there are discrepancies between reports and performance.</p> <p>District 8: To achieve goal of increasing monthly face-to-face visits with children to 80%, District will provide special help to workers with less than 50% F2F contact and examine caseloads to determine equitability. To monitor and improve quality of visits with children, District will utilize case notes to record visit length and what was discussed with the child.</p> <p>District 13: To achieve goal of increasing 30-day face-to-face with children, from 74.4% (March 2008 Dashboard) supervisors will use weekly supervisor conferences with workers and monthly review of Dashboard to monitor and improve performance.</p>		
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Domain: II Timeliness and Quality of Caseworker Visits with Children and Parents

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
II-B	Increase the <i>frequency</i> and <i>quality</i> of caseworker face-to-face contacts with <i>parents</i> that focus on assessment of child needs and support of parents' understanding of and capacity to meet those needs within a framework of child safety, permanency and well-being, as documented in the written case plan. Include practices that are culturally responsive to and will improve outcomes for African American and Native American parents, whose children are over-represented in the Oregon child welfare population.	Item 20: Caseworker visits with parents
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Revised policy to clarify agency standards with regard to the frequency, location, and purpose (i.e., what the caseworker should be assessing during the visit) of caseworker visits with children and parents.		Intentional Specific PIP-Related Strategies: None
Incorporated prompts in the State's information system to ensure that caseworkers were entering data in the system regarding their visits with children and parents.		Model Court Strategies: OJD did not identify any Model Court projects specific to Item 20.
		Other Item-Associated Initiatives: Oregon Safety Model Training to begin Spring 2008 (12 trainers were hired early April 2008) Oregon Child Welfare Procedure Manual McKinsey Workload Study CRB efforts to streamline case review processes Juvenile Rights Project proposal ""Foster Care and

	Beyond” Child Safety Workgroup Child Welfare Supervisor Training Committee SACWIS	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
II-B-1: Prioritize face to face visits with Parents in the totality of Caseworkers tasks.	-CAF Field -CAF Program -Lean Leaders -Child Welfare Program Managers -Supervisors -Caseworkers -Families	Respond to McKinsey Report to equalize caseworker workload. Fully implement the use of Clinical supervision and 90 day staffings to ensure face to face contact with parents is prioritized. Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear Increase the use of Family Decision Meetings that include parents, to frequently engage parents in planning and evaluation of their case plan.
II-B-2: Immediate and ongoing search for absent parents.	-CAF Program -CAF Field -District Managers -Child Welfare Program Managers -Supervisors	Use DHS Transformation Initiative to balance staff and staff duties to ensure this body of work is completed.

	<ul style="list-style-type: none"> -Caseworkers -PSU Training Unit -AAG's 	<p>Use of caseworker skill development gained by PSU Engagement training, to engage caseworkers, to engage family members to search out absent parents.</p> <p>Fully implement the use of clinical supervision and 90 day staffings, to ensure that absent parents is an ongoing focus of case planning.</p> <p>Use of Family Decision Meetings to engage family members to search out and encourage absent parents to contact the agency and engage in case planning.</p> <p>Use of Initial and Permanency Legal Reviews with the AAG's to ensure that absent parents are an ongoing focus of case planning and legal consultation.</p>
<p>II-B-3: Face to face engagement skills with parents</p>	<ul style="list-style-type: none"> -CAF Field -CAF Program -AF Child Welfare Training Unit -Child Welfare Program Managers -Supervisors -Caseworkers -AAG's -Family Members 	<p>Fully implement the use of clinical supervision and 90 day case plan reviews to ensure that workers gain supervisor support and direction around parent engagement, and that it is an ongoing focus of case planning.</p>

	-Community Partners -PSU Training Unit	Use of regular, planned, Family Decision Meetings by caseworkers, to have predictable and planned caseworker face to face meeting times with parents. Use of caseworker skill development, gained by PSU Engagement training, to improve caseworker engagement skills, and to foster more frequent face to face contacts with parents.
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Domain III: Involvement of Child and Family in Case Planning

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
III-A	Improve the frequency and quality of <i>children's</i> involvement in case planning and provide documentation of it in the written case plan. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon's child welfare system.	Item 13: Visiting with parents and siblings in foster care Item 14: Preserving connections Item 16: Relationship of child in care with parents Item 17: Needs and services of child, parents and foster parents ¹² Item 18: Child (and family) involvement in case planning Item 25: Written case plan
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS

¹² Rationale for inclusion of Item 17 in three domains is as follows: Domain 3 (primarily because involvement of the child and parent in case planning provides opportunities to identify their service needs); Domain 5 (encompasses all components of Item 17, i.e. needs and services of child, parents, foster parents); Domain 6 (primarily because identifying foster parents' needs and providing them with needed services is a retention strategy).

<p>Developed a tool called a Needs Planning Guide, which was designed to assist caseworkers in working with parents and foster parents by providing guidance in how to assess for needs and how to plan for service delivery to address needs.</p> <p>Developed policies and procedures related to using the Needs Planning Guide and provided training to staff on using the guide.</p>	<p>Intentional Specific PIP-Related Strategies:</p> <p>Model Court Strategies: OJD identified the following counties as having Model Court projects that include items associated with this goal as they pertain to the involvement of children in case planning: Clatsop (18), Columbia (13, 14, 16, 17), Coos (13, 14, 16, 17), Douglas (25), Josephine (14, 18), Klamath (17, 18, 25), Lincoln (13, 14, 16, 17, 18), Linn (13, 14, 16, 17, 18), Malheur (18), Marion (18), Multnomah (13, 14, 16, 17, 18), Umatilla (18), and Yamhill (13, 14, 16, 17, 18).</p> <p>Other Item-Associated Initiatives:</p> <p>The Oregon Safety Model was implemented in March 2007.</p> <p>Child Welfare policy “Developing and Managing a Case plan was updated.</p> <p>The Procedure Manual was completed and distributed, and mandatory training on the Oregon Safety Model was provided.</p> <p>Oregon Child Welfare Procedure Manual contains guidelines for what should occur during caseworker face-to-face visits with children</p> <p>The case plan began being recorded in a new form series.</p>
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	Both the policy and procedure contained detailed direction for caseworkers when developing the case plan, guiding caseworkers in providing all required provisions including inclusion of children in case planning.	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
Goal III-A-1: Child and youth participation in their own assessment and planning throughout the life of their case.	<ul style="list-style-type: none"> -CAF Field -CAF Program -Juvenile Rights Project -PSU Training Unit -Child Welfare Program Managers -Supervisors -Caseworkers -Children and Youth 	<p>Use of caseworker skill development gained by PSU Engagement training, to engage caseworkers to engage age appropriate children and youth in case planning.</p> <p>Fully implant the use of Clinical Supervision and 90 day staffings, to ensure that age appropriate children and youth are involved in case planning</p>
III-A-2: Skill level and opportunities for workers to work with children and their families.	<ul style="list-style-type: none"> -CAF Field -CAF Program -PSU Training Unit -Child Welfare Program Managers -Supervisors -Caseworkers -Children and Youth -Family Members 	<p>Use of PSU's Family Engagement Training to increase caseworker's skill in working collaboratively with families.</p> <p>Use of regular and planned Family Decision Meetings to engage family members in case planning throughout the life of a case.</p> <p>Fully implement Clinical Supervision/90 day staffing case plan review as outlined in the OSM.</p>

<p>III-A-3: Meaningful contact between children, and their parents and siblings.</p>	<ul style="list-style-type: none"> -CAF Field -CAF Program -Child Welfare Program Managers -Supervisors -Caseworkers -Children and Youth -Family Members 	<p>Increase the number of families that have written visitation plans.</p> <p>Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure regular communication between people responsible for the child's visits with their parents and the caseworker.</p>
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Domain III: Involvement of Child and Family in Case Planning

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
III-B	<p>Increase the documented: 1. early identification; and 2. engagement of all parents, including but not limited to, <i>non-resident fathers (and mothers)</i>, and include them in case planning. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon's child welfare system.</p>	<p>Item 17: Needs and services of child, parents and foster parents¹³</p>
<p>PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS</p>		<p>2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS</p>
		<p>Intentional Specific PIP-Related Strategies: Collaboration between CAF Self-Sufficiency and CAF</p>

¹³ Rationale for inclusion of Item 17 in three domains is as follows: Domain 3 (primarily because involvement of the child and parent in case planning provides opportunities to identify their service needs); Domain 5 (encompasses all components of Item 17, i.e. needs and services of child, parents, foster parents); Domain 6 (primarily because identifying foster parents' needs and providing them with needed services is a retention strategy).

	<p>Child Welfare begun in March 2008 to identify fathers; could result in recommendations for strategy for wise spending of IV-B face-to-face funds</p> <p>CAF Child Welfare Training Unit is developing an 8-hour, research-based training curriculum on identifying, locating and engaging fathers. This training will become part of the child welfare Advanced Professional Training curriculum from July 1, 2008 to July 1, 2009.</p>
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	<p>Model Court Strategies: OJD has identified five counties that are addressing identifying, locating and engaging all parents in their current Model Court projects, with the following strategies: Columbia: Trial court administrator will track the number of petitions filed with unknown or missing parents. DHS will supply additional information about fathers available from their investigations for each file with missing parents. Coos: Included a goal to “Identify absent parents and interested relatives, increase involvement,” but has no associated strategies specific to parents. Lincoln: JCIP will research practices occurring in other counties. Linn: To increase the number of jurisdictional findings involving both parents completed by 4 months of filing, JCIP and DHS will distribute existing information about diligent searches. Multnomah: To create an absent parent search protocol, the DA’s Office and DHS will investigate other counties’ absent parent search protocols and report back to the group.</p> <p>Other Item-Associated Initiatives:</p>
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	<p>Child Welfare policy “Developing and Managing a Case plan was updated.</p> <p>The Procedure Manual was completed and distributed, and mandatory training on the Oregon Safety Model was provided.</p> <p>Both the policy and procedure contained detailed direction for caseworkers when developing the case plan, guiding caseworkers in providing all required provisions including inclusion of parents.</p> <p>The Protective Capacity Assessment helps parents identify their strengths and weaknesses in keeping their children safe. The Oregon Safety Intervention Model was implemented in March 2007.</p> <p>The case plan began being recorded in a new form series.</p> <p>Both the policy and procedure contained detailed direction for caseworkers when developing the case plan, guiding caseworkers in providing all required provisions including inclusion of parents in case planning.</p> <p>The Protective Capacity Assessment helps parents identify their strengths and weaknesses in keeping their children safe.</p>	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
III-B-1: Branch staffing as it relates to Absent Parent Searches.	-Lean Leaders -CAF Field	Use of Lean Leaders to assess support staff functions to maximize

	<ul style="list-style-type: none"> -CAF Program -Child Welfare Program Managers -Supervisors -Caseworkers 	<p>their availability to search for absent parents.</p> <p>Follow Action Steps in 2-B-2</p>
III-B-2: Engagement with non-residential mothers and fathers.	<ul style="list-style-type: none"> -CAF Field -CAF Program -Child Welfare Program Managers -Supervisors -Caseworkers -District Managers 	<p>Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure that caseworkers are engaging non-resident parents in case planning.</p> <p>Update Oregon Child Welfare Procedure Manual to describe steps worker can take to engage non-resident parents in case planning.</p>
III-B-3: Best practice identification for family finding resources.	<ul style="list-style-type: none"> -CAF Program -CAF Field -District Managers -Child Welfare Program Managers -Supervisors 	<p>Document the various Family Finding initiatives across the state.</p>
<p>Local District Plans:</p> <p>District 3: Will engage incarcerated mothers to complete absent father questionnaires; judge will inquire as to status of absent or non-legal fathers at dependency hearings; Catholic Community Services & Collaborative Partnership to expand (relative and) parent search support utilizing grant funds in support of the Family</p>		

<p>Find/Reconnecting Families Project (expanding services); AAG 4-month staffing will include caseworker plans and services with both biological parents.</p> <p>District 4: Implementation of relative search pilot in Linn and Benton counties may include search for non-resident parents(?).</p>		
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Domain III: Involvement of Child and Family in Case Planning

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
III-C	Increase the documented: 1. early identification, and 2. engagement of relatives/kin of children who are involved with the child welfare system, and include them in case planning. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon's child welfare system.	<p>Item 14: Preserving connections</p> <p>Item 18: Child and family involvement in case planning</p>
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
(None. Item 14 and Item 18 were both Strengths, so no PIPs for them were required.)		<p>Intentional Specific PIP-Related Strategies:</p> <p>Model Court Strategies: According to OJD, the following counties have Model Court projects that include identification of, diligent search for, and involvement of relatives, including Item 14, Item 18 or both: Columbia (14, 18), Coos (14, 18), Douglas (18), (Jackson 14, 18), Josephine (18), Klamath (18),</p>

	Lincoln (14, 18), Linn (14, 18), Malheur (18), Marion (18), Multnomah (14, 18), Umatilla (18), and Yamhill (14, 18).	
	Other Item-Associated Initiatives: Relative rules and procedure workgroup	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
III-C-1: Structural, policy, practice, and training issues to as it relates to relative involvement and placement.	-CAF Program -CAF Field -Relative Workgroup -CAF Consultants -Child Welfare Managers -Supervisors -Caseworkers	Complete the work of the workgroup in process to rewrite the “Working with Relative” policy. Review new DHS Policy that stems from the above workgroup, with Child Welfare Managers.
III-C-2: Current initiatives in place for involvement of relatives.	-CAF Field -CAF Program -District Managers -Child Welfare Managers -Supervisors -CAF Foster Care Unit	Use the knowledge gained by Family Finding initiatives.
Local District Plans: District 2 has developed a relative placement plan that includes 9 strategies for identify, assessing and engaging relatives in case planning. District 3 is developing a plan to engage Catholic Community Services & Collaborative Partnership to expand relative (and		

<p>parent search support utilizing grant funds in support of the Family Find/Reconnecting Families Project.</p> <p>District 4 will implement a Relative Search Pilot in Lincoln and Bend counties.</p> <p>District 5 has identified a local plan to increase the number and quality of familial contacts and relationships for a child as they enter care, dedicating 1 FTE SSS1 to Family Finding.</p> <p>District 7 has a Title IV-E Waiver project (Relative Support Plan) in process (ends Mach 2009) that grants relatives who have started the certification process access to a counselor to help them with boundary issues.</p> <p>District 9 has cited its involvement in the local Model Court project, which includes use of a relative locator form. In addition, it plans to pilot for the State the services of Next Door, Inc., which is experienced in conducting internet-based relative searches in the State of Washington.</p> <p>District 12 has a plan that began in March 2008 with the goal that the “Child and family will be involved in case planning as collaborative partners who feel respected and heard. Their specific strategies include using an OS2 to conduct initial relative and absent father searches utilizing web-based data programs. Their plan also includes dedication of more casework staff in emergency certification (of relatives).</p> <p>District 14 plans to collaborate with the local Commission on Children and Families to utilize IV-E Waiver funds to locate and engage fathers and paternal relatives in planning for the child’s future and for ongoing relationships.</p> <p>District 15 is partnering with CASA, who conducts their relative and absent parent searches, to seek funding from the local Commission to cover the cost to access existing internet relative search engines. The District is hiring 4 additional</p>		
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temp support staff to assist with the relative searches and associated data entry.		
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Domain IV: Concurrent Planning

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS¹⁴
IV-A	Goal 4 A: Establish early in the life of every case clearly documented primary and alternate permanency plans, and begin to work concurrently to achieve the safest and secure primary and alternate permanency outcomes for every child. Focused attention on practices that are culturally responsive to and improve outcomes for African American and Native American children, who are over-represented in Oregon’s child welfare population, is an integral part of this goal.	<p>Item 7: Permanency goal for child</p> <p>Item 8: Reunification, guardianship, or permanent placement with relatives</p> <p>Item 9: Adoption</p> <p>Item 10: Other planned permanent living arrangement</p> <p>Item 15: Relative placement</p>

PIP I (2002-2004) STRATEGIES¹⁵ RELATED TO THESE ITEMS

Developed policy and training on concurrent planning and decision-making regarding TPR.

Conducted a pilot study of specific groups of children to determine whether factors such as age, length of stay in foster care, and other

2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS

Intentional Specific PIP-Related Strategies:

Model Court Strategies:

According to OJD, the focus of the current Model Court projects is child permanency. Therefore, all 17 participating courts have projects that include one or more

¹⁴ Items 7, 8, 9, 10, and 15 are focus items for both Goal IV-A and IV-B. Additionally, Goal IV-B includes Item 28 (Termination of Parental Rights).

¹⁵ Except for the inclusion of Item 28 in Goal IV-B, the items for IV-A and IV-B are the same. Therefore, so are the strategies cited here. In the interest of space, these PIP I strategies will not appear in Goal IV-B, nor will a PIP I strategy for Item 28, which did not require a PIP as a result of findings from the 2001 CFSR.

characteristics contributed to delays in achieving permanency.

Established protocols for expediting adoptions and provided legal assistance to caseworkers in the adoption process.

Identified statewide system barriers to adoption.

Created a standardized checklist with timelines to monitor each child's progress through the adoption process, and developed and disseminated management reports providing tracking information.

Improved the legal process for freeing children for adoption.

Developed specific criteria for determining when adoption is not an appropriate permanency goal.

of the CFSR items contained in this goal.

Other Item-Associated Initiatives¹⁶:

2007 Oregon Legislature increased the number of caseworkers and supervisors

Senate Bill 282 (2007) authorizes foster care payments to relatives for children who do not qualify for federal assistance

Implementation of the National Resource Center's 2007 recommendations on adoptive family selection

OJD, DOJ and DHS are working jointly on a Termination of Parental Rights Mediation Program for appellate cases

Working with Relatives Initiative –analyzing philosophy, norms, culture policies and practice with relatives (November 2007)

DHS Mental Health Enhancement Workgroup targeted at identifying gaps in services related to assessments

OSM Protective Capacity Assessment- identifies services for families; OSM Procedural Manual- engagement of parents

McKinsey Workload Study February 2008

Enhancement of legal representation to caseworkers began

¹⁶ All of the strategies listed here are equally applicable to Goal IV-B. In the interest of preserving space, the strategies are not reiterated there.

in the fall of 2007 to assist with five and 11-month legal case staffings

PROPOSED STRATEGIES

PROPOSED COLLABORATORS

PROPOSED ACTION STEPS

IV-A-1: Rules and procedures as they relate to all permanency plans, including consideration of moving from one plan to another.

- CAF Program
- CAF Field
- Child Welfare Managers
- Supervisors
- Caseworkers

Update Oregon Child Welfare Procedure Manual to make expectations for developing a plan and concurrent plan clear.

Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure the ongoing reviews of plans and concurrent plans during worker supervision times and is consistent with OSM.

Develop Administrative Rules for the selection and pursuit of the permanency plan, the concurrent plan, including moving from one plan to another.

IV-A-2: Understanding across the State's child welfare system of the concepts of concurrent planning.

- CRB
- Juvenile Courts
- NRC

Seek consistent review by the CRB and the court of the agency's concurrent

- CAF Program
- CAF Field
- Child Welfare Program Managers
- Supervisors
- Caseworkers
- AAG's

planning efforts.

Seek Technical Assistance from NRC to develop tools to assist workers in choosing and implementing Concurrent Planning options such as a flow chart to assist workers in choosing and achieving the permanency option.

AAG incorporation of concurrent planning in their Initial and Permanency legal case reviews, using the check lists mentioned above.

Enhance practice directions in the Procedure Manual around concurrent planning. See Action Item 4-A-1. Review DHS Policy on the definition and use of APPLA as a case plan.

IV-A-3: Assure highest level of permanency is considered and ruled out before moving to the next lower permanency plan.

- NRC
- APPLA Work Group
- CAF Program
- CAF Field
- Child Welfare Managers

With the assistance of NRC, Use findings to

-Supervisors
-Caseworkers
-State MALDI
Participants.

connect racial disparity of children in APPLA plans with the work of MALDI projects across the country.

With the assistance of NRC, use the findings of MALDI projects across the country to improve worker knowledge of how culture impacts permanency outcomes.

Reconvene the APPLA workgroup to look at a statewide process to review all APPLA cases, with specific focus on children who have been in care for 24 months and children who are legally free.

Increase the use of The Heart Gallery of Oregon and AdoptUS Kids to recruit families.

Follow the strategy and action steps of Domain 6-C.

IV-A-4: Recruitment of families for older children.

-CAF Program
-CAF Field
-Native American Tribes
-Heart Gallery
-AdoptUS Kids
-District Managers
-Child Welfare

Managers
-Supervisors
-Caseworkers

IV-A-5: Engagement of relatives in planning.

-CAF Program
-Relative Workgroup

Complete the workgroup in progress to improve DHS policy on “Working with Relatives to Achieve Permanency”

Local District Plans

District 2 has included concurrent planning as a strategy in two local PIPs. One will use staff training to establish a concurrent plan early, collaborating with relatives (maternal and paternal), community, tribe, representatives of child’s country of origin. This plan relies heavily on also improve the cultural competence of staff. The other plan focuses on the early identification of relatives and engagement of them in case planning and in the life of the child, preparing them to be the child’s alternate permanency resource should reunification be unsuccessful.

District 3 is developing a plan that includes concurrent planning as a strategy that will grow from early identification of fathers and paternal relatives, and their inclusion in case planning and as potential temporary or permanent placement resources.

District 6 is working on a plan that includes this strategy: Every court hearing will include the court inquiring into and the agency presenting a concurrent plan for the child.

District 9 will address OPPLA, aiming to improve permanency outcomes for Hood River County children in care longer than 24 months. A committee will study the

case history and consider alternate, more permanent outcomes for these children in order to reduce the youth who age out of the system.

District 11's plan calls up staff to identify and engage fathers and paternal relatives early in the life of the case in order to broaden permanency options for children.

Domain IV: Concurrent Planning

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS ¹⁷
IV-B	Create and assure a culture of continued efforts, with attention paid to removal of institutional barriers, later in the life of every case, to actively and concurrently work toward achievement of dual permanency plans, including cases in which the primary permanency plan has changed. Pay special attention to practices that are culturally responsive to and improve outcomes for African American and Native American children, who are over-represented in Oregon's child welfare population.	<p>Item 7: Permanency goal for child</p> <p>Item 8: Reunification, guardianship, or permanent placement with relatives</p> <p>Item 9: Adoption</p> <p>Item 10: Other planned permanent living arrangement</p> <p>Item 15: Relative placement</p> <hr/> <p>Item 28: Termination of Parental Rights</p>
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS¹⁸		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS¹⁹

¹⁷ Items 7, 8, 9, 10, and 15 are focus items for both Goal IV-A and IV-B. Additionally, Goal IV-B includes Item 28 (Termination of Parental Rights).

¹⁸ Except for the inclusion of Item 28 in Goal IV-B, the items for IV-A and IV-B are the same. Therefore, so are the strategies cited in Goal IV-A. In the interest of space, these PIP I strategies do not appear in Goal IV-B, nor does a PIP I strategy for Item 28, which did not require a PIP as a result of findings from the 2001 CFSR.

¹⁹ See Goal IV-A, above for a list of the strategies-in-process for Items 7, 8, 9, 10 and 15. Two in-process strategies for Item 28 are described in this section.

	<p>Intentional Specific PIP-Related Strategies:</p> <p>RE Item 28: Oregon’s narrative case plan, the 147, was replaced by the 333 in March 2007. The 147 did not allow for a citation of compelling reason for not filing TPR; both the 333 that went into effect in March 2007 and the revised 333, which will likely be effective before the beginning of the State’s PIP, allow for that citation. It is relevant to note that most of the cases review in the September 2007 CFSR likely contained the old 147 rather than the 333.</p> <p>RE Item 28: Four and ten month legal reviews were piloted in Clackamas County beginning in January 2008. It is likely these reviews will be implemented statewide before the beginning of the State’s PIP. This initiative calls for AAG legal staffings at the 4-month point after the child has entered care and again when the child has been in care for 10 months. DOJ will be tracking the staffed cases very closely, and it is likely that these early staffings will prevent unnecessary delays in the pursuit of filing for timely TPR.</p>
	<p>Model Court Strategies:</p> <p>According to OJD, the focus of the current Model Court projects is child permanency. Therefore, all 17 participating courts have projects that include one or more of the CFSR items 7, 8, 9, 10 and 15 contained in this goal. In addition, the following counties have Model Court projects for Item 28 (TPR): Baker, Columbia, Coos, Clackamas, Douglas, Josephine, Klamath, Marion, Multnomah, Polk, Umatilla, Wasco/Hood River, Wheeler/Gilliam/Sherman/Morrow, and Yamhill.</p>

Other Item-Associated Initiatives:²⁰

PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
IV-B: Institutional barriers.	-CAF Program -CAF Field -Lean Leaders -NRC -AAG's -District Managers -Child Welfare Program Managers -Supervisors -Caseworkers -Consultants	Rapid Process Improvement of the Adoption Program to address work inefficiencies of the Adoption and Guardianship program. Follow and implement the National Resource Center Adoption consultation on adoption committee process. Seek NRC assistance to explore the 90 day staffing process, Initial and Permanency AAG Legal Reviews, and Legal Assistance Referral process for mergers to make the processes progressive. Implementation of the 333 Case Plan document to help structure and document decision making.

Domain V: Service Array and Accessibility that Address the Needs of Children and Their Families

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
V-A	Remove institutional barriers, aim available resources and seek new resources, as necessary, to	Item 17: Needs and services of child, parents and foster parents ²¹

²⁰ See "Other Item-Associated Initiatives in Goal IV-A"

<p>provide children, youth and parents who are involved in the child welfare system with comprehensive mental health assessments which:</p> <ul style="list-style-type: none"> • are conducted early in the life of the case to identify specific service needs; • include input from professionals who are providing services to the children, youth and parents; • are reviewed and updated throughout the life of the case; • focus on the child or youth’s safety, permanency and well-being needs and on services and supports needed by the parent to meet those needs; and • consider the family’s culture, especially for African American and Native American families, who children are over-represented in Oregon’s child welfare population. 	<p>Item 23: Mental/behavioral health of the child</p> <p>Item 35: Array of services</p> <p>Item 36: Service Accessibility</p> <p>Item 37: Individualizing services</p>
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PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS	2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
<p>Developed a tool called a Needs Planning Guide, which was designed to assist caseworkers in working with parents and foster parents by providing guidance in how to assess for needs and how to plan for service delivery to address needs.</p>	<p>Intentional Specific PIP-Related Strategies:</p> <p>Model Court Strategies: According to OJD, 12 counties (Baker, Clatsop, Columbia, Coos, Josephine, Klamath, Lincoln, Linn, Malheur, Umatilla, Wasco/Hood River, Yamhill) have included strategies in their</p>

²¹ Rationale for inclusion of Item 17 in three domains is as follows: Domain 3 (primarily because involvement of the child and parent in case planning provides opportunities to identify their service needs); Domain 5 (encompasses all components of Item 17, i.e. needs and services of child, parents, foster parents); Domain 6 (primarily because identifying foster parents’ needs and providing them with needed services is a retention strategy).

<p>Developed policies and procedures related to using the Needs Planning Guide and provided training to staff on using the guide.</p>	<p>Model Court plans which relate to Item 17. Most of the plans focus on increasing the participation of foster parents in hearings as a strategy to assess their service needs. Klamath has as a Model Court goal improving the quality of service plans, and has included Items 17, 35, 36, and 37.</p>	
<p>Increased enrollment into managed care plans.</p> <p>Provided agency staff and foster parents with training on how to access mental health services and advocate for services in an effective manner</p>	<p>Other Item-Associated Initiatives:</p> <ol style="list-style-type: none"> 1. Statewide wraparound project <ul style="list-style-type: none"> Implementation team and project manager Statewide SOC Grant for a statewide infrastructure. 2. DHS CAF Residential Treatment BRS Redesign. 3. MHO Enrollment change for children going into BRS residential treatment. 4. FIT Model – Multnomah Co. 5. Oregon Safety Model 8. SACWIS ORKIDS 	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
<p>V-A: Mental health assessments for children and youth when they come into the custody of DHS.</p>	<ul style="list-style-type: none"> -CAF-Program -CAF Field -AMH-Mental Health -County Mental Health Providers 	<p>Plan and implement the strategies developed by the CAF/AMH Mental Health assessment workgroup.</p>

	<ul style="list-style-type: none"> -Early Intervention -District Managers -Child Welfare Program Managers -CAF/AMH Mental Health Workgroup -Supervisors -Caseworkers -Foster Parents 	
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Domain V: Service Array and Accessibility that Address the Needs of Children and Their Families

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
V-B	Remove institutional barriers, aim available resources and seek new resources, as necessary, to provide for parents of children and youth who are involved in the child welfare system timely, community-based substance abuse assessment and treatment services that are affordable and are designed and locally available to meet their specific needs, especially with regard to improving their child protective capacity, and with special attention to the needs of African American and Native American parents whose children are over-represented in Oregon’s child welfare population. .	<p>Item 17: Needs and services of child, parents and foster parents²²</p> <p>Item 23: Mental/behavioral health of the child</p> <p>Item 35: Array of services</p> <p>Item 36: Service Accessibility</p> <p>Item 37: Individualizing services</p>
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
		Intentional Specific PIP-Related Strategies:

²² Rationale for inclusion of Item 17 in three domains is as follows: Domain 3 (primarily because involvement of the child and parent in case planning provides opportunities to identify their service needs); Domain 5 (encompasses all components of Item 17, i.e. needs and services of child, parents, foster parents); Domain 6 (primarily because identifying foster parents’ needs and providing them with needed services is a retention strategy).

	Model Court Strategies:
	Other Item-Associated Initiatives: Intensive treatment and recovery services initiative - Legislature invested 10.4 mil Four Oregon sites (Jackson, Multnomah, and Baker counties, and the Klamath Tribe) have received Children's Bureau meth grants

PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
V-B: Alcohol and Drug needs for child welfare parents.	-AMH -Contracted A+D providers -JCIP-Drug Courts -CW Art Teams -CAF Field -CAF Program -Child Welfare Program Managers -Supervisors	CW in conjunction with Addictions and Mental Health will ensure that medical assistance budgets, treatment dollars for both OHP and non-OHP clients (ITRS money) is facilitated in a way that screening and services are provided in a quick time frame. CW will employ the use of the IIS tracking codes to systematically enter into the database every client referred for A+ D services. Co-presentation with AMH at two Fall Conferences; Shoulder to Shoulder and Collaborative Medicaid Managed Care Quality Improvement Workshop.

Domain V: Service Array and Accessibility that Address the Needs of Children and Their Families

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
V-C	Remove institutional barriers, aim available resources and seek new resources, as necessary, to provide for families and children who are involved in the child welfare system additional individualized, timely, community-based services that are affordable and are designed and locally available to meet their specific needs, with special attention to the needs of African American and Native American children, who are over-represented in Oregon’s child welfare population. ²³	<p>Item 17: Needs and services of child, parents and foster parents²⁴</p> <p>Item 21: Educational needs of the child</p> <p>Item 22: Physical health needs of the child</p> <p>Item 35: Array of services</p> <p>Item 36: Service Accessibility</p> <p>Item 37: Individualizing services</p>
<p align="center">PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS</p>		<p align="center">2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS</p>
<p>Developed a tool called a Needs Planning Guide, which was designed to assist caseworkers in working with parents and foster parents by providing guidance in how to assess for needs and how to plan for service delivery to address needs.</p> <p>Developed policies and procedures related to using the Needs Planning Guide and provided training to staff on using the guide.</p>		<p>Intentional Specific PIP-Related Strategies: A transportation matrix and flexible guidelines for provision of transportation services that are safe and age-appropriate (for children), including those for which the agency can contract, was presented by OSPC to CAF District Managers on April 1, 2008. District Managers provided suggested edits no April 11, after which OSPC officially issued the guidelines, and have continued to get transportation contracts in place across the state.</p>

²³ Although having an adequate supply of foster homes from which to select a family that can most closely meet each child’s individual needs is related to service array, it has been included in Domain VI.

²⁴ Rationale for inclusion of Item 17 in three domains is as follows: Domain 3 (primarily because involvement of the child and parent in case planning provides opportunities to identify their service needs); Domain 5 (encompasses all components of Item 17, i.e. needs and services of child, parents, foster parents); Domain 6 (primarily because identifying foster parents’ needs and providing them with needed services is a retention strategy).

<p>Model Court Strategies: According to OJD, 12 counties (Baker, Clatsop, Columbia, Coos, Josephine, Klamath, Lincoln, Linn, Malheur, Umatilla, Wasco/Hood River, Yamhill) have included strategies in their Model Court plans which relate to Item 17. Most of the plans focus on increasing the participation of foster parents in hearings as a strategy to assess their service needs. Klamath has as a Model Court goal improving the quality of service plans, and has included Items 17, 35, 36, and 37.</p>		
<p>Other Item-Associated Initiatives:</p>		
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
<p>V-C: Mental Health, A+D, Dental, and Physical Health services to child involved in both In-Home and out of home Child Welfare Services.</p>	<ul style="list-style-type: none"> -JCIP -AMH -CAF-Program -CAF Field -Foster Parents -OHP -Oregon Dental Society -District Managers -Child Welfare Mangers -Supervisors -Caseworkers 	<p>Family Based Services redesign to address In Home cases.</p> <p>Statewide Wraparound initiative.</p> <p>Use of SOC funds to address service gaps</p> <p>Training and education surrogate/advocacy for foster parents and caseworkers.</p> <p>Co-presentation with AMH at two Fall Conferences; Shoulder to Shoulder and Collaborative Medicaid Managed Care Quality Improvement Workshop.</p>

Domain VI: Recruitment and Retention of Foster and Adoptive Parents

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
VI-A	Domain- Recruitment and Retention of Foster and Adoptive Parents. Support foster parents' capacity to safely care for child by decreasing the number of general foster families with placements of children in excess of the standard policy for parent to child ratio through increased targeted recruitment efforts.	Item 6: Stability of foster care placement Item 17: Needs and Services of child, parents, foster parents Item 41: Standards for foster homes and institutions
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
N/A	<p>Intentional Specific PIP-Related Strategies: (Safety in foster homes) Policy change on 1/1/08 <i>Department Responsibilities during Screening and Assessment of a Child Abuse or Neglect Report Involving the Home of a Department Certified Foster Parent or Relative Caregiver, I-B.2.2.3.</i> Within this policy the department has strengthened several areas including communication with family members and legal parties to a case and an increased collaborative process among CPS staff and the Certification staff and supervisors, sharing of information through required staffing model. The Central Program office now requires receipt of the assessments and will provide a level of Quality Assurance.</p> <p>Model Court Strategies: According to OJD, no county has included Item 6 (Placement Stability) or Item 41 (Standards for foster homes and institutions) in a Model Court project. The following counties have included Item 17 as it relates to the needs and services of foster parents: Baker, Clatsop, Coos, Josephine, Linn, Malheur, Umatilla, Wasco/Hood River, Yamhill.</p>	

	<p>Other Item-Associated Initiatives:²⁵</p> <p>DHS collaboration involving CAF, OIS, SPD for identification of location of SPD-supervised DD foster care children begun in 2007 with targeted completion of all systems and processes by 06.30.08. Implementation phase-in has already begun.</p> <p>Capacity in FACIS to identify placement and moves of children in contracted BRS provider homes is on track for phased-in implementation between July 1 and Dec 30, 2008. (OIS-CAF-BRS provider collaboration)</p> <p>Oregon's SACWIS system, OR-Kids, is on track for statewide roll-out in February 2010. Included:</p> <p>"The system will record the accurate placement provider, indicating the actual physical location of a child even if the placement is made through a parent organization." (Key # 19353)</p> <p>"The system will utilize role-based access control." (Key # 17506) This would allow us to create a role for SPD to be able to enter physical location information directly into OR-Kids.</p> <p>New Policy 01-01-08: <i>1-B.2.2.3 Department Responsibilities during Screening and Assessment of a Child Abuse or Neglect Report Involving the Home of a Department Certified Foster Parent or Relative Caregiver.</i> Within this policy the department has strengthened several areas including communication with family members and legal parties to a case and an increased collaborative process among CPS staff and the Certification staff and supervisors, sharing of information through required staffing model. The Central Program office now requires receipt of the</p>
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²⁵ Please note that these strategies were also mentioned in Domain I, Safety.

	<p>assessments and will provide a level of Quality Assurance and review for trends, training needs of staff and foster parents.</p> <p>CAF Research has created reports that show the number of foster children per foster home. Groundwork was laid in spring 2008 to capture information about <u>all</u> children in foster homes, including fps' bio and other children (see Domain I). Plan is to expand current report with this additional information, make available to District Managers, CW Program Managers monthly or quarterly.</p>	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
Foster Parents capacity to safely care for children in their home.	<ul style="list-style-type: none"> -CAF Program -CAF Field -District Managers -Child Welfare Managers -Supervisors -Caseworkers - Boys and Girls Aid Society -Recruitment Advisory Committee -Tribes 	<p>Decrease the number of general foster families with placements of children in excess of the standard policy for parent to child ratio.</p> <p>Increase the number of general foster families through targeted recruitment. See Action Steps in 6-C.</p>
<p>Local District Plans</p> <p>District 2 is the only district that has proposed a local PIP that includes the Recruitment and Retention of Foster and Adoptive Parents. The plan focuses on the use of relatives as placement resources for children in their families, but also includes this strategy: Recruit relative foster parents to remain as general foster parents to non-relative children.</p>		

Domain VI: Recruitment and Retention of Foster and Adoptive Parents

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
V-B	Improve placement stability for children by improving retention of foster families, as evidenced by the percentage of non-relative families who leave the foster/adoptive provider system for documented reasons other than a change in family circumstances or failure to meet State safety standards.	Item 6: Stability of foster care placement
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Placement Stability was a Strength in 2001 and did not require a PIP.		Intentional Specific PIP-Related Strategies:
		Model Court Strategies:
		Other Item-Associated Initiatives:
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
VI-B: Day care services to support foster placements. ²⁶	-CAF Program -CAF Field -Governor -Legislators -Oregon Foster Parent Association	Request for increased funding for Employment-Related Day Care (ERDC) for foster parents is a Policy Option Package (POP) that CAF has proposed for consideration by the 2009 Oregon Legislature Development and implementation of a statewide exit survey for foster parents.
Local District Plans (None)		

²⁶ This strategy has also been included in Domain I-D.

Domain VI: Recruitment and Retention of Foster and Adoptive Parents

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
VI-C	Improve the agency's capacity to place children in foster families who are well-suited to meet their individual needs.	Item 44: Diligent Recruitment
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Oregon was in substantial conformity with the systemic factor of Foster and Adoptive Parent Recruitment and Retention in 2001, so no PIP was required.		<p>Intentional Specific PIP-Related Strategies: A workgroup meeting for brain storming/problem solving with Tribal representatives was held on May 7, 2008 to discuss Recruitment and Retention of Foster Families for Native American children. This is a result of the ICWA State Advisory Committee and a request to have a sub-committee with a specific focus.</p> <p>A planning meeting was held on April 9, 2008, to design and develop the Grant Application for the Federal Adoption Opportunities Grant for Recruitment of Foster/Adoptive families for children. In our initial discussion we believed tying this grant proposal with our CFSR needs specific to addressing disproportionality and related it to some of the work being done through the AdoptUSkids federal initiative would make us competitive and serve our needs. Specifically, we discussed honing in on disproportionality with Native American and African American children, which are our biggest</p>

	<p>areas of need.</p> <p>Casey State-to-State TA (TX/OR) re: disproportionality</p> <p>May 22, 2008 Disproportionality Conference in Portland</p> <p>Possible OCCF/CAF grant on prevention of placement and over-representation/ disproportionality</p>	
	<p>Model Court Strategies: According to OJD, Coos, Josephine, Malheur, Umatilla, Wasco/Hood River, and Yamhill counties all have Model Court projects that include Item 44 (Diligent Recruitment).</p> <p>Other Item-Associated Initiatives: District 2 has a variety of unique programs that are underway. D2 management believe these programs, which include the following, are providing a positive impact:</p> <ul style="list-style-type: none"> ○ a mentor program for foster parents and relatives ○ Foster parents excellence awards <p>surveying foster parents each six months and doing exit interviews with all foster parents who leave</p>	
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
VI-C-1: Foster Parent recruitment that focuses efforts to increase placement resources for children, efforts on targeted	-CAF Foster Care Program -CAF Adoption Program -Oregon Foster Parents Association	Restructuring the Recruitment Contract and development of the RFP. (completed 2/08)

<p>recruitment, and child specific recruitment.</p>	<p>-Boys and Girls Aid Society</p>	<p>Restructuring the Recruitment Contract and development of the RFP.</p> <p>Contractor selected and implementation of contract in place</p> <p>Create and utilize a Recruitment Advisory Committee to convene at least quarterly to plan, evaluate and oversee joint contracted recruitment efforts with a contracted recruitment entity.</p> <p>Create and utilize a Recruitment Advisory Committee to convene at least quarterly to plan, evaluate, and oversee joint contracted recruitment efforts with a contracted recruitment entity.</p>
<p>VI-C-2: Recruitment activities, specifically related to increasing the pool of African American and Native American Children who are over-represented in Oregon's child welfare system.</p>	<ul style="list-style-type: none"> -CAF Foster Care program -CAF Adoptions -CAF Field -Foster Care Coordinators -Native American Tribes -District Managers -Child Welfare Program Managers -Supervisors -Caseworkers (Certification) 	<p>Apply for Children's Bureau Adoption Opportunities recruitment grant.</p> <p>Engage Oregon's Native American Tribes in planning foster and adoptive home recruitment and retention strategies</p> <p>Foster care coordinators will work with District offices to develop</p>

		recruitment plans specific to Native American and African American families who can provide culturally specific care.
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Domain 7: Workforce

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
7-A	Enhance the professional development of child welfare staff through increasing the requirements for ongoing training.	Item 33: Ongoing Training
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Implemented a 3-week long training for supervisors called Supervising for Excellence.		Intentional Specific PIP-Related Strategies:
		Model Court Strategies: According to OJD, two counties (Multnomah and Umatilla) have Model Court plans that include this CFSR item.
		Other Item-Associated Initiatives:
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
Ongoing Child Welfare Staff Training and Support.	-CAF Program -CAF Field -Legislature -Portland State University -DHS Training Unit -District Managers -Child Welfare Managers -Supervisors	Pursue Policy Option Package (POP) for consideration by the 2009 Oregon Legislature for advanced training of child welfare staff. Continue to plan and implement Supervisor Quarterly Meetings as well as a Supervisor Annual

	<ul style="list-style-type: none"> -Caseworkers -OSM Trainers 	<p>Conference.</p> <p>Continue to implement PSU's Family Engagement Training with all caseworkers.</p> <p>Continue to implement OSM training of all DHS Child Welfare Support Staff, Caseworkers, Supervisors, and Child Welfare Managers.</p> <p>Continued support of staff that apply and participate in the MSW partnership program with PSU.</p>
<p>Cultural competency of agency staff and contracted providers</p>	<ul style="list-style-type: none"> -DHS Training Unit -Tribes -CAF Field -CAF Program -District Managers -Child Welfare Managers -Caseworkers -Supervisors 	<p>See Strategies outlined in 1-B-1.</p> <p>Continue to provide Cultural Competency training to all staff.</p> <p>Continue to provide training opportunities to staff at the annual ICWA Conference.</p> <p>Continue to provide training opportunities to staff at the annual Diversity Conference.</p>

Domain 7: Workforce

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
VII-B	Clearly articulate expectations and provide professional supports for casework supervisors.	N/A
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
		<p>Intentional Specific PIP-Related Strategies: Clinical supervision training for supervisors through PSU launched in early spring 2008. It consists of 80 hours of professional development presented in six modules on Effective Leadership (Making the Transition from Social Worker to Supervisor), Achieving Excellence in Staff Performance, Building a Cohesive Work Group, Promoting the Growth and Development of Staff, Case Consultation and Supervision, and Managing Effectively Within the Organization.</p>
		Model Court Strategies:
		Other Item-Associated Initiatives:
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
Quality Assurance instruments for supervisors and the completion of continuous quality assurance of cases assigned to their casework units.	<ul style="list-style-type: none"> -CAF-Office of Program Performance and Reporting -CAF Field -CAF Program -District Managers -Child Welfare Managers -Supervisors -Caseworkers 	<p>Development of a Quality Assurance tool.</p> <p>Training of all Supervisors and Child Welfare Managers to use the Quality Assurance tool.</p>

Domain 7: Workforce

GOAL #	GOAL	PRIMARY CFSR FOCUS ITEMS
VII-C	Increase efforts to include key stakeholders in the State's federal Annual Progress and Service Report (ASPR) and provide improved documentation of stakeholder participation.	Item 39: The agency develops, in consultation with Tribal representatives, consumers, services providers, foster care providers, the juvenile court, and other public and private child-and-family serving agencies, annual reports of progress and services delivered pursuant to the Child and Family Services Plan (CFSP).
PIP I (2002-2004) STRATEGIES RELATED TO THESE ITEMS		2008 STRATEGIES-IN-PROCESS RELATED TO THESE ITEMS
Oregon was in substantial conformity with this systemic factor in 2001, and no PIP for it was required.		Intentional Specific PIP-Related Strategies:
		Model Court Strategies:
		Other Item-Associated Initiatives:
PROPOSED STRATEGIES	PROPOSED COLLABORATORS	PROPOSED ACTION STEPS
ASPR reporting requirements, type of information required, and the date by which it is needed.	<ul style="list-style-type: none"> -Juvenile Court Improvement Project (JCIP) Steering Committee -Oregon Commission on Children and Families (OCCF) -Legislators -CRB -Tribes -Foster Parent Advisory Committee -Children's Justice Act Task Force (CJA); -Domestic Violence Advisory Committee -Child Welfare Advisory Committee (CWAC); 	<p>Use a variety of means to contacting stakeholders.</p> <p>Convene a work group of the key central office program staff, stakeholders and community partners to review the progress and services delivered, with a focus on documenting outcomes for the ASPR and five-year CFSP.</p> <p>Provide clear documentation in the ASPR of which stakeholders participated in its development.</p>

	<ul style="list-style-type: none">-CAF Program-CAF Field-District managers-Child Welfare Program Managers-Families-other Stakeholders	<p>Provide a copy of the completed, approved ASPR to stakeholders who were invited to participate.</p> <p>Complete and submit a Legislative Concept to expand the focus on Disproportionality and Cultural Competency in Child Welfare.</p>
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Part A: Strategy Measurement Plan and Quarterly Status Report

Primary Strategy 1-A-1: Timeliness of response to allegations of abuse and/or neglect.				Applicable CFSR Outcomes or Systemic Factors: Safety 1	
Goal 1-A: Domain-Safety. Timely response to reports of children who are identified as potentially unsafe in their own home or substitute care.				Applicable CFSR Items: Item 1: Promptly respond to reports of children who are identified as potentially unsafe in their own home or substitute care.	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

<p>Fully implement OSM and the elements that are associated with timely CPS response. -Child Welfare Managers will identify local barriers to implementation of the OSM and timely assessments. Child Welfare Managers will work with their CPS consultants on a written plan to address any identified barriers. CPS Consultants will track common trends, if any, associated with identified local office barriers. CAF CPS Manager will assist the CPS consultants in addressing barriers by implementing OSM training, or program change to support field production.</p>	<p>CAF Program, CPS</p>	<p>Branch offices will meet the identified PIP goals for timeliness CPS response.</p> <p>Full implementation of the OSM.</p>			
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<p>Use the McKinsey workload study to balance staff and staff duties to ensure this body of work is completed.</p> <p>-Child Welfare managers will be trained on relationship between staffing and workload.</p> <p>-Child Welfare managers will complete an initial assessment of staffing in their branch offices, make staffing adjustments, and complete quartly assessments of their branch offices to maintain workload efficiency.</p>	<p>CAF Field</p>	<p>Branch offices will be balanced based on staff duties as evidenced by unit Orgazational charts.</p>			
<p>Identify and implement best practice worker rotation models for big, medium, and small size branches.</p> <p>-At a Monthly Child Welfare Managers meeting, the Child Welfare Managers will meet with CPS consultants to discuss best practice worker rotation models</p> <p>-Child Welfare managers will develop a written branch implementation plan with their CPS supervisors.</p>	<p>CAF Program, CPS</p>	<p>Branch offices will have effective CPS rotation models that meet their needs based on Branch size.</p>			

All Child Welfare Staff will be provided training on the Oregon Safety Model and it's implementation.	CAF Training Unit	Training Agenda, training rosters.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 1-B-1: Enhance families' protective capacity to care for their own children and that are culturally appropriate.			Applicable CFSR Outcomes or Systemic Factors: Safety 1.		
Goal 1-B: Domain Safety. Safely maintain children at home as an alternative to placement into care as the result of effective practices and services that are individualized to each child and the circumstances and capacity of each family, with added attention to African American and Native American children, who are over-represented in Oregon's child welfare population.			Applicable CFSR Items: Item 2: Repeat maltreatment Item 3: Services to family to protect child (ren) and prevent removal or re-entry into foster care.		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Include Cultural Proficiency in Family Base Services RFP's. -Future RFP's will require statements of Cultural Proficiency from potential contract providers.	CAF Program, Family Based Services	All RFP's will contain evidence of cultural competency.			

<p>Include In-Home Safety Services within current and future Family Based Service (FBS) Contracts. -Family Based Services will seek out contracted service providers that will focus on keeping children in the home.</p>	<p>CAF Program, Family Based Services</p>	<p>All Family Based Service Contracts will have specific focus on keeping children in their home.</p>			
<p>Include Protective Capacity focused services in current FBS redesign project that is congruent with the Oregon Safety Model.</p>	<p>CAF Program, Family Based Services</p>	<p>Service providers will be required to report back to the agency in a format that focuses on parental protective capacity.</p>			

<p>Increase the number of Oregon Family Decision Meetings in cases to focus on returning children home, keeping them safely in home, and identifying and engaging safety service providers.</p> <ul style="list-style-type: none"> -Contact with NRC to review OSM and OFDM policy to ensure the OFDM policy and OSM are consistent with one another. Make adjustments as needed. -Child Welfare Managers will develop branch office baseline data on the number of OFDM's completed -FBS consultants will provide training to Child Welfare Managers on the OFDM policy. Child Welfare Managers will review the policy with their Child Welfare Supervisors. -Child Welfare Supervisors will ensure that an OFDM is conducted, within DHS policy. 	<p>CAF Office for Program, Performance and Reporting</p> <p>CAF Program, Family Based Services</p>	<p>As a result of Q/A, there will be evidence in the case file of OFDM meetings</p> <p>Data evidence of an increased number of OFDM's completed.</p> <p>Report from NRC on assistance.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					



Primary Strategy 1-B-2: Day care services as it relates to foster care placements.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 2.	
Goal I-B: Domain Safety; Continued.				Applicable CFSR Items: Item 3: Services to family to protect children in their home whenever possible and appropriate. Item 6: Stability of foster care placements.	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Expand access and use of the Supportive/Remedial Daycare Policy to prevent foster care placements, sustain current placements, and support reunification plans.	CAF Program	SR Daycare policy will be revised to include exceptions that support expanded use			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: 1-B-3: Out of home placements and the length of time a child is in care.	Applicable CFSR Outcomes or Systemic Factors: Safety 2
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Goal: Domain-Safety; Continued.				Applicable CFSR Items:	
				Item 3: Services to family to protect children in the home and prevent removal or re-entry into foster care.	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>Implement a formal collaborative review of the Protective Action, with available family members, at the Initial Shelter Hearing.</p> <p>-Consult with NRC to develop a formal tool consistent with a Review of the Protective Action prior to an Initial Shelter Hearing.</p> <p>-Train supervisors and casework staff on using the tool, and conducting a formal collaborative review of the Protective Action prior to the Initial Shelter Hearing.</p>	<p>CAF Program, CPS</p> <p>CAF Training</p>	<p>As a result of Q/A, there will be documentation in case files that Reviews of the Protective Action were completed prior to Initial Shelter hearings.</p> <p>Report from NRC</p> <p>Training agenda and rosters from Formal Training</p>			

Use of caseworker skill development gained by PSU Engagement training, to improve early worker engagement with families. -Consistent completion of the Protective Capacity Assessment, and evidence in all case files.	CAF Program, CPS CAF Office for Program Performance and Reporting.	Full Implementation of the OSM As a result of Q/A, there will be evidence of completed PCA's in case files.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 1-C: Initial screening and assessment of potential foster parents.			Applicable CFSR Outcomes or Systemic Factors: Safety 2, Statewide information System.		
Goal 1: Domain-Safety continued.			Applicable CFSR Items: Item 4: Risk assessment and safety management Item 24: Statewide Information System		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

Use of OSM Trainers and consultants to train caseworks staff and supervisors on Policy I-B.1 Monitoring Child Safety as it relates to foster care.	CAF Training Unit	Full Implementation of the OSM OSM training attendance rosters.			
Increase the knowledge of caseworkers of foster care safety standards. -Train all workers on the elements of foster care safety standards, especially as it relates to child specific certifications.	CAF Program, Foster Care CAF Training Unit	Training attendance lists.			
Develop OR-Kids, in order to track and disclose provider history, prior denial's or screen outs of prior certifications.	CAF Program, Foster Care	OR-Kids System will have a standard place for workers to inquire about provider history, prior denials and screen outs of prior certifications .			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2-A-1: Prioritize face to face visits with children in the totality of Caseworkers tasks.			Applicable CFSR Outcomes or Systemic Factors: Well-Being 1		
Goal 2-A: Domain-Timeliness and quality of Caseworker visits with children and parents. Increase the frequency and quality of caseworker face-to-face contacts with children that focus on assessment of child needs and support of parents' understanding of and capacity to meet those needs within a framework of child safety, permanency and well-being, as documented in the written case plan. Include practices that are culturally responsive to and will improve outcomes for African American and Native American children, who are over-represented in the Oregon child welfare population.			Applicable CFSR Items: Item 19: Caseworker visits with children		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Respond to the McKinsey Report findings to equalize the workload. - Branch offices will be balanced based on staff duties. -See action steps in 1-A-1.	CAF Field	Provide Org charts of branch offices.			

<p>Use of Clinical Supervision in prioritizing work for workers so face to face contact with children is prioritized. -Train supervisors in Clinical Supervision training on the importance of helping workers prioritize their work to ensure monthly face to face contact with children occur. -Work with NRC to develop a format to capture the content of a 90 day staffing with a supervisor that includes a case to do list.</p>	<p>CAF Training CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be evidence of 90 Day staffings in case files Report from NRC on assistance. Training Rosters of Clinical Supervision training.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 2-A-2: Face to face engagement skills with children</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Well-Being 1</p>
<p>Goal 2-A: Domain-Timeliness and quality of Caseworker visits with children and parents, continued</p>	<p>Applicable CFSR Items: Item 19: Caseworker visits with children</p>

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Fully implement the use of Clinical supervision, specifically during the 90 day staffings, to review the quality of face to face contacts with children.	CAF Office for Program Performance and Reporting	As a result of Q/A, there will be evidence of 90 Day staffings in case files			
Use of PSU Engagement training to assist workers in engaging children in planning during Face to Face contacts.	CAF Training	Attendance Rosters from PSU Engagement Training			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2-A-3: Remove inefficiencies in the Face to Face contact process.	Applicable CFSR Outcomes or Systemic Factors: Well-Being 1
Goal 2-A: Domain-Timeliness and quality of Caseworker visits with children and parents, continued.	Applicable CFSR Items: Item 19: Caseworker visits with children

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear. -Include time efficiencies such as scheduling visits geographically in the Procedure Manual update.	CAF Program, Family Based Services	Oregon Child Welfare Procedure Manual will be updated.			
Pilot technology to improve timely input of Face to Face contacts.	CAF Office for Program Performance and Reporting	Business case plans from District Offices Efficiency report from Pilot activities			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 2-B-1: Prioritize face to face visits with Parents in the totality of Caseworkers tasks.	Applicable CFSR Outcomes or Systemic Factors: Well-Being 2
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<p>Goal: 2-B: Domain-Timeliness and Quality of Caseworker Visits with Children and Parents. Increase the frequency and quality of caseworker face-to-face contacts with parents that focus on assessment of child needs and support of parents' understanding of and capacity to meet those needs within a framework of child safety, permanency and well-being, as documented in the written case plan. Include practices that are culturally responsive to and will improve outcomes for African American and Native American parents, whose children are over-represented in the Oregon child welfare population.</p>				<p>Applicable CFSR Items:</p> <p>Item 20: Caseworker visits with parents</p>	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Respond to McKinsey Report to equalize caseworker workload. -Branch offices will be balanced based on staff duties See action steps in 1-A-1.	CAF-Field	Provide Org charts of branch offices.			
Fully implement the use of Clinical supervision and 90 day staffings to ensure face to face contact with parents is prioritized. See action steps in 2-A-1.	CAF Office for Program Performance and Reporting	As a result of Q/A, there will be evidence of 90 Day staffings in case files			

<p>Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear</p> <ul style="list-style-type: none"> - Develop written guidelines about who should be included on a case plan. 	<p>CAF Program, Family Based Services</p>	<p>Oregon Child Welfare Procedure Manual will be updated.</p>			
<p>Increase the use of Family Decision Meetings that include parents, to frequently engage parents in planning and evaluation of their case plan.</p> <ul style="list-style-type: none"> -Consult with Action for Children to create a family decision meeting format, that caseworkers can use, that focuses on Safety and is consistent with the OSM. -Follow action steps in 1-B-1. -Follow action steps in 1-B-3. 	<p>CAF Program, Family Based Services</p> <p>CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be documented evidence of Family Decision Meetings, in case files.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

Primary Strategy 2-B-2: Immediate and ongoing search for absent parents.				Applicable CFSR Outcomes or Systemic Factors: Well-Being 2	
Goal 2-B: Domain-Timeliness and Quality of Caseworker Visits with Children and Parents continued. Increase the frequency and quality of caseworker face-to-face contacts with parents				Applicable CFSR Items: Item 20: Caseworker visits with parents	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Use DHS Transformation Initiative to balance staff and staff duties to ensure this body of work is completed. -Lead Leader completion of the RPI process of support staff duties.	CAF Field	Branch offices will be staffed to complete absent parent searches, based on Lean Leader report and actions.			

<p>Use of caseworker skill development gained by PSU Engagement training, to engage caseworkers, to engage family members to search out absent parents.</p> <p>- Update Oregon Child Welfare Procedure Manual to make expectations for searching for Absent Parents clear and more directive.</p> <p>-Update Oregon Child Welfare Procedure Manual to describe resources available to workers to search out absent parents. This will include the use of parent search resources available to branch staff to routinely search for absent parents. (WAGE, Food Stamps, DCS, Self Sufficiency, DMV).</p>	<p>CAF Office for Program Performance and Reporting</p> <p>CAF Program, Adoptions</p>	<p>As a result of Q/A, there will be evidence of absent parent searches in case files when applicable</p> <p>Oregon Child Welfare Procedure Manual will be updated.</p>			
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<p>Fully implement the use of clinical supervision and 90 day staffings, to ensure that absent parents is an ongoing focus of case planning. -Work with NRC to develop a format to capture the content of a 90 day staffing with a supervisor that includes evidence of a review for a search for absent parents.</p>	<p>CAF Office for Program Performance and Reporting</p> <p>CAF Program, Family Based Services</p>	<p>As a result of Q/A, there will be documented evidence of 90 Day staffings in case files</p> <p>OSM will be fully implemented.</p> <p>Report from NRC on assistance.</p>			
<p>Use of Family Decision Meetings to engage family members to search out and encourage absent parents to contact the agency and engage in case planning. See action item 1-B-1.</p>	<p>CAF Office for Program Performance and Reporting</p> <p>CAF Program</p>	<p>As a result of Q/A, there will be document evidence in the files that absent parents were addressed in any Family Decision Meeting</p>			

<p>Use of Initial and Permanency Legal Reviews with the AAG's to ensure that absent parents are an ongoing focus of case planning and legal consultation. -Work with DOJ to ensure that absent parent searches are addressed at the Initial and Permanency Legal Reviews.</p>	<p>CAF Program, Adoptions CAF Office for Program Performance and Reporting</p>	<p>As a result of Q/A, there will be documented evidence in the case file that Absent Parent Searches were addressed in the Initial and Permanency Legal Review documentation</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 2-B-3: Face to face engagement skills with parents.</p>				<p>Applicable CFSR Outcomes or Systemic Factors: Well-Being 2</p>	
<p>Goal 2-B: Domain-Timeliness and Quality of Caseworker Visits with Children and Parents continued. Increase the frequency and quality of caseworker face-to-face contacts with parents.</p>				<p>Applicable CFSR Items: Item 20: Caseworker visits with parents</p>	
<p>Action Steps and Benchmarks</p>	<p>Person Responsible</p>	<p>Evidence of Completion</p>	<p>Quarter Due</p>	<p>Quarter Completed</p>	<p>Quarterly Update</p>

<p>Fully implement the use of clinical supervision and 90 day case plan reviews to ensure that workers gain supervisor support and direction around parent engagement, and that it is an ongoing focus of case planning. -Work with NRC to develop a format to capture the content of a 90 day staffing with a supervisor that includes evidence of a review of parent engagement efforts with caseworkers.</p>	<p>CAF Program CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be documented evidence of 90 Day staffings in case files. OSM will be fully implemented. Report from NRC on assistance.</p>			
<p>Use of regular, planned, Family Decision Meetings by caseworkers to have predictable and planned caseworker face to face meeting times with parents. -Follow action steps in 2-B-1.</p>	<p>CAF Program CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be evidence of Family Decision Meetings, in case files</p>			

Use of caseworker skill development, gained by PSU Engagement training, to improve caseworker engagement skills, and to foster more frequent face to face contacts with parents.	CAF Training	Attendance Rosters from Family Engagement training			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3-A-1: Child and youth participation in their assessment and planning throughout the life of their case.				Applicable CFSR Outcomes or Systemic Factors: Permanency 2, Wellbeing 1, Case Review System	
Goal 3-A: Domain-Involvement of Child and Family in Case Planning. Improve the frequency and quality of children's involvement in case planning and provide documentation of it in the written case plan. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon's child welfare system.				Applicable CFSR Items: Item 13: Visiting with parents and siblings in foster care Item 14: Preserving connections Item 16: Relationship of child in care with parents Item 17: Needs and services of child, parents and foster parents Item 18: Child (and family) involvement in case planning Item 25: Written case plan	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

<p>Use of caseworker skill development gained by PSU Engagement training, to engage caseworkers to engage age appropriate children and youth in case planning.</p>	<p>CAF Training</p>	<p>Attendance Rosters from Family Engagement training</p>			
<p>Fully implant the use of Clinical Supervision and 90 day staffings, to ensure that age appropriate children and youth are involved in case planning. -Work with NRC to develop a format to capture the content of a 90 day staffing, that ensures that the supervisor and worker review worker engagement of age appropriate children and youth in case planning. - Develop and provide training to supervisors, caseworkers and partners on involving age appropriate children and youth in case planning.</p>	<p>CAF Program CAF Office for Program Performance and Reporting</p>	<p>As a result of Q/A, there will be documented evidence of 90 Day staffings in case files. OSM will be fully implemented. Report from NRC on assistance. Training Agenda and subsequent attendance Rosters.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

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Primary Strategy 3-A-2: Skill level and opportunities for workers to work with children and their families.				Applicable CFSR Outcomes or Systemic Factors: Permanency 2, Wellbeing 1, Case Review System	
Goal 3-A: Domain-Involvement of Child and Family in Case Planning continued. Improve the frequency and quality of children's involvement in case planning				Applicable CFSR Items: Item 13: Visiting with parents and siblings in foster care Item 14: Preserving connections Item 16: Relationship of child in care with parents Item 17: Needs and services of child, parents and foster parents Item 18: Child (and family) involvement in case planning Item 25: Written case plan	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Use of PSU's Family Engagement Training to increase caseworker's skill in working collaboratively with families.	CAF Program CAF Training	Attendance Rosters from Family Engagement training			

<p>Use of regular and planned Family Decision Meetings to engage family members in case planning throughout the life of a case. -Follow action steps in 2-B-1.</p>	<p>CAF Program CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be evidence of Family Decision Meetings, in case files</p>			
<p>Fully implement Clinical Supervision/90 day staffing case plan review as outlined in the OSM. -Work with NRC to develop a format to capture the content of a 90 day staffing consistent with the OSM.</p>	<p>CAF Program CAF Office for Program Performance and Reporting</p>	<p>Full implantation of the OSM As a result of Q/A, there will be documented evidence of 90 Day staffings in case files. Report from NRC on assistance.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 3-A-3: Meaningful contact between children, and their parents and siblings.</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Permanency 2</p>
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Goal 3-A: Domain-Involvement of Child and Family in Case Planning continued. Improve the frequency and quality of children's involvement in case planning				Applicable CFSR Items:	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Increase the number of families that have written visitation plans. - Review DHS Policy "Visits and other types of Child and Family contact" with Child Welfare Managers. - Child Welfare Managers will review the policy with their Child Welfare Supervisors. -Child Welfare Supervisors will ensure that written visitation plans are completed, within DHS policy.	CAF Program CAF Office for Program Performance and Reporting.	As a result of Q/A, there will be documented Evidence in DHS case files of written visitation plans in every substitute care case where there are parent-child visits. CW Program Managers meeting Agenda and meeting minutes.			

<p>Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure regular communication between people responsible for the child's visits with their parents and the caseworker. -Work with NRC to develop a format to capture the content of a 90 day staffing that ensures parent-child visitation is addressed.</p>	<p>CAF Program CAF Office for Program Performance and Reporting.</p>	<p>As a result of Q/A, there will be documented evidence of 90 Day staffings in case files. Report from NRC on assistance.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 3-B-1: Branch workload staffing, as it relates to absent parent search's.</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Well-Being 1</p>
<p>Goal 3-B: Domain-Involvement of Child and Family in Case Planning. Increase the documented: 1. early identification; and 2. engagement of all parents, including but not limited to, non-resident fathers (and mothers), and include them in case planning. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon's child welfare system.</p>	<p>Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents</p>

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Use of Lean Leaders to assess support staff functions to maximize their availability to search for absent parents.	CAF Field	Branch offices will be staffed to complete absent parent searches, based on Lean Leader report and actions.			
-Follow action steps in 2-B-2.	CAF Office for Program Performance and Reporting	As a result of Q/A, there will be evidence of absent parent searches in case files			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 3-B-2: Engagement with non-residential mothers and fathers.	Applicable CFSR Outcomes or Systemic Factors: Well-Being 1
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Goal3-B: Domain-Involvement of Child and Family in Case Planning continued. Increase the documented: 1. early identification; and 2. engagement of all parents, including but not limited to, non-resident fathers (and mothers)				Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure that caseworkers are engaging non-resident parents in case planning. -Work with NRC to develop a format to capture the content of a 90 day staffing that ensures, if applicable, the engagement of non-resident parents in case planning is addressed.	CAF Program CAF Office for Program Performance and Reporting	As a result of Q/A, there will be documented evidence of 90 Day staffings in case files when applicable. Report from NRC on assistance.			
Update Oregon Child Welfare Procedure Manual to describe steps worker can take to engage non-resident parents in case planning.	CAF Program	Oregon Child Welfare Procedure Manual will be updated.			
Renegotiated Action Steps and Benchmarks					

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Primary Strategy 3-B-3: Best practice identification for family finding resources.				Applicable CFSR Outcomes or Systemic Factors: Well-Being 1	
Goal 3-B: Domain-Involvement of Child and Family in Case Planning, continued. Increase the documented: 1. early identification; and 2. engagement of all parents, including but not limited to, non-resident fathers (and mothers)				Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Document the various Family Finding initiatives across the state. -Identify key outcomes that can be measured. - Track these initiatives for 6-12 months to determine effectiveness. - Propose to District Managers what model or models to use, based on documented effectiveness, cost, and availability of funds.	CAF Program, Foster Care	Family Finding Model is identified and implemented.			

Renegotiated Action Steps and Benchmarks					
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Primary Strategy 3-C-1: Structural, policy, practice, and training issues as it relates to relative involvement and placement.				Applicable CFSR Outcomes or Systemic Factors: Permanency 2. Well-Being 1.	
Goal 3-C: Domain- Involvement of Child and Family in Case Planning. Increase the documented: 1. Early identification, and 2. Engagement of relatives/kin of children who are involved with the child welfare system, and include them in case planning. Include strategies that address the specific needs of African American and Native American children, who are over-represented in Oregon’s child welfare system.				Applicable CFSR Items: Item 14: Preserving connections Item 15: Relative Placement Item 18: Child and family involvement in case planning	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Complete the work of the workgroup in process to rewrite the “Working with Relative” policy.	CAF Program	Policy will be completed.			

<p>Review new DHS Policy that stems from the above workgroup, with Child Welfare Managers. - Child Welfare Managers will review the policy with their Child Welfare Supervisors. -Child Welfare Managers and Supervisors will ensure that the new Relative Policy is implemented, within DHS policy.</p>	<p>CAF Office for Program Performance and Reporting</p>	<p>As a result of Q/A, there will be documented evidence of early identification and engagement of Relatives and Kin in case planning in the case file.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 3-C-2: Current initiatives in place for involvement of relatives.</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Permanency 2. Well-Being 1.</p>
<p>Goal 3-C: Domain- Involvement of Child and Family in Case Planning continued.</p>	<p>Applicable CFSR Items: Item 14: Preserving connections Item 15: Relative Placement Item 18: Child and family involvement in case planning</p>

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Use the knowledge gained by Family Finding initiatives. -Document the various Family Finding initiatives across the state. -Evaluate the effectiveness of Family Finding Initiatives. -Seek out sustainability and replicability of effective family finding initiatives.	CAF Program	Family Finding Model is identified and implemented.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4-A-1: Rules and procedures as they relate to all permanency plans, including consideration of moving from one plan to another.	Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Permanency 2
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<p>Goal 4-A: Domain- Concurrent Planning Establish early in the life of every case clearly documented primary and alternate permanency plans, and begin to work concurrently to achieve the safest and secure primary and alternate permanency outcomes for every child. Focused attention on practices that are culturally responsive to and improve outcomes for African American and Native American children, who are over-represented in Oregon's child welfare population, is an integral part of this goal.</p>			<p>Applicable CFSR Items:</p> <p>Item 7: Permanency Goal for child Item 8: Reunification, Guardianship, or Permanent Placement with Relative Item 9: Adoption Item 10: Other Planned Permanent Living Arrangement Item 15: Relative Placement</p>		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Update Oregon Child Welfare Procedure Manual to make expectations for developing a plan and concurrent plan clear. -Include tools and guidance for selection and pursuit of the permanency plan and concurrent permanency plan in the procedure manual.	CAF Program	Oregon Child Welfare Procedure Manual will be updated.			

<p>Fully implement the use of Clinical Supervision and 90 Day Staffings to ensure the ongoing reviews of plans and concurrent plans during worker supervision times and is consistent with OSM. -Work with NRC to develop a format to capture the content of a 90 day staffing that ensures the ongoing reviews of plans and concurrent plans is addressed.</p>	<p>CAF Program CAF Office for Program Performance and Reporting</p>	<p>As a result of Q/A, there will be documented evidence of 90 Day staffings in case files. OSM will be fully implemented. Report from NRC on assistance.</p>			
<p>Revise the Administrative Rules for the selection and pursuit of the permanency plan, the concurrent plan, including moving from one plan to another.</p>	<p>CAF Program</p>	<p>Administrative Rule will be complete and in place.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy 4-A-2: Understanding across the State's child welfare system of the concepts of concurrent planning.</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Permanency 2, Case Review System</p>
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<p>Seek Technical Assistance from NRC to develop tools to assist workers in choosing and implementing Concurrent Planning options such as a flow chart to assist workers in choosing and achieving the permanency option.</p> <p>-Develop universal check lists that address all plans, not just adoption, that can be used by DHS Caseworkers and Supervisors, Court, and CRB.</p> <p>-Operationalize the “Guidelines to Achieving Permanency” grid.</p> <p>-Fall-Winter 2008 JCIP Conference “Roadshow” will focus on Concurrent Planning as a joint strategy with the court’s improvement plan.</p>	<p>CAF Program</p> <p>CAF Training</p>	<p>Tools will be complete and there will be evidence of use.</p> <p>Current check lists will be modified to include all permanent plans and shared with the court and CRB.</p> <p>Grid will be incorporated in the Procedure Manuel and shared with DHS staff and the court.</p> <p>JCIP Road Show attendance lists.</p>			
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AAG incorporation of concurrent planning in their Initial and Permanency legal case reviews, using the check lists mentioned above.	CAF Field CAF Office for Program Performance and Reporting	As a result of Q/A, there will be documented evidence in the case file that Absent Parent Searches were addressed in the Initial and Permanency Legal Review documentation			
Enhance practice directions in the Procedure Manual around concurrent planning. See Action Item 4-A-1.	CAF Program	Oregon Child Welfare Procedure Manual will be updated.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4-A-3: Assure highest level of permanency is considered and ruled out before moving to the next lower permanency plan.	Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Permanency 2, Case Review System
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Goal 4-A: Domain- Concurrent Planning continued.				Applicable CFSR Items:	
				Item 7: Permanency Goal for child Item 8: Reunification, Guardianship, or Permanent Placement with Relative Item 9: Adoption Item 10: Other Planned Permanent Living Arrangement Item 26: Periodic Review Item 27: Permanency Hearing	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Review DHS Policy on the definition and use of APPLA as a case plan with Child Welfare Managers. - Child Welfare Managers will review the policy with their Child Welfare Supervisors. -Child Welfare Supervisors will ensure that the APPLA Policy is implemented, within DHS policy.	CAF Program	As a result of Q/A, there will be documented evidence of the application of the APPLA policy in the case file, contained in written case plans (333).			

With the assistance of NRC, Use findings to connect racial disparity of children in APPLA plans with the work of MALDI projects across the country.	CAF Program	Report from NRC on assistance			
With the assistance of NRC, use the findings of MALDI projects across the country to improve worker knowledge of how culture impacts permanency outcomes.	CAF Program	Report from NRC on assistance			
Reconvene the APPLA workgroup to look at a statewide process to review all APPLA cases, with specific focus on children who have been in care for 24 months and children who are legally free.	CAF Program	Process for establishing APPLA plan will be clear and a procedure for ongoing review of APPLA plans will be in place. As a result of Q/A, there will be documented evidence in the case file.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4-A-4: Recruitment of families for older children.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Foster Parent Licensing, Recruitment, and Retention.	
Goal 4-A: Domain- Concurrent Planning continued.				Applicable CFSR Items: Item 7: Permanency Goal for child Item 8: Reunification, Guardianship, or Permanent Placement with Relative Item 9: Adoption Item 10: Other Planned Permanent Living Arrangement Item 44: Diligent Recruitment of Foster and Adoptive parents. Item 45: Cross jurisdictional resources.	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Increase the use of The Heart Gallery of Oregon and Adopt US Kids to recruit families.	CAF Program	Referral Data for both Heart Gallery and Adopt US Kids			
Follow the strategy and action steps of Domain 6-C.	CAF Program, Foster Care	Increased number of families available state wide for older children.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4-A-5: Engagement of relatives in planning.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Permanency 2.	
Goal 4-A: Domain- Concurrent Planning continued.				Applicable CFSR Items: Item 7: Permanency Goal for child Item 8: Reunification, Guardianship, or Permanent Placement with Relative Item 9: Adoption Item 10: Other Planned Permanent Living Arrangement Item 14: Preserving Connections Item 15: Relative Placement	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Complete the workgroup in progress to improve DHS policy on “Working with Relatives to Achieve Permanency” - Expand DHS policy to include search and engagement of relatives in placement and planning for their kin in APPLA Plans.	CAF Program	All associated Policies will be written and approved.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy 4-B: Institutional barriers.			Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Permanency 2, Case Review System.		
Goal 4-B: Domain- Concurrent Planning Create and assure a culture of continued efforts, with attention paid to removal of institutional barriers, later in the life of every case, to actively and concurrently work toward achievement of dual permanency plans, including cases in which the primary permanency plan has changed. Pay special attention to practices that are culturally responsive to and improve outcomes for African American and Native American children, who are over-represented in Oregon's child welfare population.			Applicable CFSR Items: Item 7: Permanency Goal for child Item 8: Reunification, Guardianship, or Permanent Placement with Relative Item 9: Adoption Item 10: Other Planned Permanent Living Arrangement Item 15: Relative Placement Item 28: Termination of Parental Rights		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Rapid Process Improvement of the Adoption Program to address work inefficiencies of the Adoption and Guardianship program.	CAF Program, Adoptions Unit	Lean Leader's documented report/outcome of the Adoption Program RPI.			
Follow and implement the National Resource Center Adoption consultation on adoption committee process.	CAF Program, Adoptions Unit	Notes from work group and follow up actions.			

Seek NRC assistance to explore the 90 day staffing process, Initial and Permanency legal reviews, and Legal Assistance Referral process for mergers to make the processes progressive.	CAF Program, Adoptions Unit	Report from NRC on assistance			
Implementation of the 333 Case Plan document to help structure and document decision making. -Train all Child Welfare Supervisors on how to capture documentation in the 333. -Develop a narrative recording guide tool for workers to assist them in writing a 333. -Incorporation into New Worker Training, on how to capture documentation in the 333.	CAF Program CAF Training Unit	New 333 Document released into field. Evidence of Agenda item on Child Welfare Supervisor's Quartley meetings. Evidence of a Narrative Recording Guide for workers. Training Agenda that includes this item at New Worker Training			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Mental health assessments for children and youth when they come into the custody of DHS.				Applicable CFSR Outcomes or Systemic Factors: Well-Being 1, Well-Being 3, Service Array and Resource Development.	
Goal 5-A: Domain-Service Array and Accessibility that Address the Needs of Children and Their Families. Remove institutional barriers, aim available resources and seek new resources, as necessary, to provide children and youth who are involved in the child welfare system with comprehensive mental health assessments which: <ul style="list-style-type: none"> • are conducted early in the life of the case to identify specific service needs; • include input from professionals who are providing services to the children and youth; • are reviewed and updated throughout the life of the case; • focus on the child or youth's safety, permanency and well-being needs and on services and supports needed by the parent to meet those needs; and • Consider the family's culture, especially for African American and Native American families, who children are over-represented in Oregon's child welfare population. 				Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents Item 23: Mental/behavioral health of the child Item 35: Array of services Item 36: Service Accessibility Item 37: Individualizing services	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

Plan and implement the strategies developed by the CAF/AMH Mental Health assessment workgroup. -Share data about referral and response times.	CAF Program	Workgroup written report and follow up items.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Alcohol and Drug needs for child welfare parents.			Applicable CFSR Outcomes or Systemic Factors: Well-Being 1, Well-Being 3, Service Array and Resource Development.		
Goal 5-B: Domain-Service Array and Accessibility that Address the Needs of Children and Their Families. Remove institutional barriers, aim available resources and seek new resources, as necessary, to provide for parents of children and youth who are involved in the child welfare system timely, community-based substance abuse assessment and treatment services that are affordable and are designed and locally available to meet their specific needs, especially with regard to improving their child protective capacity, and with special attention to the needs of African American and Native American parents whose children are over-represented in Oregon's child welfare population.			Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents Item 23: Mental/behavioral health of the child Item 35: Array of services Item 36: Service Accessibility Item 37: Individualizing services		
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

<p>CW in conjunction with Addictions and Mental Health will ensure that medical assistance budgets, treatment dollars for both OHP and non-OHP clients (ITRS money) is facilitated in a way that screening and services are provided in a quick time frame.</p>	<p>CAF Program</p>	<p>Copies of the Referral form and Protocol that was developed</p> <p>CAF and AMH data set on timeliness of client assessment</p>			
<p>CW will employ the use of the IIS tracking codes to systematically enter into the database every client referred for A+ D services.</p>	<p>CAF Program</p>	<p>Evidence of an IIS code and the capacity to capture this information in IIS</p>			
<p>Co-presentation with AMH at two Fall Conferences; Shoulder to Shoulder and Collaborative Medicaid Managed Care Quality Improvement Workshop.</p>	<p>CAF-Program</p>	<p>Program outline and evidence of attendee's at Shoulder to Shoulder and Medicaid Managed Care Quality Improvement Workshop.</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

Primary Strategy: Mental Health, A+D, Dental, and Physical Health services to children involved in both In-Home and out of home Child Welfare Services.				Applicable CFSR Outcomes or Systemic Factors: Well-Being 1, Well-Being 3, Service Array and Resource Development.	
Goal 5-C: Domain- Service Array and Accessibility that Address the Needs of Children and Their Families. Remove institutional barriers, aim available resources and seek new resources, as necessary, to provide for families and children who are involved in the child welfare system additional individualized, timely, community-based services that are affordable and are designed and locally available to meet their specific needs, with special attention to the needs of African American and Native American children, who are over-represented in Oregon's child welfare population.				Applicable CFSR Items: Item 17: Needs and services of child, parents and foster parents Item 21: Educational needs of the child Item 22: Physical health needs of the child Item 35: Array of services Item 36: Service Accessibility Item 37: Individualizing services	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Family Based Services redesign to support children who are in their own homes. -See action steps from 1-B-1.	CAF Program, Family Based Services	All Family Based Service Contracts will have specific focus on keeping children in their home.			

Statewide Wraparound initiative. -Statewide implementation team appointed. -Complete Marketing Assessment. -Complete local rediness checklists for local implementation.	CAF Program	Team Roster and Meeting notes Completed Marketing assessment Completed check lists			
Use of SOC funds to address service gaps	CAF Office for Program Performance and Reporting	Budget reports of Districts use of SOC funds to address service gaps.			
Training and education surrogate/advocacy for foster parents and caseworkers. -Foster care Consultants to develop a training to be included in foster parent curriculum. -Caseworker attendance in the above training.	CAF Foster Care Unit CAF Training Unit	Training curriculum provided to Region X. Evidence of attendance by Foster Parents and Caseworkers.			

Co-presentation with AMH at two Fall Conferences; Shoulder to Shoulder and Collaborative Medicaid Managed Care Quality Improvement Workshop.	CAF Program	Program outline and evidence of attendee's at Shoulder to Shoulder and Medicaid Managed Care Quality Improvement Workshop.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Foster Parents capacity to safely care for children in their home.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1, Well-Being 1, Foster and Adoptive Parent Licensing, Recruitment, and Retention.	
Goal 6-A: Domain- Recruitment and Retention of Foster and Adoptive Parents. Support foster parents' capacity to safely care for child by decreasing the number of general foster families with placements of children in excess of the standard policy for parent to child ratio through increased targeted recruitment efforts.				Applicable CFSR Items: Item 6: Stability of foster care placement Item 17: Needs and Services of child, parents, foster parents Item 41: Standards for foster homes and institutions	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update

<p>Decrease the number of general foster families with placements of children in excess of the standard policy for parent to child ratio.</p> <ul style="list-style-type: none"> -Central Foster Care Unit to develop a baseline document of over fills in the District Offices -District offices who are affected by the overfill report will develop a plan to reduce the number of homes who are overfilled. -There will be an overall 50% reduction of overfilled homes statewide. 	<p>CAF Program, Foster Care Unit</p> <p>CAF Field</p>	<p>Overfill report from Salem Central Foster Care Unit</p> <p>Written District office plans.</p> <p>Overfill report from Salem Central Foster Care Unit</p>	<p>07/09</p>		
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<p>Increase the number of general foster families through targeted recruitment. See Action Steps in 6-C. -Baseline number of general foster homes -Final outcome report as a result of targeted recruitment.</p>	<p>CAF Program, Foster Care Unit</p>	<p>Baseline report completed by DHS Foster Care unit.</p> <p>Final report completed by DHS Foster Care unit.</p>	<p>8/08</p> <p>8/10</p>		
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy: Day care services to support foster placements.</p>			<p>Applicable CFSR Outcomes or Systemic Factors: Permanency 1.</p>		
<p>Goal 6-B: Domain- Recruitment and Retention of Foster and Adoptive Parents. Improve placement stability for children by improving retention of foster families, as evidenced by the percentage of non-relative families who leave the foster/adoptive provider system for documented reasons other than a change in family circumstances or failure to meet State safety standards.</p>			<p>Applicable CFSR Items: Item 6: Stability of foster care placement</p>		
<p>Action Steps and Benchmarks</p>	<p>Person Responsible</p>	<p>Evidence of Completion</p>	<p>Quarter Due</p>	<p>Quarter Completed</p>	<p>Quarterly Update</p>

Request for increased funding for Employment-Related Day Care (ERDC) for foster parents is a Policy Option Package (POP) that CAF has proposed for consideration by the 2009 Oregon Legislature (would require prioritization by DHS to move forward).	CAF Program	Submission of the written Governor's Budget Document			
Development and implementation of a statewide exit survey for foster parents.	CAF Program, Foster Care Unit	Compilation of Survey results			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Foster Parent recruitment that focuses efforts to increase placement resources for children, efforts on targeted recruitment, and child specific recruitment.	Applicable CFSR Outcomes or Systemic Factors: Foster and Adoptive Parent Licensing, Recruitment, and Retention.
Goal 6-C: Domain- Recruitment and Retention of Foster and Adoptive Parents. Improve the agency's capacity to place children in foster families who are well-suited to meet their individual needs.	Applicable CFSR Items: Item 44: Diligent Recruitment

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
<p>Restructuring the Recruitment Contract and development of the RFP.</p> <p>Contractor selected and implementation of contract in place.</p>	<p>CAF Program, Foster Care Unit</p>	<p>Copies of the completed RFP</p> <p>Copies of the contracts in Place.</p>			
<p>Create and utilize a Recruitment Advisory Committee to convene at least quarterly to plan, evaluate and oversee joint contracted recruitment efforts with a contracted recruitment entity.</p>	<p>CAF Program, Foster Care Unit</p>	<p>Roster of Advisory Committee and notes from Quartly Meetings</p>			
<p>Renegotiated Action Steps and Benchmarks</p>					

<p>Primary Strategy: Recruitment activities, specifically related to increasing the pool of African American and Native American Children who are over-represented in Oregon's child welfare system.</p>	<p>Applicable CFSR Outcomes or Systemic Factors: Permanency 2, Foster and Adoptive Parent Licensing, Recruitment, and Retention.</p>
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Goal 6-C: Domain- Recruitment and Retention of Foster and Adoptive Parents continued.				Applicable CFSR Items:	
				Item 14: Preserving Connections Item 44: Diligent Recruitment	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Apply for Children's Bureau Adoption Opportunities recruitment grant.	CAF Program, Foster Care Unit	Copy of the completed Grant Application			
Engage Oregon's Native American Tribes in planning foster and adoptive home recruitment and retention strategies. -Participation in ICWA Quarterlies.	CAF Program, Foster care Unit	Notes of participation from ICWA Quartley Meetings			
Foster care coordinators will work with District offices to develop recruitment plans specific to Native American and African American families who can provide culturally specific care.	CAF Program, Foster Care Unit CAF Field	Written Foster care Recruitment plans specific to Native American and African American families from each District.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Ongoing Child Welfare Staff Training and Support.				Applicable CFSR Outcomes or Systemic Factors: Staff and Provider Training.	
Goal 7-A-1: Domain- Workforce. Enhance the professional development of child welfare staff through increasing the requirements for ongoing training.				Applicable CFSR Items: Item 33: Ongoing Training	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Pursue Policy Option Package (POP) for consideration by the 2009 Oregon Legislature for advanced training of child welfare staff.	CAF Office for Program Performance and Reporting	Submission of the written Governor's Budget Document			
Continue to plan and implement Supervisor Quarterly Meetings as well as a Supervisor Annual Conference.	CAF Training CAF Field	Attendance Rosters, agendas and subsequent notes, from Supervisor Quarterly meetings Rosters and Agendas from the annual Supervisors Conference			

Continue to implement PSU's Family Engagement Training with all caseworkers.	CAF Training	Rosters and lists of those who have completed PSU's Engagement Training			
Continue to implement OSM training of all DHS Child Welfare Support Staff, Caseworkers, Supervisors, and Child Welfare Managers.	CAF Training	Rosters and lists of those who have completed OSM Training			
Continued support of staff that apply and participate in the MSW partnership program with PSU.	CAF Training	Rosters and lists of those who have completed PSU's MSW Program			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Cultural competency of agency staff and contracted providers.	Applicable CFSR Outcomes or Systemic Factors: Staff and Provider Training.
Goal 7-A-2: Domain- Workforce continued.	Applicable CFSR Items: Item 33: Ongoing Training

Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
See Strategies outlined in 1-B-1.	CAF Program	See section 1-B-1			
Continue to provide Cultural Competency training to all staff.	CAF Training	Rosters and lists of those who have completed DHS Cultural Competency Training			
Continue to provide training opportunities to staff at the annual ICWA Conference.	CAF Training	Rosters and lists of those who have attended annual ICWA Conference			
Continue to provide training opportunities to staff at the annual Diversity Conference.	CAF Training	Rosters and lists of those who have attended annual Diversity Conference			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: Quality Assurance instruments for supervisors and the completion of continuous quality assurance of cases assigned to their casework units.				Applicable CFSR Outcomes or Systemic Factors: Staff and Provider Training.	
Goal 7-B: Domain- Workforce, Clearly articulate expectations and provide professional supports for casework supervisors.				Applicable CFSR Items: Item 33: Ongoing Training	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Development of a Quality Assurance tool.	CAF Office for Program Performance and Reporting	A copy of the written Quality Assurance tool will be provided.			
Training of all Supervisors and Child Welfare Managers to use the Quality Assurance tool.	CAF Office for Program Performance and Reporting	Active, ongoing quality assurance reviews on DHS Child Welfare cases.			
Renegotiated Action Steps and Benchmarks					

Primary Strategy: ASPR reporting requirements, type of information required, and the date by which it is needed.				Applicable CFSR Outcomes or Systemic Factors: Agency Responsiveness to the Community.	
Goal 7-C: Domain- Workforce. Increase efforts to include key stakeholders in the State's federal Annual Progress and Service Report (ASPR) and provide improved documentation of stakeholder participation.				Applicable CFSR Items: Item 39: The agency develops, in consultation with Tribal representatives, consumers, services providers, foster care providers, the juvenile court, and other public and private child-and-family serving agencies, annual reports of progress and services delivered pursuant to the Child and Family Services Plan (CFSP).	
Action Steps and Benchmarks	Person Responsible	Evidence of Completion	Quarter Due	Quarter Completed	Quarterly Update
Use a variety of means to contacting stakeholders.	CAF Office for Program Performance and Reporting	Documentation of Letters, e-mails, and notes of follow up phone calls			
Convene a work group of the key central office program staff, stakeholders and community partners to review the progress and services delivered, with a focus on documenting outcomes for the ASPR and five-year CFSP.	CAF Office for Program Performance and Reporting	Work group notes.			

Provide clear documentation in the ASPR of which stakeholders participated in its development.	CAF Office for Program Performance and Reporting	Documentation that ASPR document is clear that there was stakeholder participation.			
Provide a copy of the completed, approved ASPR to stakeholders who were invited to participate.	CAF Office for Program Performance and Reporting	Written documentation that ASPR was provided as evidence of a copy of the correspondence to stakeholders			
Complete and submit a Legislative Concept to expand the focus on Disproportionality and Cultural Competency in Child Welfare.	CAF Office for Program Performance and Reporting	Submission of the Legislative Concept paper			
Renegotiated Action Steps and Benchmarks					

Part B: National Standards Measurement Plan and Quarterly Status Report

Safety Outcome 1: Absence of Recurrence of Maltreatment												
National Standard	94.6%											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Safety Outcome 1: Absence of Maltreatment of Children in Foster Care												
National Standard	99.68%											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Timeliness and Permanency of Reunification												
National Standard	122.6											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Timeliness of Adoptions												
National Standard	106.4											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Permanency Outcome 1: Achieving Permanency for Children in Foster Care for Long Periods of Time												
National Standard	121.7											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Permanency Outcome 1: Placement Stability												
National Standard	101.5											
Performance as Measured in Final Report/Source Data Period												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Part C: Item-Specific and Quantitative Measurement Plan and Quarterly Status Report

Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

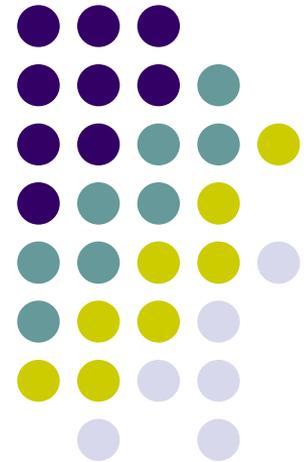
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

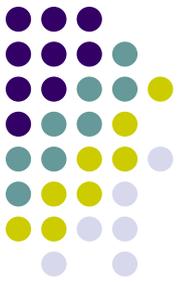
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Outcome/Systemic Factor: _____ Item: _____												
Performance as Measured in Final Report												
Performance as Measured at Baseline/Source Data Period												
Negotiated Improvement Goal												
Method of Measuring Improvement												
Renegotiated Improvement Goal												
Status (Enter the current quarter measurement for the reported quarter.)	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12

Courts' Role in Interstate Foster Care and Adoptive Placements: Results of the State Assessments

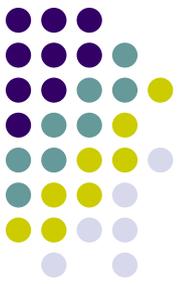
Mark Hardin
National Child Welfare Resource Center
for Legal and Judicial Issues
ABA Center on Children and the Law

Oregon Judicial Conference
August 10, 2008



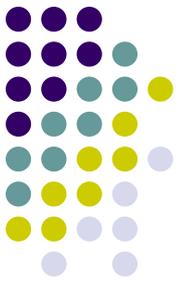


- Disclaimer: This presentation reflects my interpretations of law and practice and does not necessarily reflect official Children's Bureau or ABA policy.



Contents of presentation:

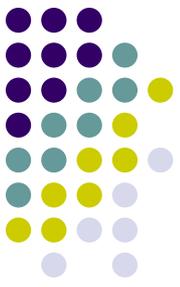
1. **Introduction**
2. Methodology of state assessments
3. How we reviewed the assessments
4. Timeliness of interstate placements
5. Procedural fairness under ICPC
6. Interstate judge to judge communications
7. Judicial oversight of interstate placements



Introduction

- History and content of legislation requiring assessments
- Description of the problem the assessments are to address
- Role of judges in interstate placements
- Some basics about interstate placement process

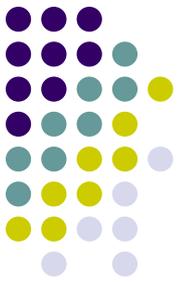
Background of law requiring assessments



Safe and Timely Interstate Placement of Children Act of 2006:

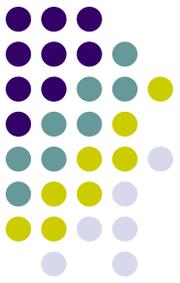
- Original version didn't propose assessment of courts' role in interstate assessments, but rather statutory requirements.
- A possible replacement of the principal governing law (**Interstate Compact on the Placement of Children (ICPC)**) was pending.
- Proposal was to impose federal requirements for states to strengthen the role of the courts.

Purpose of law as enacted



- Response was to have courts assess the specific types of technical reforms the proposed law would have required.
- Encourage courts to play a more positive role in expediting interstate placements generally.
- Require courts to examine the possibility of interstate placements of children to achieve permanency – these are other provisions of the laws that *were* enacted.

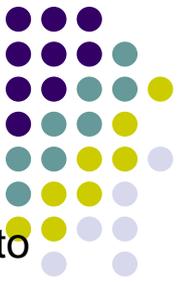
Federal requirements for CIP Assessment of Interstate Placements



Courts are to assess and improve the following:

- Their role in expediting (and ensuring the safety of) interstate placements
- Cooperation in information sharing by courts
- Court initiated testimony across state lines, without need to travel
- Participation of parties and attorneys across state lines, without need to travel

Court System to Assess And Improve Timeliness In Interstate Placements



“(a) IN GENERAL.—The Secretary shall make grants, in accordance with this section, to the highest State courts in States participating in the program under part E, for the purpose of enabling such courts—

(1) to conduct assessments, in accordance with such requirements as the Secretary shall publish, of the role, responsibilities, and effectiveness of State courts in carrying out State laws requiring proceedings (conducted by or under the supervision of the courts)—

* * *

(E) that determine the best strategy to use to expedite the interstate placement of children, including—

- (i) requiring courts in different States to cooperate in the sharing of information;
- (ii) authorizing courts to obtain information and testimony from agencies and parties in other States without requiring interstate travel by the agencies and parties; and
- (iii) permitting the participation of parents, children, other necessary parties, and attorneys in cases involving interstate placement without requiring their interstate travel;”

(2) to implement improvements the highest state courts deem necessary as a result of the assessments...

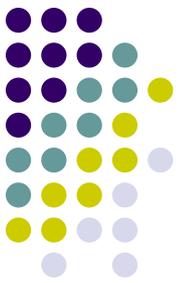
(Note: language added in 2006 is underlined)

Underlying concerns law addresses



- Delays in interstate placements;
- Need to ensure safety in interstate placements, and
- Lack of procedural fairness in interstate placements.

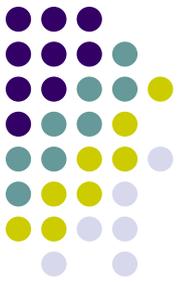
Case example #1 (from NY Times)



When child welfare officials in Washington, DC removed five young children from their home, relatives in a DC suburb stepped forward quickly, offering to share guardianship of the children. The children already spend most weekends with their grandparents, retired postal workers, who were only a 15 minute drive away from the harsh neighborhood where the children lived. The grandparents took the children to their church choir on the weekends and liked to watch them climb trees in the yard. An aunt, a married pediatric nurse, often had the children over to play with her son, and had a van to haul the extended family around.

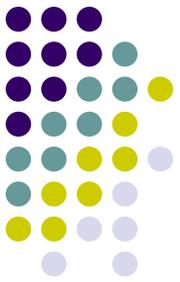
If the relatives had lived in DC, they might have gained custody of the children within days, after a quick check of their suitability. Instead, the children were put in a foster home, where they could remain for months while their relatives wait for DC and Maryland to make formal requests, home inspections and approvals.

Case example #2:



A mother in Ann Arbor, Michigan, has been approved by Michigan officials to take custody of her 13-year-old son, who has lived in recent years with his father in Florida. But the placement process has already taken five months, with the boy in a group home in Florida in the meantime.

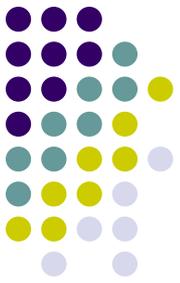
The father was jailed on February 1 after warnings about neglecting the boy, who missed weeks of school as the pair moved among motels. The mother received a call from the sheriff's offices on the same day the father was arrested, saying there was no one to take the boy.



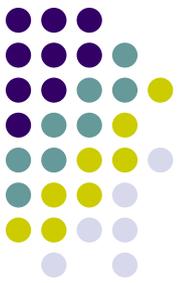
She leaped at the chance, she said, then discovered that the ICPC had to be satisfied first. But county officials in Florida did not send on the paperwork in the case to their state office in Tallahassee until April, after which Tallahassee forwarded the case to Michigan to ask for a home study of the mother, who was quickly approved.

In mid June, after repeated calls to Florida, the mother learned that she would have to wait until a court hearing in Florida, to take place in August 14. Meanwhile, her son will have had to stay in a group home for at least 6½ months.

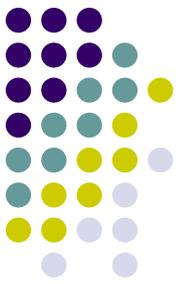
Basic role of courts in interstate placements



- A nudge
 - Part of the role of judges in child abuse and neglect cases is to ensure timely permanency within a reasonable time
 - This applies in interstate cases
 - Includes considering out of state possible placements in the first place
 - Includes deadlines for pushing the paperwork and reporting back
 - Includes calling and questioning witnesses if needed

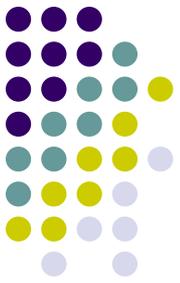


- A resolver of disputes
 - In many states a large proportion of proposed interstate placements are declined by the state to which the child is to be sent (receiving state)
 - In addition, parents or guardians in the state in which the child is originally placed (the sending state) may disagree with the decision of the receiving state

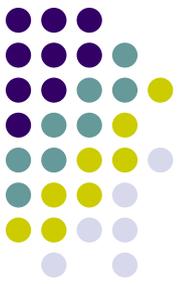


Some basics about the ICPC:

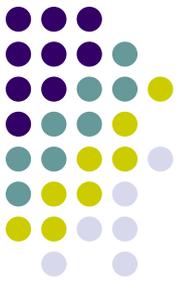
- The ICPC is, in effect, a contract between states
- States can't individually amend it as with uniform acts; they can only join or leave
- The ICPC was written in the 1950s and enacted over an approximately 30-year period
- There is the ICPC itself and its regulations



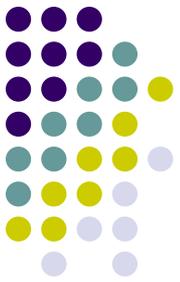
- Some kinds of ICPC placements
 - Relative adoptions
 - Stranger adoptions (found through adoption exchanges)
 - Relative licensed foster care
 - Relative custody or guardianship
 - Residential placements



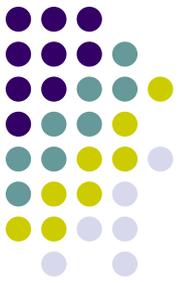
- Nomenclature: “sending states” and “receiving states”
- Requests are funneled through state ICPC administrators
 - Example:
 - Considering placement from Medford with an aunt in Spokane
 - Jackson County to Salem to Olympia to Spokane (does home study)
 - Back from Spokane to Olympia to Salem to Medford



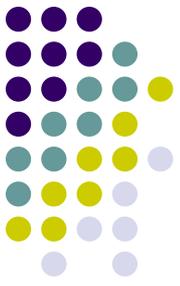
- Decision making
 - Both the sending and receiving states have separate absolute authority to block the sending of a child across state lines through the ICPC – even if the other state disagrees.
 - This is something we wanted addressed in the assessments.
 - Is there any fair process, e.g., if Spokane doesn't approve the Aunt?
 - Is there a fair process if both states do approve the placement? What if the parents hate the idea?



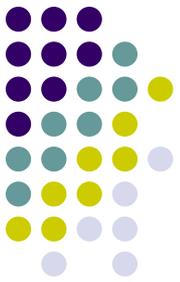
- Resolver of disputes scenario:
 - The “home study” report comes back from Spokane approving the aunt and the local office in Medford agrees.
 - Someone in Oregon, such as mom, dad, or the kids’ attorney think the aunt stinks.
 - This is what the assessment is supposed to be about.
 - What methods, if any, are there to call and cross examine witnesses in Spokane?
 - Can the Medford judge get help from a Spokane judge?



- Nudge scenario:
 - Worker says will file ICPC papers, but case seems to get sucked into black hole.
 - At later hearing the worker says talked to Oregon ICPC administrator, who said request went to Olympia four months ago and still is no answer.
 - Can you get a Washington judge to help get the ICPC administrator on the line or to help prompt action?
 - This is another issue to be addressed in the assessment.



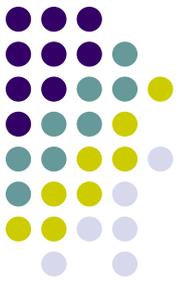
- Border states
 - Remember the DC-Maryland case?
 - DC workers couldn't just go to Maryland to check out the grandparents
 - Similarly, the Medford worker couldn't trek up to Spokane, assuming the travel expenses could be approved
 - But states can, in theory, form “border state agreements” to allow workers to do the home studies across state lines – such as allowing a Portland worker go to Vancouver
 - Unfortunately, there are very few border state agreements



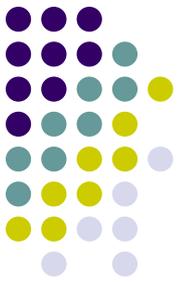
- New proposed ICPC:
 - APHSA (organization of public state agencies has proposed a replacement)
 - Several states have enacted it
 - Due to opposition there have been different versions



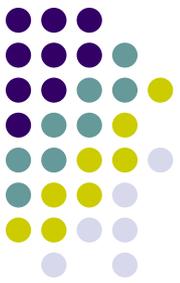
1. Introduction
2. Methodology of state assessments
3. How we reviewed the assessments
4. Timeliness of interstate placements
5. Procedural fairness under ICPC
6. Interstate judge to judge communications
7. Judicial oversight of interstate placements



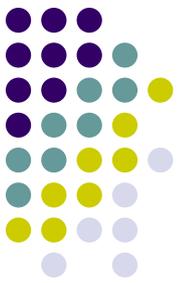
- Sources of information for assessments:
 - The great majority of assessment distributed questionnaires (surveys), especially to judges
 - The response rates were low in many states, however, because many judges and lawyers had no knowledge or experience with the ICPC
 - They were also distributed in many states to attorneys, CASA volunteers, and agency staff
 - In some states, there were individual interviews, particularly of ICPC administrators and key agency staff
 - In many states, there were group multidisciplinary discussions of practice



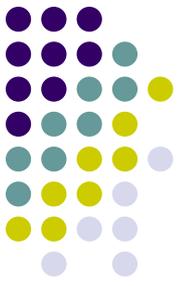
- There were limited file reviews in some states, using files from the ICPC office and or court files
 - Generally, there weren't enough files reviewed to draw statistical conclusions
 - Mostly, file reviews were used for case examples and to supplement other information
- In a few states ICPC offices kept statistical information or databases regarding interstate placements



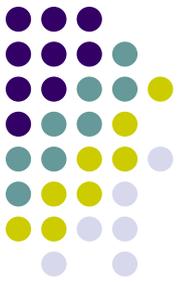
- All but a few states reviewed state laws in provided a detailed discussion of relevant state laws
 - Of these, most discussed how consistently the state laws were being implemented in interstate cases
 - Where there were issues with implementation of state laws, few discussed the root of such problems



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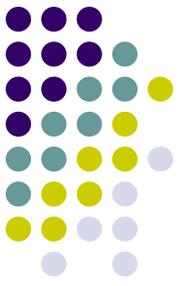
- To review the assessments:
 - We have managed to get and quickly read through 26 so far
 - We developed an outline based on common subdivisions in the assessments
- We found that:
 - Any given assessment covers a fraction of the total issues we identified
 - And assessments asked different specific questions in their questionnaires and interviews
 - So we usually can't say "most said...", but rather can say "of those that addressed X, most or many said ..."



- Because of the differences in questions:
 - Sometimes we were comparing answers that were apples to oranges

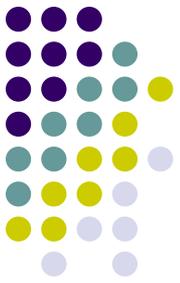
But we could gather:

- Some major trends
- Some innovative proposals for changes, both state and national



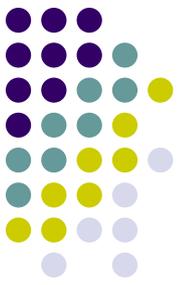
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How assessments addressed timeliness



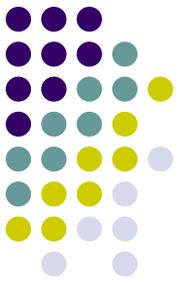
- To address timeliness issues, many assessments sought the help of the state ICPC staff
- Some also collected their case files from the ICPC staff
- But ICPC records only include information starting from the time there is a formal request for a home study
- Therefore, assessments generally did not look at delays in making those requests

Why timeliness is important in interstate placements



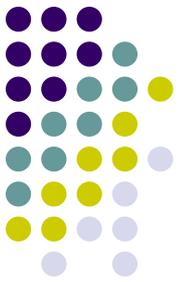
- Timeliness in interstate placements is important for the same reason it is critical in child abuse and neglect cases generally
 - Trauma from extended placement with strangers, as in the DC and Michigan cases
 - Stability is important to having the ability to form stable relationships as adults
 - Earlier permanent placement as part of stability: interstate placement is part of the *larger picture* of achieving timely permanency

Key stages affecting timeliness of ICPC interstate placements



1. Local to state office sending state
2. State office of sending to state office of receiving state
3. State to local office of receiving state
4. Local to state office of receiving state
5. State office of receiving to state office of sending state
6. State to local office of sending state

TIMELY INTERSTATE HOME STUDIES



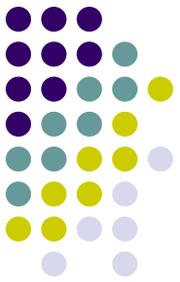
“[W]ithin 60 days after the State receives from another State a request to conduct a study of a home environment for purposes of assessing the safety and suitability of placing a child in the home, the State shall, directly or by contract—

(I) conduct and complete the study; and

(II) return to the other State a report on the results of the study, which shall address the extent to which placement in the home would meet the needs of the child;”

(Note: underlined language added in 2006)

Social Security Act section 471(a)(26)(A)(i), 42 U.S.C. §671(a)(26)(A)(i)



In a nutshell:

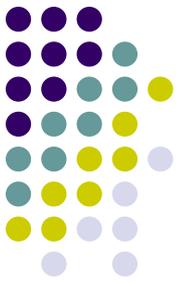
- Within 60 days after a state receives a request for a home study from another state, the state must complete the home study and submit it in writing to the state making the request.

Some possible loopholes in federal requirements for timely home studies

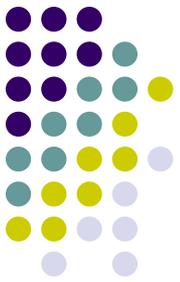


1. Arguably, the receiving state is free not to act if it hasn't received a request that it regards as incomplete. In other words deadline arguably does not begin to run until after there is a proper request.
2. Upon being notified that an application is insufficient or incomplete, there arguably is not deadline for the sending state to resubmit a properly completed application.
3. There currently is no oversight with teeth when local and state agencies miss the deadline.
4. Once it has become clear that an interstate placement should be considered, local and state governments are not required to make timely requests for such studies unless ordered by the court to do so?

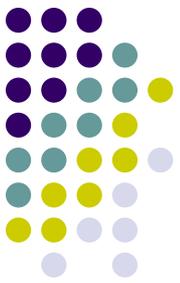
The assessments and timely home studies



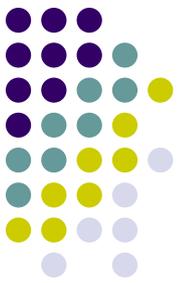
- Most assessments had some information about the timeliness of home studies
- Of these, most indicated delays in state central offices.
- Many indicated delays by local offices in forwarding requests to state offices.
- This information most often came from questionnaires to judges and others rather than reviews of actual files



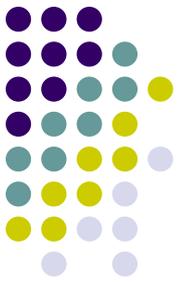
- Use of mail:
 - A specific complaint by a few states was the delays caused by the use of ordinary mail to send out home study requests, home studies, and other documentation
 - Neither the ICPC nor its regulations require the use of email or other computer technology to speed the process



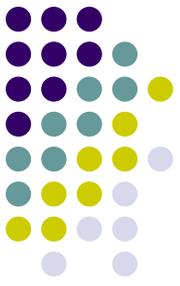
- Inconsistent standards for home studies
 - Another complaint from a number of states was that delays were caused by inconsistencies in the criteria by which home studies were approved or denied
 - Related to that complaint was the fact that different states use different forms for home study reports
 - The result is that sending states often find that home study reports are missing information required by their own forms



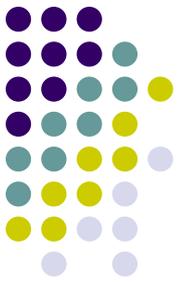
- Home study recommendations:
 - Over half of the assessments recommended the development of a single national mandatory form for home studies
 - Several assessments recommended the mandatory electronic transmission of all documents and information pursuant to the ICPC
 - A number of assessments recommended appropriation of the authorized funds for the federal timely home study incentives law



- National computer based ICPC system:
 - One state recommended a national computer based system which would include all ICPC requests
 - The system would automatically download and transmit ICPC home study requests
 - The system would automatically gather state and national data on the timeliness of the processing of requests
 - The system would include the various mandatory ICPC forms for documentation
 - The system would include the email and telephone addresses for local and ICPC offices

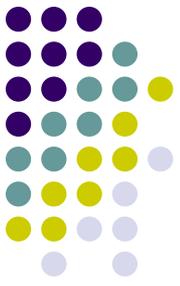


- Simultaneous transmission of ICPC home study requests:
 - Several states recommended that home study requests simultaneously be transmitted the ICPC staff of both states as well as to the staff of the local agency.
 - This would avoid the six separate steps and would allow the state offices to provide their oversight as the local agencies work together.
 - If ICPC forms were made uniform, this might also reduce the need for state ICPC offices to hold up the process due to faulty or incomplete documentation.

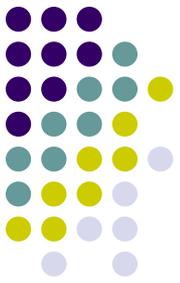


- Delays in local offices conducting home studies:
 - Several assessments mentioned that delays in home studies were caused by staff shortages and emphasis on local emergencies.
 - Vermont avoided this by assigning a central unit to conduct ICPC home studies.
 - Several states recommended ICPC specialists in regional or larger local offices.

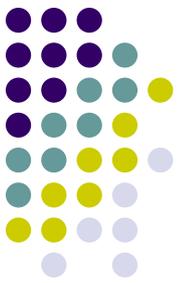
Delays related to criminal background checks



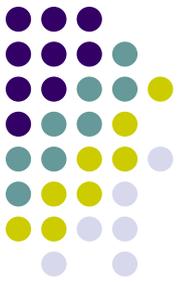
- Criminal background checks are:
 - Required as part of a home study for state approved or licensed foster parents
 - Required for adoptive parents
 - Needed regarding parents and relatives in many cases
 - Accordingly, a part of potential delays



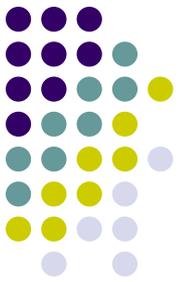
- Available criminal databases:
 - FBI National Crime Information Database (NCID)
 - Hard copies or electronic (e.g., “live scan”)
 - Name checks under certain circumstances
 - State criminal records databases
 - Must check both state and federal



- Records checks required whether or not child is eligible under Title IV-E
 - Child Abuse Prevention and Treatment Act (CAPTA) §106(b)(2)(A)(xxii), 42 U.S.C. §5106a(b)(2)(A)(xxii)
- Must check both NCID and state databases for Title IV-E eligible children
 - Social Security Act 471(a)(20)(A), 42 U.S.C. §671(a)(20)(A), Federal Policy Manual Section 8.4F

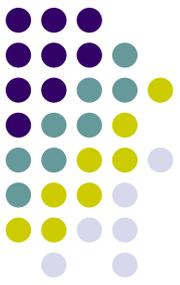


- Some possible delays in getting NCID records:
 - Request to state criminal justice agency.
 - Processing by state criminal justice agency.
 - Smudged requests (hard copies of fingerprints).
 - Hearing back from NCID, especially with hard copies.

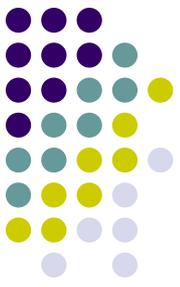


- Assessment findings re criminal records checks:
 - Most assessments did ask in their surveys whether this was a problem
 - Of those, about half indicated it was.
 - While many assessments noted delays in getting criminal records, they didn't try to trace their sources
- Recommendations re criminal records checks
 - A few states: recommended increased use of electronic fingerprint technology
 - Wyoming recommended national time standards for criminal background checks, to apply to both state and FBI databases

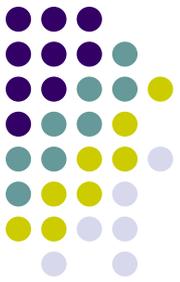
Regulation 7 for “priority” placements



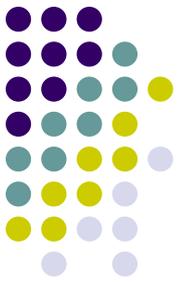
- To avoid delays in certain cases there is a ICPC Regulation 7 for “priority” cases.
 - (The ICPC authorizes the establishment of regulations for interstate placements)
- Regulation 7 authorizes courts to initiate a special placement process when the following is the case:
 - The child is to be placed with a parent or with a specified list of relatives, so long as the placement is NOT for licensed foster care or adoption AND
 - The child:
 - Is under two OR
 - Is in an emergency shelter OR
 - Has lived for substantial time with person with whom the child is to be placed



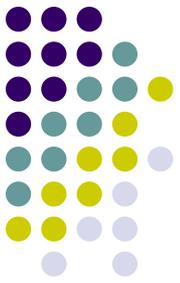
- Regulation 7 details a special and speedier than usual process for interstate placements:
 - Deadlines for multiple steps of the process
 - Court sends notice and documentation to its local agency in two business days
 - Local sending state agency sends notice to its state ICPC office in two business days
 - Sending state ICPC office sends materials to receiving state ICPC office in three business days
 - Receiving state ICPC office sends home study and answer within 20 business days



- But what if the documentation to the sending state is insufficient?
 - The receiving state may telephone or fax the sending state
 - That delays the deadlines

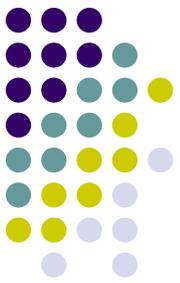


- What if the receiving state does not follow the expedited process?
 - The judge in the sending state may contact a judge in the receiving state to request aid in enforcement
 - Regulation 7, Section 5(a)

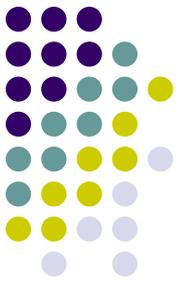


Delayed home studies

- Incidentally, there is a little known added section in Regulation Seven:
 - If home studies are held up more than 30 *business days*
 - And if the sending state provided proper documentation
 - The judge may also seek help from a judge in another state

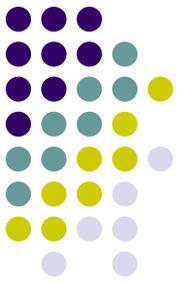


- Findings regarding Regulation 7:
 - Regulation 7 is poorly understood and there is little awareness of it
 - Regulation 7 is infrequently used when it could be
 - Recommended: special forms for Regulation 7 cases
 - Idea: make it applicable more widely and allow some of its procedures to apply generally.
 - For example – judge to judge communications.
 - For example – relatives to become foster parents and to adopt, allowing specified unavoidable delays.

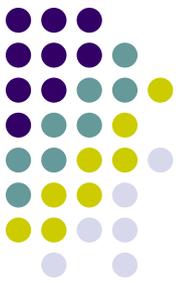


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7. Judicial oversight of interstate placements

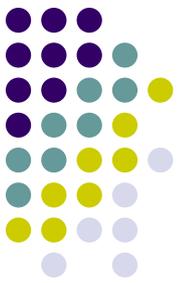
Procedural fairness under ICPC



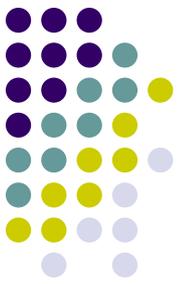
- Receiving state has absolute veto
 - Recall the example at the beginning of the presentation: father is jailed in Florida and Michigan mother wants her children back.
 - What if Michigan had refused to approve the mother?
 - Recall the example at the beginning with the grandparents in the Maryland suburbs of DC: children removed from the mother
 - What if DC had approved the placement but Maryland had refused
 - Answer: ICPC says that **both** states can refuse the placement



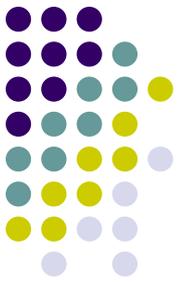
- Procedural protections in the receiving state
 - Of those assessments reporting on this issue, the great majority said there was no practical means to appeal the refusals of receiving states to allow interstate placements
 - Accordingly, many assessments recommended a national change in the law allowing appeals of refusals of receiving states to approve interstate placements
 - Few assessments' recommendations, however, were specific on what the law would say



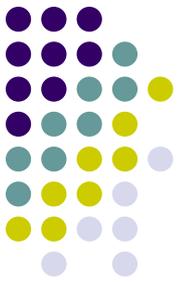
- What *should* procedural protections look like
 - No double veto of placements – sending state decision?
 - Based on the forum with the best information about the placement and child?
 - Practical means of obtaining proper evidence from both states?
 - Judicial as opposed to administrative forum for decisions?



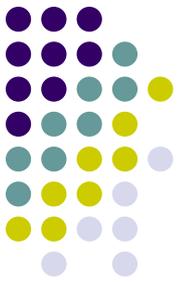
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3. How we reviewed the assessments
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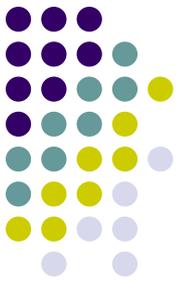
- When might a judge want to contact another judge in another state?
 - To gather information about the merits of the placement.
 - To track down the actual source of delay
 - I.e., to help arrange for the telephonic testimony of key witnesses in the other state about the delay.
 - To secure compliance in securing timely home studies



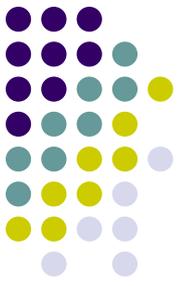
- Under Regulation 7, as discussed earlier, a judge may contact a judge in another state requesting assistance in enforcement of the timetables
- Beyond Regulation 7, however, the law may be less clear about judge to judge cooperation



- Does judge to judge communication across state lines actually happen?
- The assessments found:
 - Judge to judge communication across state lines is rare
 - Some judges are concerned about limits on ex parte communications

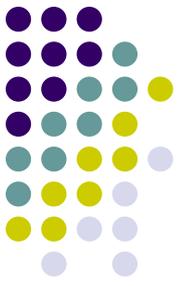


- The assessments recommended:
 - Some called for clarification or improvement in the law to allow additional communication, especially regarding ex parte communications
 - There was disagreement about whether the UCCJEA is helpful or only applies to cases involving issues of court jurisdiction
 - If it doesn't apply, some concluded, UCCJEA mechanisms for judge-to-judge cooperation could be a model for new laws for ICPC cases

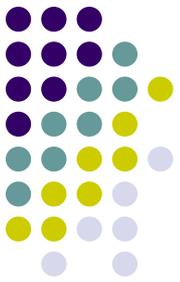


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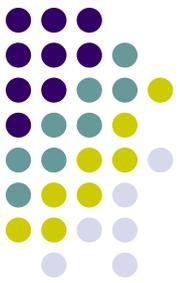
Judicial oversight of interstate placements



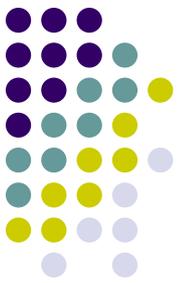
- There are a number of stages in which judicial oversight can occur
 1. Before the issue has come up, insisting that potential placements in other states are being considered
 2. Insisting that identified potential placements in other jurisdictions are actively considered
 3. Making sure that requests for home studies are initiated



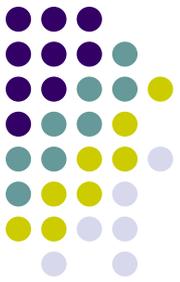
4. Making sure that home studies are timely completed
5. Making sure there is action based on the results of home studies
6. Continuing oversight after children have been send across state lines.



- In fact, federal law requires judicial oversight at such stages of interstate placements:
 - In reviewing case plans and how they are implemented
 - When determining whether the state has made “reasonable efforts” to secure permanency for children unable to go home
 - In considering concurrent plans (e.g., return home when there is another contingent permanent plan such as interstate adoption by a relative)
 - When conducting permanency hearings

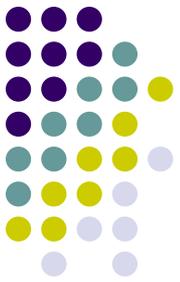


- Reasonable Efforts – Considering the Appropriateness of Interstate Placements
 - “[I]f continuation of reasonable efforts [to preserve and reunify families] is determined to be inconsistent with the permanency plan for the child, reasonable efforts shall be made to place the child in a timely manner in accordance with the permanency plan (including, if appropriate, through an interstate placement), and to complete whatever steps are necessary to finalize the permanent placement of the child;”
 - Social Security Act section 471(a)(15)(C), 42 U.S.C. §671(a)(15)(C) (Note: language added in 2006 is underlined)

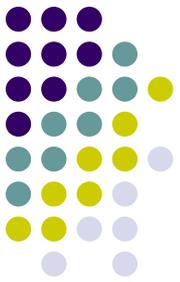


- Permanency Hearings – Considering the Appropriateness of Interstate Placements
 - During permanency hearings, if the plan is not to return the child to the parent, the court is to consider both in-state and out-of-state permanent placement options.

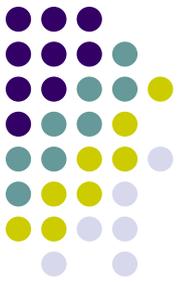
Social Security Act 471(a)(15)(E)(i), 475(5)(C)(i);
42 U.S.C. 671(a)(15)(E)(i), 675(5)(C)(i)



- Judicial oversight education recommendations:
 - Judicial education – ask about relatives early so they don’t “turn up” right before TPR.
 - Adding information in benchbooks
 - Adding information in forms
 - Find a “resource judge” who is an ICPC expert and whom other judges can contact with questions
 - Develop online educational materials

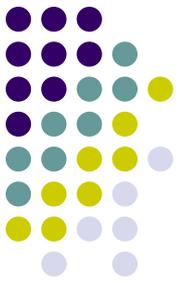


- Judicial oversight practice recommendations :
 - Hold special hearings if too much time passes.
 - Require written reports re interstate placements and then hold hearings if reports are not submitted or are insufficient.



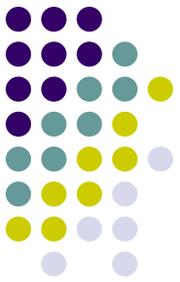
Hearings across state lines

- Most assessments asked about the use of telephone or video testimony
 - E.g., to hear testimony of relatives
 - E.g., to hear testimony re home studies



- Findings:
 - Telephone testimony is common across state lines in interstate cases in most states
 - Video hearings are rare
 - Laws may or may not be clear regarding the legality of telephone and video hearings – therefore several assessments recommended legal clarification

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