

Note: The Children's Bureau has yet to release the 2018 Self-Assessment form. Since the Children's Bureau has stated that any changes to the form will be minor, this document contains answer to the 2017 Self-Assessment questions based on JCIP's work in Year 2 of the CIP grant cycle (July 1, 2017 through June 30, 2018).

State Court Improvement Program 2017 Annual Self-Assessment Report

This self-assessment is intended as an opportunity for Court Improvement Programs (CIPs) to review progress on required CIP projects, joint program planning and improvement efforts with the child welfare agency, and ability to integrate CQI successfully into practice. Questions are designed to solicit candid responses that help CIPs apply CQI and identify support that may be helpful.

I. CQI Analyses of Required CIP Projects (Joint Project with Agency and Hearing Quality Project)

Joint Project with the Child Welfare Agency:

Provide a concise description of the joint project selected in your jurisdiction.

The project is intended to improve the timeliness of adoptions by increasing the percentage of children who become legally-free who have a finalized adoption within one year of becoming legally-free. Specifically, the project aims to increase the percentage of children who become legally-free have an adoption finalized within twelve months of becoming legally-free by 25%. This means raising the percentage from of children who became legally free and had adoptions finalized within 12 months from 47% in federal fiscal year (FFY) 2016 to 59.5% by the end of the two-year Program Improvement Plan (PIP) that Oregon's Department of Human Services (DHS) is submitting in response to the 2016 CFSR.

The increase will be accomplished through alerts to caseworkers on the steps they need to take to finalize the adoptions on their caseload; submission of documentation on the status of the adoption paperwork to courts and Citizen Review Boards (CRBs); and training for judges, CRBs, and stakeholders on the adoption process and ways to provide constructive oversight to assist in finalizing adoptions more quickly.

Identify the specific safety, permanency, or well-being outcome this project is intended to address.

The project is intended to improve the timeliness of adoptions, and, more specifically, to increase the percentage of children who become legally-free who have a finalized adoption within one year of becoming legally-free.

Approximate date that the project began: Discussions for the project began in August 2016.

Which stage of the CQI process best describes the current status of project work?

Evaluation/Assessment

How was the need for this project identified?

The need for the project was identified through joint analysis of JCIP and DHS data as part of the work of the Permanency Committee of DHS's Child and Family Services Review (CFSR) Program Improvement Plan (PIP). Over a series of meetings, JCIP staff worked with DHS Central Office and field staff to use statistical reports and custom data analysis from DHS and JCIP to identify strategies to bring Oregon into conformity with national performance for timely permanency.

The analysis showed that Oregon's biggest issues were with the timeliness of adoptions and guardianships, and that, while there were also issues with timeliness of filing and adjudication of TPR petitions, many counties in Oregon particularly took a long time to finalize adoptions after a child became legally free for adoption. JCIP and DHS chose improving the timeliness of adoptions for children who become legally free as an area for joint CQI work because this issue is a piece of the permanency process that is the responsibility of the both the courts and DHS and addresses an issue identified in the 2016 CFSR.

What is the theory of change for the project?

TRACKING AND TRAINING	TICKLER
DHS will create an automated Adoption Finalization Report to pull information on the status of adoption paperwork from its OR-Kids system, and mandate submission of the report to courts and CRBs, and DHS and the CIP will train judges, Citizen Review Board (CRB) volunteers, attorneys, and stakeholders on the adoption process and the Adoption Finalization Report	DHS Central Office will send tickler emails with reminders of next steps in the adoption process to case workers who have cases where the permanency plan is adoption
SO THAT courts, CRBs, attorneys, and other stakeholders have greater understanding of where cases are in the adoption process	SO THAT caseworkers are aware of each of the steps and documents that need to be completed to move towards adoption finalization
SO THAT courts, CRBs, attorneys, and other stakeholders provide more effective oversight to ensure that adoptions are finalized in a timely manner	SO THAT caseworkers can complete the process and submit paperwork in a more timely manner and remove any barriers delaying the processes
SO THAT court, DHS, attorneys, and stakeholders can effectively move cases toward finalization	SO THAT adoptions are finalized in a more timely manner
SO THAT the percentage of children who are adopted within one year of becoming legally free increases from 47.6% to 59.5%	
SO THAT the overall timeliness of adoption proceedings improves	
SO THAT children on adoption plans achieve permanency more quickly.	

If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

Have you identified a solution/intervention that you will implement? If yes, what is it?

The interventions planned to bring about the improvement are:

1. DHS will send tickler emails with reminders of next steps in the adoption process to case workers who have cases where the permanency plan is adoption
2. DHS will create an Adoption Finalization Report to pull information on the status of adoption paperwork from its OR-Kids case management system, and begin submitting the Adoption Finalization Report to the court prior to all hearings concerning a child with a permanency plan of adoption, and to the Citizen Review Board (CRB) prior to all CRB reviews concerning a child with a permanency plan of adoption
3. JCIP and DHS will train caseworkers, judges, CRBs, and Model Court Teams on the adoption process, the Adoption Finalization Report, and the need to finalize adoptions more quickly

JCIP and DHS believe that the interventions above will decrease delays in adoption due to problems completing paperwork and improve the quality of court and CRB oversight over the adoption process. They also intend to work with Model Court Teams to develop local plans to improve percentage of children who become legally-free who have a finalized adoption within one year of becoming legally-free.

As the steps above are being implemented, JCIP has begun disseminating DHS data to courts on their progress in finalizing adoptions within one year of the child becoming legally-free, and will survey judges to determine: whether they are receiving the Adoption Finalization Report; whether the information in it useful; whether they need further training on the adoption process; and whether there are particular barriers in their jurisdiction to finalizing adoptions more quickly. If some barriers are commonly identified across the state, JCIP will work with DHS to identify and implement solutions.

What has been done to implement the project?

In September 2016, DHS began piloting its tickler system for notifying case workers of documents needed to finalize the adoption process. The tickler system is now in place in some counties and continues to be rolled out.

The project originally called for DHS to submit screenshots of the OR-Kids Adoption Tracking Page, rather than an Adoption Finalization Report to courts and CRBs prior to hearings and reviews involving children with permanency plans of adoption. To prepare judges and system partners for the efforts to improve adoption timeliness and for the submission of the Adoption Tracking Page screenshots, JCIP collaborated with DHS on a training for Model Court Teams, which include judges, attorneys, DHS staff, CRB field managers, court staff, and other stakeholders. This training focused on the adoption process, the plan for improving adoption timeliness, and the Adoption Tracking Page materials that DHS was preparing to submit to courts and CRBs prior to hearings.

Respondents to an evaluation survey on the presentation, which was given at the August 2017 Model Court Summit, gave the session an average rating of 3.7 on a scale from 1 to 5, with 68% of responding attendees reporting that the session would be helpful in their Model Court Team's work to improve their child welfare system. Some attendees, however, expressed concern that the goal was not appropriate, as adoptions may need to take longer than twelve months to ensure that adoption and adoptive placement are appropriate for the child.

DHS began submitting the screenshots of the OR-Kids Adoption Tracking Page in stages between July 2016 and September 2017, but judges and CRBs expressed concern once the submissions began that the screenshots were not being consistently submitted, and that those that

were received by the court were either difficult to understand or illegible. JCIP discussed these concerns with DHS, and DHS's Adoptions Program Manager stated that DHS could work with its technical team to explore developing an automated report that would pull information on the status of adoption paperwork directly from OR-Kids into a one-page checklist for submission to courts and CRB.

The JCIP Advisory Committee discussed the issue of adoption paperwork at its March 2018 meeting, and the judges on the Advisory Committee agreed that the screenshots currently submitted are not useful for understanding the status of the adoption. DHS's Adoptions Program Manager acknowledged the concerns and said that she believed that DHS would be able to create an automated report within the coming months that would be both easier for caseworkers to create and easier for judges and CRBs to understand.

In light of the issues with the Adoption Tracking Page screenshots and DHS's work to create a new submission document, JCIP elected to wait to for the creation of the Adoption Finalization Report before holding a webinar on the adoption process and materials and before surveying courts to determine the usefulness of the materials and identify needs for further training or system intervention.

JCIP hopes to have a new Adoption Finalization Report and to hold a webinar on it by the end of 2018, and to survey judges, CRBs, and stakeholders on the usefulness of the materials, needs for further training, and barriers to timely finalization of adoptions in spring 2019.

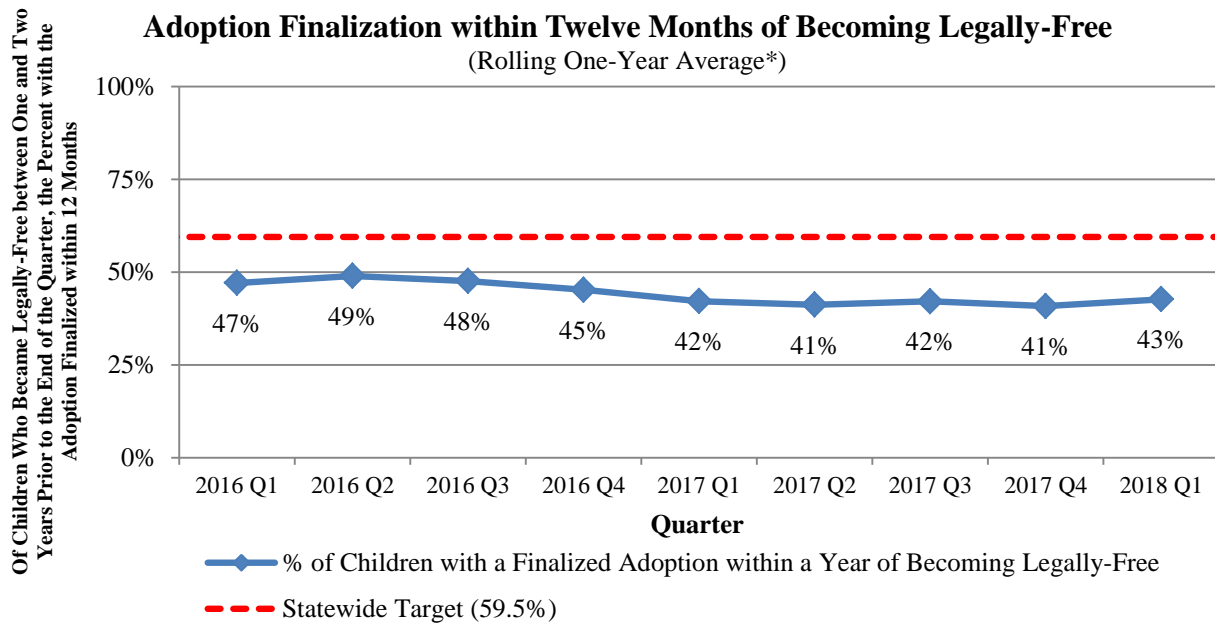
What is being done or how do you intend to monitor the progress of the project?

JCIP and DHS are monitoring progress using the *Adopted in less than 12 months of TPR* measure from the DHS Results-Oriented Management (ROM) site, which measures the percent of the children who became legally free 12 months ago who were discharged to a finalized adoption within 12 months of becoming legally free.

JCIP began including statewide and county-level data on the *Adopted in less than 12 months of TPR* measure in its quarterly data memo to courts and CRB field managers in December 2017, and has sent out updated data each quarter along with links to the JCIP statistical reports. Providing the data is intended to assist courts in monitoring the timeliness of adoption in their jurisdiction, and help incorporate the adoption finalization measure into ongoing CQI at the court level.

The chart below shows the rolling one-year percentage for the adoption measure for each quarter since the beginning of 2016. Each quarter's percentage represents the percentage of all children

who became legally free between one and two years prior to the end of the quarter who have their adoption finalized within 12 months of becoming legally-free.



*The percentage for each quarter is the percentage of the children who became legally-free between one and two years prior to end of quarter who had the their adoption finalized within one year of becoming legally free.

As the chart shows, the percentage of children with adoptions finalized within a year of becoming legally free showed little change in 2017 and the first quarter of 2018, and was lower in those quarters than in federal fiscal year 2016.

As noted above, however, JCIP and DHS are working to address issues with materials submitted to courts and CRBs about the status of adoptions, and hope a new Adoption Finalization Report, and a webinar and training materials about the report and the adoption process, will help to improve the timeliness of adoption finalization

What assistance or support would be helpful from the CBCC or Children’s Bureau to help move the project forward?

None at this time.

Hearing Quality Project:

Provide a concise description of the joint project selected in your jurisdiction.

The project is intended to improve hearing quality in Oregon by monitoring and increasing:

1. The percentage of dependency and TPR hearings at which each type of party is present
2. The percentage of dependency and TPR hearings at which each type of party is represented by counsel.

JCIP intends to bring about change on this issue by:

- creating reports to measure how frequently parties are present and represented
- disseminating the reports to courts and stakeholders for use in CQI efforts
- encouraging courts with low rates of parent, child, or attorney attendance at hearings to change processes and use the data to monitor improvement
- using the data to:
 - advocate at the state level for improvement in representation
 - demonstrate the effectiveness and importance of full representation for parties to dependency cases.

Approximate date that the project began: October 2016

Which stage of the CQI process best describes the current status of project work?

Develop/select solution

How was the need for this project identified?

The need for increased party (particularly child) engagement, and for more consistent legal representation (particularly for DHS), at court hearings has been identified in Oregon over the years by many judges and stakeholders. This project is an effort to not only effect change in party and attorney attendance at hearings, but to measure the extent of the problem and its potential effects on case timeliness and outcomes.

A main area of need for this project is determining how frequently DHS caseworkers appear in court without counsel, as this has long been standard practice in many jurisdictions, and has been cited by both judges and attorneys as a reason for delay in juvenile dependency cases. These concerns prompted the creation of two successive legislative task forces, with the latter of the two recommending full agency representation at all court hearings and the collection and reporting of data on representation at dependency hearings. These recommendations led to 2017

legislation providing funding for the first phases of a statewide roll out of agency representation at all dependency hearings.

JCIP has also, for years, encouraged courts to have parents' and children's attorneys appointed and present at shelter hearings. Courts that have implemented this practice have reported that it has greatly improved the quality of their shelter hearings and aided in adjudicating cases in a timely manner, but JCIP currently has no method, aside from surveys of judges, of systematically determining how well the system is doing in ensuring that parents have representation at shelter hearings, or of linking representation at shelter hearings with improved outcomes.

Lastly, JCIP has for years advocated for courts to encourage children to attend court hearings, believing that increased youth attendance in court hearings improves overall case outcomes. This push to improve engagement of youth in court proceedings also helped identify the need for this project, as JCIP has previously relied on occasional court observations to evaluate how frequently youth attend court, and has had little ability to tie youth attendance to outcomes.

What is the theory of change for the project?

JCIP will begin producing and disseminating data on the percent of dependency and TPR hearings at which each party is present and at which each party is represented by counsel so that party attendance and representation can be evaluated at both the state and local level, so that JCIP and Oregon's courts can implement and evaluate plans to increase party attendance and representation at key hearings, so that the percentage of hearings with all parties present and represented by counsel increases, so that the overall quality of Oregon's hearings improves.

If you do not yet have a theory of change and/or would like assistance, please indicate such in the space below.

Have you identified a solution/intervention that you will implement? If yes, what is it?

The planned solution is that JCIP will increase the percentage of hearings at which all parties are present and represented by counsel through:

- creating reports to measure how frequently parties are present and represented
- disseminating the reports to courts and stakeholders for use in CQI efforts
- encouraging courts with low rates of parent, child, or attorney attendance at hearings to change processes and use the data to monitor improvements

- using the data to:
 - advocate at the state level for improvement in representation
 - demonstrate the effectiveness and importance of full representation for parties to dependency cases.

What has been done to implement the project?

This project has not yet moved past the planning stage. This is largely due to the JCIP data analyst's CIP-funded work being focused thus far in the grant cycle on another project that is aimed at improving hearing quality (the Reimagining Dependency Courts Project), on developing and assisting with the joint project with DHS to finalize adoptions in a more timely manner, and on working toward a transfer of data from OJD's Odyssey case management system to the DHS OR-Kids system.

The Reimagining Dependency Courts work is particularly important to improving hearing quality in that the Project is focused on making more effective use of court hearing time by tailoring hearing schedules to characteristics of the family. This has specifically translated into a Differentiated Case Management (DCM) project aimed at scheduling more frequent court hearings and CRB reviews for children identified as being at high risk of a long stay in foster care, and a predictive analytics project aimed at finding case characteristics that can be used for the case assignment process.

Due to the time-sensitive nature of the DCM and predictive analytics projects, both of which are supported by NCSC funding that runs out in 2018, much of the time that the JCIP data analyst would have spent on the core pieces of the JCIP hearing quality project from July 2017 to June 2018 – building and validating statistical reports on the percent of hearings where parties are present and represented by counsel – instead went to working on the Reimagining Dependency Courts Project.

This work included:

- Working with the four pilot courts to standardize their case assignment practices
- Creating a database to record information on the characteristics that drove the case assignments
- Producing analysis on numbers of cases assigned to each track in each pilot court, and the characteristics that drove case assignment
- Creating and disseminating a survey to solicit stakeholder opinions on the Project
- Putting together an analysis of stakeholder perceptions on the Project

- Assembling a data-set of case filed dates, case closure dates, and parent and child case histories for use by NCSC in a predictive analytics project to identify factors associated with a long stay in foster care

What is being done or how do you intend to monitor the progress of the project?

Once reports on the attendance of parties and legal representation at hearings have been developed and vetted by courts, data from those reports will be used to monitor how frequently parties are appearing in courts, and how frequently they are represented by counsel. Data on the frequency with which parties and attorneys appear at hearings will then be compared with data on the timeliness of the proceeding to determine whether increased representation is associated with more timely permanency for children.

Once the work to create reports on hearing attendance and representation is complete, JCIP intends to also begin reporting on the percentage of dependency and TPR hearings that are continued or rescheduled. If and when such data become available, they would also be used to evaluate whether increased representation is successful in preventing delays due to continuances and rescheduling hearings.

What assistance or support would be helpful from the CBCC or Children's Bureau to help move the project forward?

JCIP remains interested in any national data or standards, or any data from other states, regarding how frequently parties (particularly children) are present at hearings and how frequently parties (particularly the child welfare agency and parents) are represented at hearings. JCIP aims to have representation for all parties at all dependency hearings, but it would also be useful to have national standards or data against which to compare Oregon's performance.

II. Trainings, Projects, and Activities For questions 1-9, provide a *concise* description of work completed or underway to date in FY 2017 (October 2016-June 2017) in the below topical subcategories.

For question 1, focus on significant training events or initiatives held or developed in FY 2017 and answer the corresponding questions.

1. Trainings

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>What were the intended training outcomes?</i>	<i>How did you evaluate this training?</i>
Data	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Circuit court staff	Increased court staff understanding of requirements for juvenile data entry; improve data quality on JCIP statistical reports	Attendee surveys conducted by OJD's Communication, Education, and Court Management office
Hearing quality	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Improving timeliness/permanency	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Model Court Teams composed of juvenile judges, DHS staff, attorneys, CASAs, CRB members, and other stakeholders	Improved judge and stakeholder understanding of the adoption process and adoption materials submitted by DHS; increase in the percentage of children who become legally-free who have an adoption finalized within one year of becoming legally free	Attendee Survey
Quality legal representation	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Court Judges (2018 Through the Eyes of a Child Conference)	Increased attendee understanding of attorney ethics obligations in juvenile cases	Attendee Survey
Engagement & participation of parties	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Court Judges (2018 Through the Eyes of a Child Conference)	Increased judge understanding of what efforts courts should require DHS to make to engage incarcerated parents	Attendee Survey

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>What were the intended training outcomes?</i>	<i>How did you evaluate this training?</i>
Well-being	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Court Judges (2017 Through the Eyes of a Child Conference)	Increased judge understanding of the importance of having a first visit with parents shortly after removal; increase in the percentages of children entering foster care who receive a first visit with parents within 48 hours of removal and within one week of removal	Attendee Survey
		Model Court Teams composed of juvenile judges, DHS staff, attorneys, CASAs, CRB members, and other stakeholders (2017 Model Court Summit)	Increased stakeholder understanding of issues surrounding sibling visitation, utilization of CANS to determine children's needs, medication management, quality of caseworker visits with children, child and parent engagement, and transition planning	Attendee Survey
		Juvenile Court Judges (2018 Through the Eyes of a Child Conference); Model Court Teams composed of juvenile judges, DHS staff, attorneys, CASAs, CRB members, and other stakeholders (2018 Model Court Summit)	Increased attendee understanding of ways to promote frequent, high-quality visitation between parents and children; increased quantity and quality of visitation for children in foster care	Attendee Survey

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>What were the intended training outcomes?</i>	<i>How did you evaluate this training?</i>
Well-being	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile attorneys	Increased attorney understanding of the importance of advocating for frequent, high-quality visitation between parents and children; increased quantity and quality of visitation for children in foster care	Attendee Survey
ICWA	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Juvenile Court Judges (2017 Through the Eyes of a Child Conference)	Increased judge understanding of the purpose, requirements, and application of the new Bureau of Indian Affairs (BIA) ICWA Regulations	Attendee survey
		Model Court Teams composed of juvenile judges, DHS staff, attorneys, CASAs, CRB members, and other stakeholders (2018 Model Court Summit)	Increased stakeholder understanding of requirements regarding emergency placements, active efforts, and good cause to deviate from placement preferences	Attendee survey
Sex Trafficking	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			

<i>Topical Area</i>	<i>Did you hold or develop a training on this topic?</i>	<i>Who was the target audience?</i>	<i>What were the intended training outcomes?</i>	<i>How did you evaluate this training?</i>
<u>Other:</u>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
New Juvenile Judge Training		Juvenile judges who have been hearing juvenile cases for less than two years	Increased new-juvenile-judge understanding of laws and best practices in juvenile dependency cases	Attendee evaluations
Implicit Bias		Foster parents, CASAs, CRB volunteers, DHS staff, and other volunteers and professionals involved with families in child welfare	Increased stakeholder understanding of implicit bias and its potential effect on child welfare cases	Attendee evaluations
Domestic Violence		Foster parents, CASAs, CRB volunteers, DHS staff, and other volunteers and professionals involved with families in child welfare	Increased stakeholder understanding of domestic violence issues in juvenile dependency cases	Attendee evaluations

On average, with ordinary funding levels, how many training events do you hold per year?

Including its Through the Eyes of a Child and Model Court Summit conferences, JCIP held 26 trainings in FY2016, which was a typical year for JCIP's trainings. JCIP also provided assistance with planning and funding for two additional conferences – the Juvenile Law Training Academy, and the Shoulder to Shoulder Conference – that were put on by other organizations, and has supported each of the two events for the past several years.

JCIP, however, put on far fewer trainings (only 10) in Year 2 of this funding cycle due to the loss of the training grant for most of the year. JCIP anticipates offering more training in Year 3 and in subsequent years, assuming that training grant funds are provided.

What is your best prediction for the number of attorneys and judges that attend a training annually?

JCIP does not track the number of training attendees that are judges and attorneys, but it does record the total number of attendees at its trainings. JCIP's 26 trainings in FY2016 had a total of 1022 attendees, including judges and attorneys as well as court staff, agency staff, CRB volunteers, CASAs, and other stakeholders. One thousand attendees is a reasonable prediction of the number of attendees at JCIP trainings in a typical year.

JCIP, however, curtailed its trainings considerably in late 2017 and 2018 due to the loss of the training grant. In Year 2 of this funding cycle (July 1, 2017 to June 30, 2018), JCIP conducted only 10 trainings, including three total presentations at two conferences (the Shoulder to Shoulder Conference and the Juvenile Law Training Academy). These trainings reached a total of 569 attendees including at least 70 judges and 246 attorneys.

It is important to note that the 10 trainings held in Year 2 include two events – the Through the Eyes of a Child Conference for juvenile judges and the Model Court Summit for multi-disciplinary Model Court Teams – that had sessions covering several topics. The sessions on each topic are included individually in the training table in Section II, Question 1, above.

2. Data Projects. Data projects include any work with administrative data sets (e.g, AFCARS, SACWIS), data dashboards, data reports, fostering court improvement data, case management systems, and data sharing efforts.

Do you have a data project/activity? Yes No (skip to #3)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Work with DHS to establish an automated transfer of data from Odyssey to OR-Kids	Agency Data Sharing Efforts	Selecting Solution
Provide Courts and Stakeholders with Data on Timeliness of Dependency Proceedings	Other	Evaluation/Assessment

(a) Do you have data reports that you consistently view? Yes No

(b) How are these reports used to support your work?

JCIP has a total of thirteen statistical reports that it runs and disseminates to trial courts on a quarterly and annual basis. The thirteen reports include six event statistics reports, each of which lists, by circuit court, the number of filings, number of various types of hearings, and average duration of each type of hearing, for a particular juvenile case type. The remaining seven reports measure the timeliness of the following events in juvenile court process:

- The first jurisdiction finding on the case
- Jurisdiction findings regarding both or all parents on the case
- The first permanency hearing
- Subsequent permanency hearings
- The filing of the TPR petition
- The resolution of the TPR petition
- Termination or relinquishment of both or all parents’ parental rights

At the statewide level, JCIP uses the timeliness reports to identify measures and jurisdictions where performance needs improvement; inform decision-making about new initiatives and trainings; and evaluate the success of interventions and practice changes. JCIP uses its event statistics reports to monitor changes in juvenile court case loads, provide information to stakeholders on cases filed and hearings held, and assist courts in determining the amount of judicial time they need to effectively process their caseloads.

JCIP also disseminates its reports to Oregon’s trial courts, and encourages Oregon’s juvenile judges to share the reports with multidisciplinary Model Court Teams, and to use the statistics to inform program planning and evaluate the effectiveness of practice

changes. To assist courts in utilizing the data in JCIP’s reports, JCIP provides courts with technical assistance in understanding their court’s data and in working to improve performance on measures identified as needing improvement.

JCIP also sends its statistical reports each quarter to DHS for dissemination to DHS district managers, program managers, and other leadership. JCIP also presents its statistical reports at each Advisory Committee Meeting, which gives leadership from other stakeholder organizations (e.g., the Department of Justice and the Office of Public Defense Services) information on the reports, and sends the reports to other stakeholders on request.

Last, JCIP uses its statistics, and, when necessary, custom queries, to provide information to the Oregon Legislature on the caseload and performance on Oregon’s juvenile courts. JCIP also uses such data to inform estimates, both from OJD and from stakeholder organizations, of the possible impacts of proposed changes to Oregon’s juvenile code.

- 3. Hearing Quality.** Hearing quality projects include any efforts you have made to improve the quality of dependency hearings, including court observation/assessment projects, process improvements, specialty/pilot court projects, projects related to court orders or title IV-E determinations, mediation, or appeals.

Do you have a hearing quality project/activity? Yes No (skip to #4)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel	Other	Selecting Solution
Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgments	Courts Orders/Title IV-E	Evaluation/Assessment
Provide updates to juvenile judges on appellate decisions and changes to state and federal law dependency law	Appeals	Evaluation/Assessment

4. Improving Timeliness of Hearings or Permanency Outcomes. Timeliness and permanency projects include any activities or projects meant to improve the timeliness of case processing or achievement of timely permanency. This could include general timeliness, focus on continuances or appeals, working on permanency goals other than APPLA, or focus on APPLA and older youth.

Do you have a Timeliness or permanency project/activity? Yes No (skip to #5)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Work with DHS on a joint data project to increase the percentage of children who have their adoption finalized within 12 months of becoming legally free (see Section I, above, for details)	Perm Goal not APPLA	Evaluation/Assessment
Support participation by judges and staff in multi-disciplinary task forces and work groups convened to make system improvements in Oregon’s child welfare system	General/ASFA	Identifying/Assessing Needs
Collaborate with the National Center for State Courts to implement and evaluate the Reimagining Dependency Courts project	General/ASFA	Implementation
Work with local model court teams in driver counties identified in the DHS Program Improvement Plan (PIP) to reduce the time needed to achieve permanency	General/ASFA	Identifying/Assessing Needs
Provide training, technical assistance, and data analysis to courts and interdisciplinary Model Court Teams	General/ASFA	Evaluation/Assessment
Collaborate with stakeholders to plan, deliver, and support trainings on issues in juvenile dependency cases for attorneys, DHS, CASAs, CRB volunteers, and other stakeholders	General/ASFA	Evaluation/Assessment
Assist with DHS’s on-going Child and Family Services Reviews	General/ASFA	Evaluation/Assessment
Increase the knowledge of Oregon’s appellate judges about the practical aspects of handling juvenile dependency cases at the trial level	General/ASFA	Evaluation/Assessment
Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases	General/ASFA	Evaluation/Assessment
Plan and deliver annual Oregon Model Court Summit on Child Abuse and Neglect	General/ASFA	Evaluation/Assessment
Improve judicial leadership and engagement of judges who preside over juvenile dependency cases	General/ASFA	Evaluation/Assessment

Project Description	How would you categorize this project?	Work Stage (if applicable)
Plan and deliver biennial Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges	General/ASFA	Evaluation/Assessment
Support judicial participation in national trainings and conferences	General/ASFA	Evaluation/Assessment

5. Quality of Legal Representation. Quality of legal representation projects may include any activities/efforts related to improvement of representation for parents, youth, or the agency. This might include assessments or analyzing current practice, implementing new practice models, working with law school clinics, or other activities in this area.

Do you have a quality legal representation project/activity? Yes No (skip to #6)

Project Description	How would you categorize this project?	Work Stage (if applicable)

6. Engagement & Participation of Parties. Engagement and participation of parties includes any efforts centered around youth, parent, foster family, or caregiver engagement, as well as projects related to notice to relatives, limited English proficiency, or other efforts to increase presence and engagement at the hearing.

Do you have an engagement or participation of parties project/activity? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Improve judicial handling of cases involving incarcerated parents	Parent Engagement	Selecting Solution

7. **Well-Being.** Well-being projects include any efforts related to improving the well-being of youth. Projects could focus on education, early childhood development, psychotropic medication, LGBTQ youth, trauma, racial disproportionality/disparity, immigration, or other well-being related topics.

Do you have any projects/activities focused on well-being? Yes No (skip to #8)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Work with partners to increase the number of children who receive a first visit with at least one parent within the first week of placement	Trauma	Implementation
Develop and deliver a training for judges, attorneys and other legal personnel in child welfare cases on federal child welfare policies and payment limitations with respect to children in foster care who are placed in settings that are not a family foster home	Trauma	Selecting Solution

8. **ICWA.** ICWA projects could include any efforts to enhance state and tribal collaboration, state and tribal court agreements, data collection and analysis of ICWA compliance, or ICWA notice projects.

Do you have any projects/activities focused on ICWA? Yes No (skip to #9)

Project Description	How would you categorize this project?	Work Stage (if applicable)
Plan and provide site visits to the Confederated Tribes of Umatilla Indians and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians	Tribal Collaboration	Planning

9. Preventing Sex Trafficking and Strengthening Families Act (PSTFSA). PSTFSA projects could include any work around domestic child sex trafficking, the reasonable and prudent parent standard, a focus on runaway youth, focus on normalcy, collaboration with other agencies around this topic, data collection and analysis, data sharing, or other efforts to fully implement the act into practice.

Do you have any projects/activities focused on PSTSFA? Yes No

Project Description	How would you categorize this project?	Work Stage (if applicable)
Develop and disseminate Oregon-specific child sex trafficking bench card	Sex Trafficking	Selecting Solution

III. CIP Collaboration in Child Welfare Program Planning and Improvement Efforts

Please describe how the CIP has been involved with the state’s CFSP due June 30, 2017.

JCIP has provided data for use in the Oregon CFSP, and has reviewed and provided input on sections of the CFSP that involve Oregon’s court system.

Please describe how the CIP was or will be involved in the most recent/upcoming title IV-E Foster Care Eligibility Review in your state.

JCIP has historically partnered with DHS in conducting its IV-E Foster Care Eligibility Review, and during the most recent review in Oregon, which took place in 2013, JCIP assisted with planning for the review and had a staff person assist in reviewing cases. JCIP intends to continue to partner with DHS for future IV-E Reviews in Oregon.

Please describe how the CIP is or was involved in preparing and completing round 3 of the CFSR and PIP, if required, in your state.

JCIP has had extensive involvement in both the Round 3 of the CFSR in Oregon, and in the development of DHS’s PIP. Two JCIP staff and three CRB staff were reviewers for Round 3, conducted in 2016, and JCIP continues to be involved in the on-going reviews that DHS is conducting in to establish a statewide baseline for evaluating progress on its PIP.

JCIP staff also participated in the discussion of the CFSR findings when the Children’s Bureau presented them in Oregon, and served on several of the committees that DHS established to identify program improvement strategies. JCIP was particularly active in the Permanency

Committee, which led to the development of the joint CIP-agency project plan described in Section I.

JCIP has had less involvement in the PIP revision process, but its director participated in the onsite meeting with the Children's Bureau in February, and JCIP will be working with DHS to incorporate JCIP and the court system into strategies to select driver counties for improving time to permanency and identify, implement, and evaluate strategies in those counties.

Are there any strategies or processes in place in your state that you feel are particularly effective in supporting joint child welfare program planning and improvement?

The combination of Round 3 of the CFSR, the ensuing process for drafting Oregon's PIP, and the new requirement for a joint DHS-JCIP plan was productive in bringing DHS and JCIP together for joint program planning. The fact that the new CIP grant cycle and requirement to develop a joint plan coincided with the planning for DHS's PIP meant that JCIP and DHS came together for meaningful joint planning, and that the resulting plans were written into the JCIP Strategic Plan and the DHS PIP will help ensure that they remained priorities for both JCIP and DHS.

The feedback recently provided by the Children's Bureau to DHS that the other PIP strategies on permanency (i.e., those in addition to those in the joint plan on adoption finalization) should more clearly include JCIP and the courts is also helpful in encouraging broader collaboration and joint planning between JCIP and DHS.

Does the state child welfare agency currently offer professional partner training to judges, attorneys, and court personnel as part of its title IV-E Training Plan?

No.

If yes, please provide a brief description of what is provided and how.

If no, have you met with child welfare agency leadership to discuss and explore utilizing professional partner training for judges, attorneys and court personnel?

Yes. JCIP has met with DHS about utilizing professional partner training for judges, attorneys, and court personnel, and DHS is including reimbursement for OJD for general fund dollars used to train judges and stakeholders into its 2019 Child and Family Services Plan (CFSP).

Which category or categories of activity best describe current CIP data efforts with the child welfare agency?

- Contributing data Receiving data Jointly using data
 Collaborative meetings Collaborative systems change project(s)
 Other: _____

IV. CQI Current Capacity Assessment

1. Has your ability to integrate CQI into practice changed this year? If yes, what do you attribute the increase in ability to?

JCIP's CQI ability has increased over the past year because the quality of the data on its statistical reports has continued to improve as courts become more experienced on Odyssey and gain more familiarity with the reports, how they work, and the data entry needed to produce high-quality data. Increased familiarity with and continued dissemination of the Odyssey reports has also increased the ability of the judges and court administrators to use the reports on their own for both caseload management and for local CQI.

As Oregon moves further away from the end of its staged implementation of Odyssey (2012-2016), JCIP also faces fewer and fewer challenges from its reports containing partial data due to problems reporting on cases converted from the old OJIN system. This also means that JCIP's ability to analyze both court and state performance over time is improving, since quality and comprehensiveness in 2016 and 2017 were much better than in the prior three years.

JCIP's ability to integrate CQI into practice, however, was threatened by the loss of the data grant. Since funding was restored during Year 2 of the funding cycle, the delay in the data grant meant a small reduction in analyst time available for data-related projects, but long-term loss of data grant funding would have led to much of the JCIP data analyst's time being redirected toward projects on non-juvenile case types.

2. Which of the following CBCC Events/Services have you/your staff engaged in in the 2017 Fiscal Year?

- Annual CIP Meeting CQI Consult (Topic: _____)
 Constituency Group – ICWA Constituency Group – Anti-Trafficking
 Constituency Group – New Directors Constituency Group – APPLA/Older Youth
 Constituency Group – Hearing Quality
 CIP All Call — What % of All Calls does your CIP participate in? 95%-100%

3. Do you have any of the following resources to help you integrate CQI into practice?

- CIP staff with CQI (e.g., data, evaluation) expertise Consultants with CQI expertise
 a University partnership Contracts with external agencies to assist with CQI efforts
 Other resources: _____

4. Describe the largest challenges your CIP faces with implementing CQI into your work.

The four biggest challenges to JCIP in incorporating CQI into its work are:

- Getting circuit courts to enter data in a consistent, accurate manner
- Lack of data analyst time to conduct CQI, monitor data quality, and expand JCIP's reporting capability
- Linking JCIP initiatives and changes in court practices with changes in outcomes
- Getting courts to engage with data and use it to evaluate progress

As noted above in the discussion of how JCIP's CQI ability has improved in the past year, the consistency and quality of juvenile data entry has increased as courts have spent more time on Odyssey and as JCIP has continued to work with them on data entry. Data quality, however, continues to be inconsistent on issues that JCIP has not emphasized as heavily (such as differentiating between uncontested jurisdiction hearings and trials). This hampers efforts for data-minded judges and court administrators to evaluate their work on metrics, such as the percentage of cases that go to trial, that are not directly measured by JCIP's statistical reports.

Related to the data quality issue is the fact that, though JCIP is fortunate to have a data analyst to build reports, conduct evaluations, and monitor data quality, the analyst's time is a constraint on JCIP's ability to conduct CQI. For example, JCIP has long wanted to be able to report on an ongoing basis on items such as:

- The median time to reunification, adoption, and guardianship
- Parent and child attendance at hearings
- The percentage of hearings where each party is represented by counsel
- The percentage of dependency hearings that are continued or rescheduled
- The reasons for the hearing to be rescheduled
- The amount of time until the hearing is completed

Because JCIP's data analyst's work in Year 2 was largely directed toward support and evaluation of the Reimagining Dependency Courts Project, planning for a transfer of data from Odyssey to the OR-Kids case management system, work on its existing statistical reports, and non-JCIP-funded projects, JCIP did not make progress on creating additional

measures for analysis, thereby making it unable to conduct CQI on efforts to provide representation for DHS in all dependency hearings and reduce continuances.

Lack of data analyst time has also meant that JCIP's work to ensure data quality has been limited to trainings of court staff and occasional follow-up with large jurisdictions on a small number of key data entry items. The lack of more comprehensive data quality monitoring, however, has meant that data on the number and types of hearings held in juvenile courts is not accurate enough to be reliably used for CQI.

Another difficulty in better incorporating CQI into JCIP's work is the difficulty in drawing clear connections between system interventions and changes in timeliness data. Child welfare systems are complex and ever-changing, and isolating the impact of a single change, such as institution of a DCM project or in-court settlement conferences, is difficult when so many other factors – changes in agency practice and staffing levels, increases in filings, changes in case law and attorney practice – are simultaneously affecting performance.

Finally, a key piece of JCIP's work to incorporate CQI into court improvement efforts across the state is working with judges, court administrators, and Model Court Teams to use JCIP and DHS data to identify potential areas for improvement, formulate strategies, and evaluate the success of those interventions. JCIP encourages judges and courts to engage with their data and convene stakeholders to discuss the data, but the extent to which juvenile courts and Model Court Teams are active in using data for system improvement varies from jurisdiction to jurisdiction, and getting courts where judges are less interested in leading systems change efforts and using data to evaluate progress is an ongoing challenge.

5. *Is there a topic or practice area that you would find useful from the Capacity Building Center for Courts? Be as specific as possible (e.g., data analysis, how to evaluate trainings, more information on research about quality legal representation, how to facilitate group meetings, etc.)*

JCIP remains interested in information on national and state-specific timeliness data on both system-wide measures and measures more specific to courts. For example, at its most recent Advisory Committee meeting, a question came up during the discussion on the timeliness of adoptions and of termination proceedings as to whether Oregon has a higher removal rate than other states (our understanding is that it does) and whether Oregon is more likely to terminate parental rights than other states.

We aren't aware of any national data on what share of children entering foster care wind up having their parents' rights terminated, or any systematic comparison of timeliness measures across states, but, if such comparisons exist or could be created, they would be useful to JCIP

and to Oregon's courts and child welfare system in evaluating Oregon's performance in a national context.

DRAFT

APPENDIX A: DEFINITIONS

Definitions of Evidence

Evidence-based practice – evidence-based practices are practice that have been empirically tested in a rigorous way (involving random assignment to groups), have demonstrated effectiveness related to specific outcomes, have been replicated in practice at least one, and have findings published in peer reviewed journal articles.

Empirically-supported- less rigorous than evidence-based practices are empirically-supported practices. To be empirically supported, a program must have been evaluated in some way and have demonstrated some relationship to a positive outcome. This may not meet the rigor of evidence-base, but still has some support for effectiveness.

Best-practices – best practices are often those widely accepted in the field as good practice. They may or may not have empirical support as to effectiveness, but are often derived from teams of experts in the field.

Definitions for Work Stages

Identifying and Assessing Needs – This phase is the earliest phase in the process, where you are identifying a need to be addressed. The assessing needs phase includes identifying the need, determining if there is available data demonstrating that this a problem, forming teams to address the issue.

Develop theory of change—This phase focuses on the theorizing the causes of a problem. In this phase you would identify what you think might be causing the problem and develop a “theory of change”. The theory of change is essentially how you think your activities (or intervention) will improve outcomes.

Develop/select solution—This phase includes developing or selecting a solution. In this phase, you might be exploring potential best-practices or evidence-based practices that you may want to implement as a solution to the identified need. You might also be developing a specific training, program, or practice that you want to implement.

Implementation – the implementation phase of work is when an intervention is being piloted or tested. This includes adapting programs or practices to meet your needs, and developing implementation supports.

Evaluation/assessment – the evaluation and assessment phase includes any efforts to collect data about the fidelity (process measures: was it implemented as planned?) or effectiveness (outcome measures: is the intervention making a difference?) of the project. The evaluation assessment phase also includes post-evaluation efforts to apply findings, such as making changes to the program/practice and using the data to inform next steps.