



DRAFT

DHS Children, Adults and Families Division
Child Welfare Advisory Committee
July 13, 2011

Members

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| <input type="checkbox"/> Dana Ainam | <input checked="" type="checkbox"/> Pamela Butler | <input type="checkbox"/> Jamie Hinsz | <input checked="" type="checkbox"/> Jerry Moore | <input checked="" type="checkbox"/> Tina Morgan |
| <input type="checkbox"/> Janet Arenz | <input checked="" type="checkbox"/> Leslie Currin | <input type="checkbox"/> Mike Maryanov | <input checked="" type="checkbox"/> Rem Nivens | <input type="checkbox"/> Angela Sherbo |
| <input checked="" type="checkbox"/> Mike Balter | <input type="checkbox"/> Don Darland | <input checked="" type="checkbox"/> Leola McKenzie | <input checked="" type="checkbox"/> Pam Patton | <input checked="" type="checkbox"/> Emily Root for Ruth Taylor |
| <input checked="" type="checkbox"/> Iris Bell | <input checked="" type="checkbox"/> Leah Hall | <input checked="" type="checkbox"/> Debbie Moberly | <input checked="" type="checkbox"/> Carrie Rasmussen | <input checked="" type="checkbox"/> Nan Waller |
| <input checked="" type="checkbox"/> Cindy Burlingame | | | | |

DHS / OHA Staff

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| <input checked="" type="checkbox"/> Lois Day | <input checked="" type="checkbox"/> Mickey Serice | <input checked="" type="checkbox"/> Bill Bouska | <input type="checkbox"/> Debbie Kraus-Dorn |
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Minutes recorded by Pam Pearson

Guests: Nicole Stapp

MINUTES

The May 11, 2011, CWAC minutes were approved.

RECOMMENDATION REGARDING CWAC WORK PLAN

- Balter: Summarized how the existing work plan was developed during a CWAC strategic planning meeting about two years ago. The Future Issues Work Group proposes reorganizing the work plan. The items in the current work plan regarding committee membership have been resolved. The four CWAC priorities are still pertinent, so FIWG proposes aligning the issues and activities CWAC is working under those priorities. If an issue does not fit under one of these priorities, we should be asking ourselves if we should be discussing it. These four priorities are:
 1. Identifying strategies to reduce over-representation of children of color in the child welfare system.
 2. Preventing foster care placement.
 3. Assuring that children placed in foster care are safe and are thriving.
 4. Providing permanency for children placed in foster care in a timely manner.
- Waller: Concerned that none of the priorities includes a statement about the current shift in policy to engaging families more.
- Day: Perhaps the statement “preventing foster care placement” is too simple.

- Balter: These priorities were the result of a discussion almost three years ago. Engagement of families is a strategy, just as CPS can be a prevention tool.
- Waller: But if we don't mention families in the priorities, it may say something about where our true values are.
- Balter: A challenge for us and for CAF is our focus. This is a child welfare agency and the focus is on that.
- Patton: That is part of the problem. To protect the child, the whole family must be engaged.
- Balter: We have had this debate. Are we reopening the conversation about the priorities?
- Bell: Preventing foster care placements is a priority, but we may need to say more about it such as the "how" – by engaging parents and families. Suggested the addition of that additional wording. It is not the role of DHS to work with families, but they do engage them in the process of protecting children.
- Serice: This relates to what the legislature has said in past years that the agency should be looking at families when working with children. It aligns with public policy.
- Balter: Are we ready to adopt new language?
- Bell: Suggested having FIWG work on revising the priorities statement to show a larger engagement of families in each priority in some way.
- Waller: The Juvenile Dependency Interbranch Work Group has had good legislative involvement and its focus is that DHS and other agencies it collaborates with all look at how they can work with families more effectively. Many of the bills this session had that as a focus.
- Balter: FIWG will work on this and may develop a mission statement or umbrella statement. In the meantime, can we realign our activities under these priorities? Can we vote on this recommendation?

VOTE: Moved, seconded and approved to adopt the recommendation of the Future Issues Work Group that CWAC adopt its four priorities as its Work Plan goals and format future meeting agendas accordingly.

RECOMMENDATION REGARDING CWAC BYLAWS

- Balter: Explained how the CJA Subcommittee came to be within CWAC and how the bylaws need to be changed to align with federal regulation.
- Serice: The CJA Subcommittee came to FIWG with the request to change the bylaws.

VOTE: **Moved, seconded and approved to adopt the recommendation of the Future Issues Work Group that CWAC approve the amendment to its bylaws that adds a statement in Article VI (Subcommittees) that "*Subcommittees shall follow state and federal laws related to the work they perform whenever applicable (e.g., Children's Justice Act Subcommittee).*"**

CONSENT AGENDA - CALENDAR

- No action

CONSENT AGENDA - DASHBOARD

- Day: We are seeing changes in the dashboard related to response time and completion of assessments due to reduced staffing levels. We are also seeing more foster care entries than exits.
- Rasmussen: How often is the dashboard updated?
- Day: Monthly. And you can look at it by district, statewide and cumulative history.
- Waller: Heard from another state that they have their dashboard down to the worker level. Since then, their face-to-face visits improved dramatically. The worker level dashboard is not accessible to the public. They also have it sorted by judicial districts.
- Day: We have the capacity to look at worker level and have trained supervisors to use it as a supervisory tool. It is not in the dashboard, but in ORBITS.
- Waller: As we move to a paperless e-court, the courts will have more ability to generate reports and data.
- Rasmussen: Do you see a distinction between urban and rural districts?
- Day: No, some urban and rural districts are doing well and some not so well.
- Balter: CWAC members can look at the dashboard individually and make their own analysis.
- Day: Introduced Angela Long, administrator for the Office of Program Performance and Reporting. Encouraged members to call Angela Long or herself if they find anything concerning when they look at the dashboard.
- Balter: Then if it rises to a significant trend, it can come to CWAC.
- Patton: Does the dashboard look at gender, race and/or age?
- Long: Some measures do look at race. The dashboard is already 40 pages long because it looks at both child welfare and self sufficiency. It does not break

down the data in every way possible. The ability does exist to do so for many of the measures.

BRIEFING/TOOLBOX – LEGISLATIVE ACTIVITY

- Serice: This session was primarily focused on the budget so not many policy issues made it to the finish line. The legislative report in the agenda packets list the ones that were of keen interest to CAF. SB 964 ties into differential response. The foster care tuition waiver bill will enhance services for foster children. Gave credit to Pamela Butler and Children First for Oregon for getting it passed.

The legislature did invest funds for differential response (a special appropriation). They also gave funds for having domestic violence advocates co-housed in DHS field offices and funded family navigators to help families of color going through the child welfare system. He is not sure if they will be in every office.

DV Advocates Co-Housed with DHS

- Rasmussen: Are these advocates going to be distributed by judicial district?
- Day: There are two funding sources for the DV advocates. One is a Department of Justice grant and those staff are already in place. This legislative funding supports 38 full time and some part time advocates to be placed throughout the state. We have not looked at the judicial structure, but at the DHS district structure. We can bring the plan to CWAC when it is done.
- Rasmussen: Is it mandated that the advocate be housed in a DHS office?
- Day: It is not a mandate, but a budget item. We have found that co-housing them with DHS workers enhances services through cross training and a greater understanding for each others rules and roles.
- Moore: It seems almost like a duplication as most district attorney offices have DV advocates.
- Serice: This is a model from what DHS did years ago that we lost to budget reductions. We had measures to show its success at that time. Co-housing with a CPS or child welfare worker helps separate the DV issue from the child abuse issue. They can train the intake and CPS workers to better understand DV issues. You make a good point to make sure it aligns with how the local communities operate.
- Rasmussen: In her county, it would be an overlap. The district attorney victim advocate goes with the DHS worker on the scene. Courts refer victims to the victim advocate who coordinates all DV services.

- Serice: It may be that they will not go to all the counties.
- Day: It is likely that in urban areas, law enforcement will be involved. Also the advocates would be co-housed with both child welfare and self sufficiency workers. The self sufficiency population does not come to the attention of law enforcement. This will enhance, not duplicate.
- Rasmussen: Will this appear on the September CWAC agenda?
- Balter: It depends on the level of interest. If the full committee is not interested, individuals can get involved on their own.
- Morgan: The role of the co-housed advocates is different than for those in district attorney offices. A criminal case might be closed and law enforcement no longer involved but the case continues with DHS.

HB 2053

- Bell: What are DHS plans since HB 2053 did not pass?
- Balter: Suggested delaying this discussion to the Equity Task Force portion of the agenda. CWAC made a commitment to support the task force recommendations so we have a stake in making sure they are addressed.
- Waller: Expect this bill will come back in a future legislative session.

Runaway and Homeless Programs

- Patton: During a future CWAC meeting, would like an update on the runaway and homeless programs that were transferred from the Commission on Children and Families to DHS.
- Day: The plan is to continue the status quo for now. We are currently looking at how to keep the contracts in place.

SB 909

- Waller: The Early Learning Council and how that will work – fits in with CWAC priorities in that it calls for early identification of children who are at risk and puts community services in place to get families into voluntary services to prevent problems from rising to the attention of DHS Child Welfare.

HB 2051 and HB 2052

- Butler: Asked about the increase in guardianship / adoption assistance to age 21.
- Long: Explained the requirements for a child to be eligible for this.

BRIEFING/TOOLBOX – FEDERAL POLICY DISCUSSION

CAF Concept Papers

- Oregon is presenting to the U.S. Senate Finance Committee, but nothing will be moving forward until the federal budget is addressed.
- Waller: Dr. Bryan Samuels, Commissioner of the ACF - DHHS, is coming to Model Court to share information about how financial reform will benefit Oregon.

Title IV-E Waiver

- Long: Introduced Donna Haney, Title IV-E Waiver Program Coordinator.
- Haney: Traditionally, IV-E funds pay for the cost of room and board for children in foster care. Oregon's waiver allows us to use these funds more flexibly for intervention to improve outcomes by keeping children home or returning them sooner. One such intervention was guardianship assistance. One federal expectation is that there be a research component. On July 1, our waiver was approved for another five years. The two interventions we are focusing on are parent mentoring and enhanced visitation. They must be cost neutral and show outcomes of children remaining at home or returning home sooner. Each district chose one intervention, except District 4. PSU is doing the evaluation piece with a random assignment approach.
- McKenzie: How will the random assignment work if a judge orders visitation?
- Haney: All DHS services are still available.
- Patton: Can a judge order this specific enhanced visitation?
- Long: What a judge orders is not for us to say. Previously we had control counties. The feds encouraged states to go with random assignment, which is a more scientific method. We need to have a control group that does not get the intervention, but looks like everyone else. We will need to educate the courts and communities and CWAC can help us explain to others what we are trying to do. If we can't keep the evaluation piece, we could lose the waiver. If we see that the interventions are not helpful or result in worse outcomes, we need to know that too.
- Root: Is there any consideration for doing the evaluation piece for fewer than five years?
- Long: We have an option to renegotiate after a certain time, but we don't expect to be able to end that piece during the first 2-3 years.
- Root: Concerned that some parents will be getting a mentor and some not. It seems not fair and all should benefit, especially when we see evidence of success. Then the research piece should be reduced.

- Bell: Where will the pool of mentors come from?
- Haney: Each district will have the ability to issue contracts for both interventions. The goal is to have the contracts in place by mid-October.
- Waller: Regarding the goal of reducing over-representation, does the contract process include cultural needs?
- Haney: Yes. The RFP included racial and ethnic breakdown for the county.
- Rasmussen: It appears this will require additional work for caseworkers. Is there funding to absorb this?
- Haney: Most of the work will be done by PSU. We are trying to keep caseworker impact to a minimum. Most districts have chosen their child welfare program manager as the contact point. Caseworkers do make the referrals. The training is for the people who will be providing the service.
- McKenzie: Most of the districts chose the visitation intervention. Who selected the parent mentor intervention?
- Haney: Districts 2, 12, 14 and Linn County in District 4.
- Patton: Is there a model of parent mentoring the districts will follow? How can you compare districts if they are not using the same model? Asked about the Nurturing Parent Program. Haney: The Nurturing Parent Program, has not been used in Oregon's Child Welfare. The use in other areas has been for prevention of child abuse and with young children and in group settings. It has not been used as a process for individual parent child visitation. The goal is to see whether using this curriculum for visitation increases and strengthens reunification as well as preventing further entry into the system. Additional questions can be sent to Donna at 503-947-5095 (donna.p.haney@state.or.us) or Angela Long at 503-945-6170 (angela.long@state.or.us).

BRIEFING/TOOLBOX – CASEY PARTNERSHIP PLAN 2011 AND PERMANENCY ROUNDTABLE REPORT OUT – Catherine Stelzer

- Stelzer: Will send the final roundtable report to CWAC [*Note: sent 7/13/2011*]. DHS has two decisions to make: 1) if we should continue roundtables as an agency and 2) how to overcome system barriers. We started working on the system barriers before the report was completed. A work group will be developed with both CAF and SPD on how to get legal permanency for DD children. Mark Courtney is coming to Model Court. He has done national research on why the national outcomes are not very good for roundtables We hope to use this information to plan our next steps better. We are applying for a federal grant regarding adolescents and permanency to help the 18-21 population achieve emotional permanency and life long connections.

BRIEFING/TOOLBOX – WORKLOAD STAFFING REPORT – Sandy Dugan

- Dugan: The workload report covered more than child welfare. Pages 3-8 cover child welfare. A condensed version was distributed. The workload model is a living organism and changes with practice changes, as we gain efficiencies and as caseload levels increase or decrease. Every six months we get a new forecast. In essence, the report shows that when we went into the legislative session, we were staffed at 68% of our need. At the end of session, it was 67.5%, but with the hiring freeze, bodies on the ground were at 62%. We are releasing the frozen positions for a one-time hire to get back to the 67.5% and then we will be back to a hiring freeze.
- Balter: We've learned that for every initiative, there should be an FTE estimation.
- Dugan: Part of the workload model is to run legislative bills through the model and that becomes part of the fiscal impact statement for the bill.

STANDING COMMITTEE REPORT

CWAC Subcommittee on the Children's Justice Act

- Rasmussen: Serves as subcommittee chair. The subcommittee has been reviewing projects that have been completed and that need continuation. There is a pot of money that must be spent by 9/30/11 or returned to the federal government (\$150,000). One idea the subcommittee considered is the continuation of Lynn Travis' work from last year to expand a bench card and knowledge around the state on engaging relatives. The first proposal from Lynn Travis was rather expensive and did not meet the expectation that the work would be completed by 9/30/11.

Shary Mason, a non-CWAC member of the subcommittee, is the JCIP education and training analyst. She provided the subcommittee with a summary of the concerns about the first proposal from Travis. The subcommittee made another proposal to Travis that included a more forceful expectation that the work be completed by 9/30/11. It includes a compilation of training materials, including a video recording of one of the training sessions, which can be distributed statewide. This gives DHS a tangible product from the CJA funds and could be used for statewide training. We are much happier with this proposal.

- Morgan: Explained that miscommunication between the subcommittee and Lynn Travis lead to the issue that created problems with the first proposal.

- Balter: There was a stream of work already flowing when CJA merged with CWAC. The subcommittee is carrying forward some strategies that CWAC has not had time to hear about because deadlines keep coming. We approved the proposal to the feds on how to spend the funds, but did not have a chance for much discussion. We have to ride along for a while as we catch up.
- Morgan: The hope is that most of the \$150,000 will go to differential response. This Travis proposal for \$24,000 is to grab any money that may be left over. If the full amount goes to differential response, the \$24,000 will come out of the next cycle of funds.
- Day: The RFP for differential response training goes out this week. We are seeking an audience with the feds to allow an extension past 9/30/11 to spend the \$150,000, though we are not hopeful it will be approved.
- Rasmussen: That creates a problem in that it is difficult to open a contract with someone when we don't know what the exact amount will be. It will be a real challenge to get the Travis relative placement training in two counties by 9/30/11.
- Day: She will help get what Carrie needs in any way she can.
- Waller: What about using webinars?
- Rasmussen: The subcommittee did discuss putting the video recording on a server for webinar. Shary Mason was going to look into possibly using the Judicial Department's server.
- Waller: Webinars are an option to consider in this world of decreased training funds.
- McKenzie: An option for the \$150,000 might be to invest in a web service. Concerned about the cost of \$24,000 for the amount of training by Travis.
- Balter: Time is moving quickly and there are CJA funds that must be spent. Unless we see something egregious in the subcommittee's proposal, he recommends CWAC approve it.
- Rasmussen: Explained that more than just training is included; such as a compilation of materials, CD and packets.
- Balter: Does the subcommittee feel they have worked hard with this contractor to get to a good proposal?
- Rasmussen: Yes.
- Balter: Suggests we approve this proposal or return the funds to the feds.
- McKenzie: DHS is the CJA grant recipient and can use it for other things that meet the requirements of the grant, such as Judge Waller's suggestion for a tool

for future training. Concerned about getting two trainings completed with this being summer and many other things going on.

- Rasmussen: The subcommittee did consider which counties have the least amount of training right now and we decided to not use a Casey county. We selected Clackamas as the larger county. She is not sure who was selected as the smaller county.
- Morgan: There is no time to make changes to this proposal. There are other ways to spend money in a fast way, but we have been instructed by Erinn Kelley-Siel that priorities are such that they override our ability to spend the funds in these other ways. As was said before, differential response is first place and this is the back up plan.
- Balter: A process is in place that predated CWAC. We have an opportunity to come back and make adjustments, but we are in a pinch for this cycle of funding.
- Rasmussen: Lynn Travis is ready to start right now and is just waiting for the approval.
- Serice: To clarify, if CWAC approves and then differential response uses the full \$150,000, then this will roll over to the next pot?
- Morgan: Yes.
- Rasmussen: Her understanding was that differential response did not need the full amount.
- Day: She will find that out.
- Balter: Will the subcommittee come back with an update on what happened?
- Rasmussen: Yes. This is a pilot and we will see if we want to continue and/or modify the training in a phase 2.
- Balter: CWAC needs to be educated on what the restrictions are for CJA funds.
- Day: Helen Hoang can provide that information.

VOTE: Moved, seconded and approved to approve the CJA Subcommittee's proposal to contract with Lynn Travis for Relative Placement Assessment training.

STANDING COMMITTEE REPORT

CWAC Safety in Foster Care Subcommittee

- Butler: The Foster Care Safety Team made recommendations for CWAC to continue some of their work. The draft work plan presented today addresses how this subcommittee will accomplish that. They will meet monthly to review cases and prepare 6-month reports. They are looking for people to join.

- Serice: Suggested a change on the draft work plan on page 2 in the Membership section. Change “Legislative Appointees” to “Legislative Invitees.”

VOTE: With the change as suggested by Mickey Serice, CWAC moved, seconded and approved the subcommittee work plan.

CAF ADMINISTRATION REPORT

- Serice: The Oregon Health Authority was formally created on 7/1/11 and we have a new DHS as a result. Erinn Kelley-Siel was appointed DHS director by the Governor and the Senate confirmed that appointment. Through a facilitated process, a group of managers is looking across program areas at process measures at an enterprise level. We do not have a new DHS structure yet. Oregon Youth Authority went through a similar process some time ago.
Several task forces and required legislative reports were created this session. We will be tracking HB 2020, which is asking for a consistent ratio of supervisor/workers across state agencies. That report from DAS is due in February.
- Patton: Is there no acting CAF assistant director?
- Serice: That is correct. For child welfare, we are going to Lois Day. The administrators all report to the DHS Director’s Office. Some shared services (ex: Governor’s Advocacy Office) are housed in DHS. OHA does not have the field structure.
- Day: The upper level management positions for CAF and SPD are both vacant. Erinn is making decisions about those positions. We still have the CAF and SPD divisions organizationally until Erinn makes those decisions.
- Serice: Once July 1 hit, the budgets were separated and we have finite money and positions for each.
- Balter: How are you managing the vacancies and workload when staffed at 67%? If his organization had a third fewer staff, work would have to be done differently. How are changes in other agencies impacting DHS?
- Serice: We are freeing up the vacant positions in the field for a one-time hire and that will have a big impact. Even with the freeze, we had an exception process with a strict criteria. The DHS Director made the decisions on the exceptions. We may be asked to do reductions later in this biennium. After the one-time hiring, we will be back to a hiring freeze.

- McKenzie: When DHS Child Welfare moved to a workload model, there was already a gap of 80%. With other workload issues, rising self sufficiency caseloads and the hiring freeze, the gap has increased.
- Day: District managers did an exercise of prioritizing work and finding efficiencies. This biennium, we expect to have to continue to make decisions about what does and doesn't get done.
- Balter: The dashboard will become more important to see where the agency is getting to the point of unhealthy.
- McKenzie: So you have been at 62% and are now hiring to fill to 67%. That will hopefully result in some improvement in the dashboards.
- Day: We did have an exception process for hiring caseworkers and supervisors during the freeze and have been hiring them (though not fully). This one-time hiring will fill vacant support staff to relieve caseworkers of some things they have had to take on. We do hope to see a pause in the negative. The freeze is not lifted for Central Office so those supports will continue at a reduced level for now.
- Patton: Asked that Erinn share with CWAC how this committee will fit in the new DHS structure when that is known.
- Balter: Asked Rem Nivens for an update on the Oregon Youth Authority.
- Nivens: OYA is reducing closed custody capacity by 150 beds which resulted in layoffs for 119 positions. Additional residential treatment community beds have been created and these youth will be moving to those beds. There will not be a straight release to home. The community placement world is where OYA's relationship with DHS exists. We don't see that this will have a big impact for DHS. We knew these reductions were coming and the pieces were in place.
- Patton: Part of the transition population is the sex offender population. There are not many residential treatment providers for them. They are the youth that can cause the most trouble.
- Nivens: If you look at the risk to reoffend, the sex offender youth population is a low risk. We considered that. Decisions are still made case-by-case. The sex offender units at MacLaren are being closed. Some youth will transfer out and some will be moved to a different closed custody facility.
- Bell: For the Oregon Commission on Children and Families, the homeless and runaway program is now with DHS and we are working to keep the program stable during the transition. SB 909 established the Early Learning Council and transfers programs and services from OCCF to the council. The transition will begin after the ELC director is appointed. As for the local commissions, some

have declared they will continue and they will have to self fund raise. They will need to align with the ELC and specific measurable outcomes the ELC wants to implement statewide. Community providers in the ELC could be a local commission or something else.

- Patton: One concern of the Coalition of Equal Access for Girls is that the priority of equal access will be lost in the transition. They worked with the Governor's Office and Rep. Kotek to keep those funds. Youth Investment and Conservation Corps are included in the ELC.
- Bell: A task force is being formed to decide what to do with that youth population.
- Patton: We don't want to lose focus on the youth. CWAC has an investment in what that task force will say.
- Balter: We will be devoting a significant portion of the September CWAC meeting to the Equity Task Force and may want some of those task force members present for that discussion.
- McKenzie: As for the Judicial Department, there was a 10.3% General Fund reduction. Trial courts are working on plans based on their allocations and what is happening in counties. For example, Columbia County offices are closed on Fridays, which impacts the courts. As for CASA, it remains for now with the OCCF. The task force Iris mentioned earlier will examine future funding and placement for CASA and report during the February 2012 legislative session.
- Balter: Behavioral Rehabilitation Services (BRS) got a 10% reduction. It will be either in capacity or rate or a combination.
- Day: DHS is working with OYA on that because the two agencies' rates cannot be different.
- Morgan: The Oregon Network of Child Abuse Intervention Centers is seeing a 9.8% cut in CAMI funds, plus Dept. of Justice is holding back another 2%. Five regional service providers that provide support services faced a 30% reduction, but DOJ was able to backfill to get them to the 9.8 + 2% reduction level.
- Serice: On the DHS webpage there are two documents on the DHS budget that show DHS reductions, comparing the Governor's Recommended Budget and the Legislatively Approved Budget (<http://www.oregon.gov/DHS/aboutdhs/budget/2011-2013/index.shtml>). .
- Rasmussen: Karly's Law increased workload for her office. Are there any penalties if that law is not met?
- Day: Has not heard of any penalties.

Meeting adjourned.