

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

ODHS Key Performance Measures, Part II

Aprille Flint-Gerner, Director, Child Welfare Division

Keith Ozols, Director, Vocational Rehabilitation

Fariborz Pakseresht, Director, ODHS

May 4, 2023

Agenda

- I. **Child Welfare Division**
- II. Vocational Rehabilitation
- III. The agency-wide view
- IV. Questions

Advancing our values

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

1. Supporting families and promoting prevention
2. Enhancing our staff and infrastructure
3. Enhancing the structure of our system by using data with continuous quality improvement



The myth of 'child rescue'

 Children being separated from their parents, extended family, tribe or community

 Punitive

 Child Welfare knows best

 Children and young people have better outcomes when they remain safely in their homes and communities

 About relationships

 Communities have the wisdom they need

Key Performance Measures (KPM): Changes reflecting our equity work

We inclusively lead with race and intersectionality in order **to address the roots of systemic oppression** that impact all protected classes.

Two new KPMs:

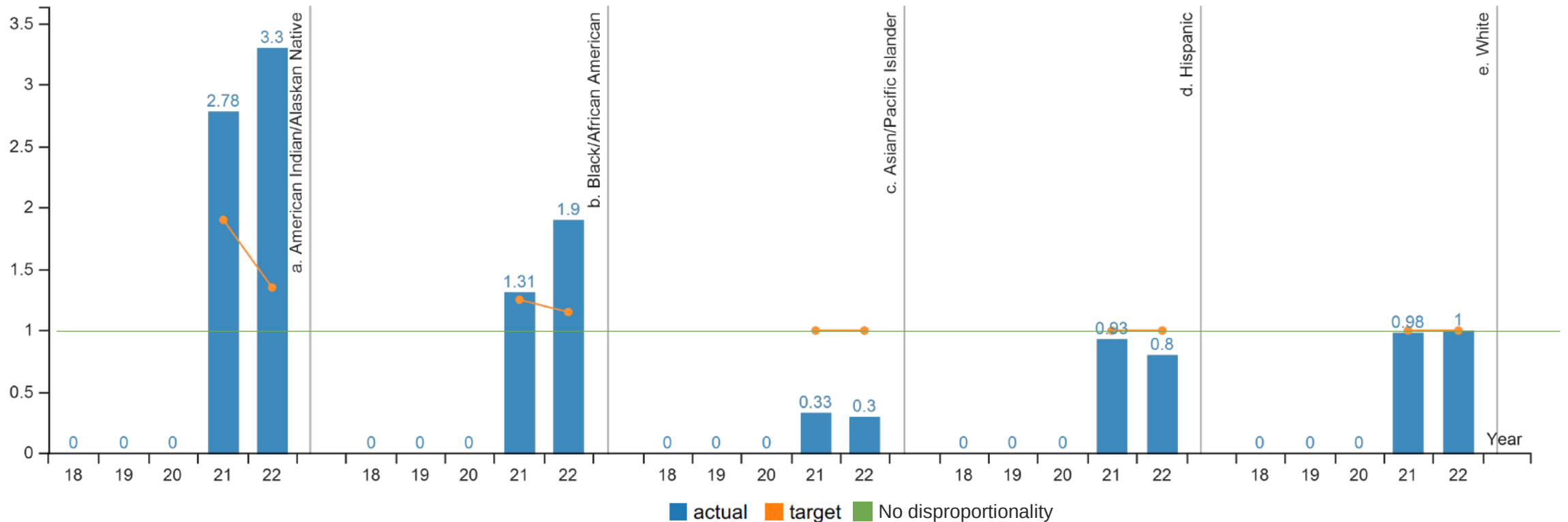
- Disproportionality at entry into care (#22)
- Disparity in length of stay for children in care (#7)



KPM 22

Reduction in disproportionality of children at entry into substitute care

Measure of the average disproportionality index across race/ethnicity for children at entry into substitute care | Data collection period: Oct 01 - Sep 30

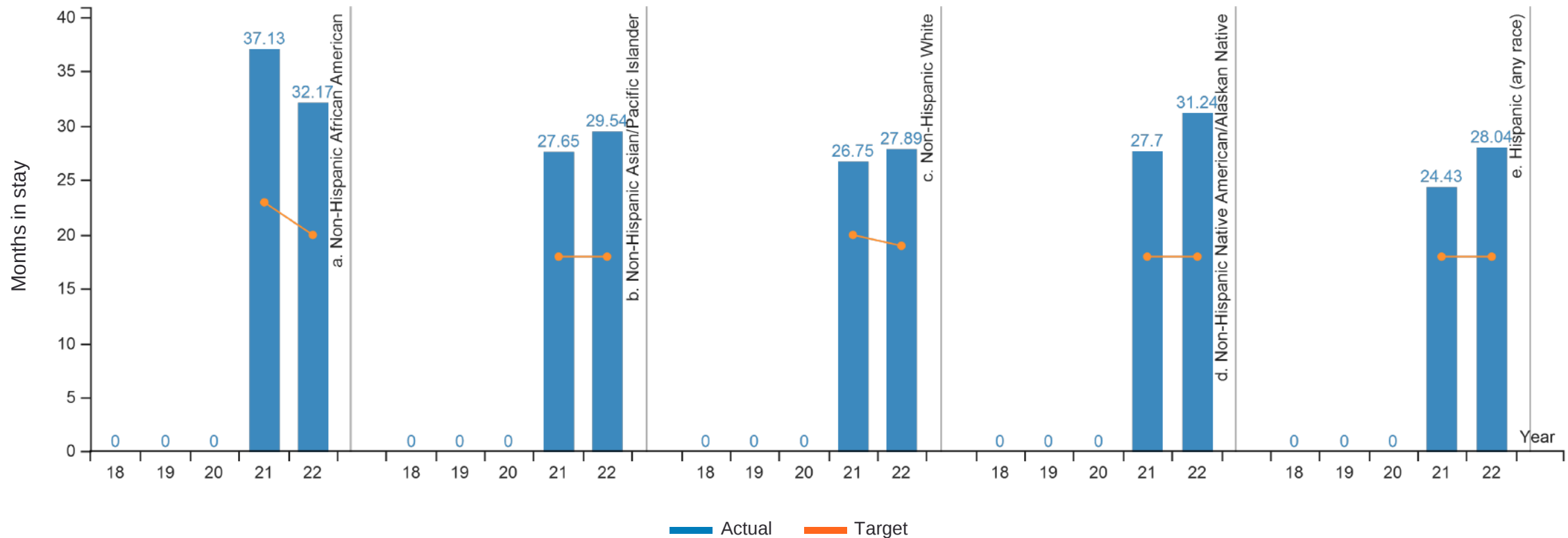


KPM 7

Reduction of race/ethnicity disparities in length of stay

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

Data collection period: Oct 01 - Sep 30



Potential contributing factors

Service Access

- The location of, and lack of access to, important services and community organizations

Practice

- Practice and decisions that occur during an investigation and removal

External

- Lingering effects of COVID pandemic that disproportionately affected people of color



Proposed strategies

Targeted Recruitment

- Implementation of selection best-practices that support retention and hiring of diverse workforce

New RESJ Tool

- Implementation of Racial Equity and Social Justice Tool
- In-depth review and adaption recommendations of all current policies that create racialized outcomes

Workforce Development and Staffings

- Targeted equity training for staff with newly created equity, training and workforce development program
- Conducting case reviews and staffings in partnership with equity experts and community to lift themes into CQI processes

Proposed targets for the coming year

Initial Data

- This initial data reflects the department's justification for this KPM before this committee in 2021 using national data is also reflected in Oregon
- These are still relatively new KPMs which will require further vetting and refinement

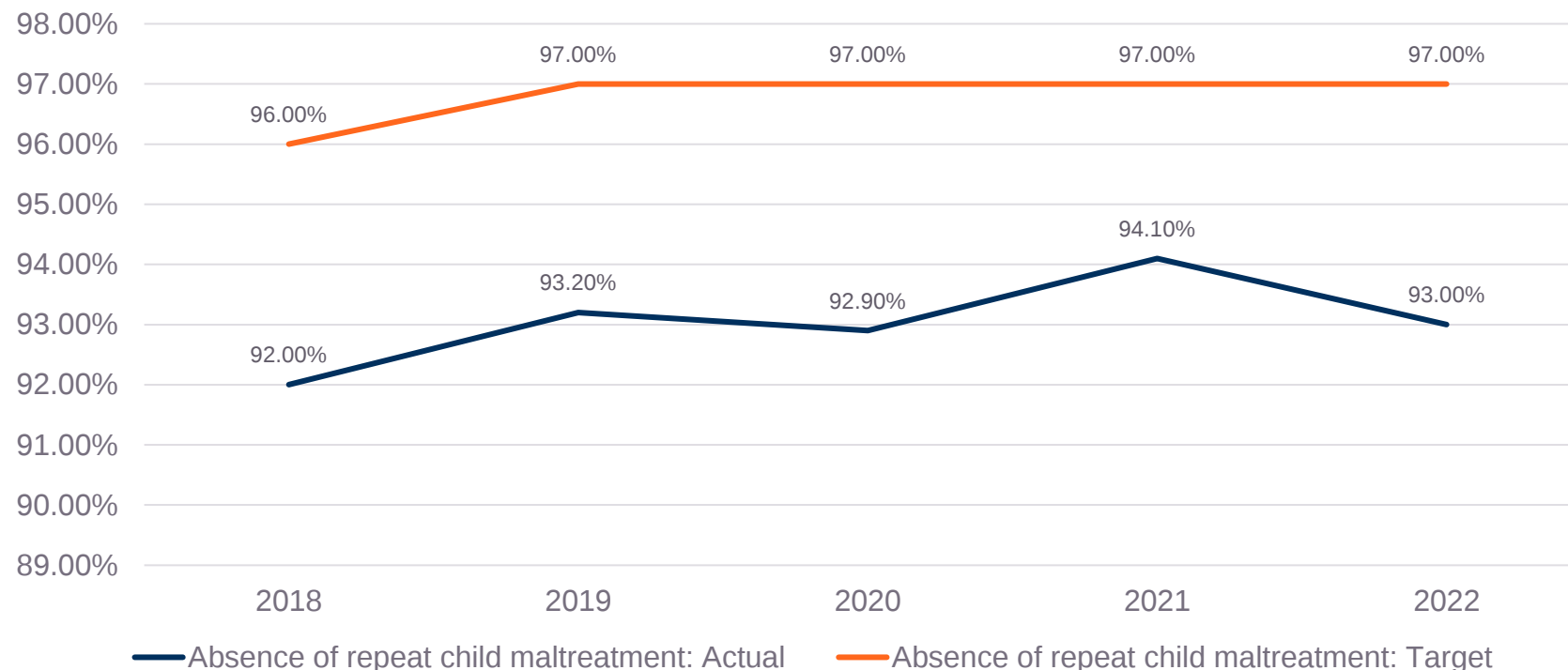
Recommendation

- Following the 2023 reporting year Child Welfare may recommend changes to initially proposed targets as performance has continued to show (both statewide and nationally) that these targets may have been too ambitious (parity by 2023 for disproportionality at entry, and less than 18 months for disparity in length of stay at exit)
- CW will continue to partner with ORRAI to gather data and assess trends to better develop disaggregated and more refined disproportionality and disparity targets
- These KPMs should be maintained to assess the effectiveness of recent investments in training, workforce development and equity initiatives that speak to the practices and policies that affect the decision points contributing to these metrics.

Key performance measure (KPM) 4

Absence of repeat maltreatment of abused/neglected children

The percentage of abused/neglected children who were not subsequently victimized within six months of prior victimization | Data collection period: Oct 01 - Sep 30



Factors affecting results

Historical Reports

- Analysis to eliminate misidentification
 - Identifying an incident showing as a “re-abuse” when a child is now safe and making disclosures of other historical abuse experiences.

Pandemic Impacts

- In reporting data for FFY 2021, the impacts of COVID cannot be understated
- Many of the risk factors known to impact child safety were experienced by a larger population and with less direct prevention service access



Proposed strategies and targets

New Toolkit

- Development of a Domestic Violence Toolkit as a staff resource

Targeted training and review

- Targeted training for staff on safety planning for children with caregivers experiencing substance use
- Conducting a district review with Safety and Permanency to evaluate in-home safety plans to ensure sufficiency
- Exploring additional tools for caseworkers supporting families

Recommendation

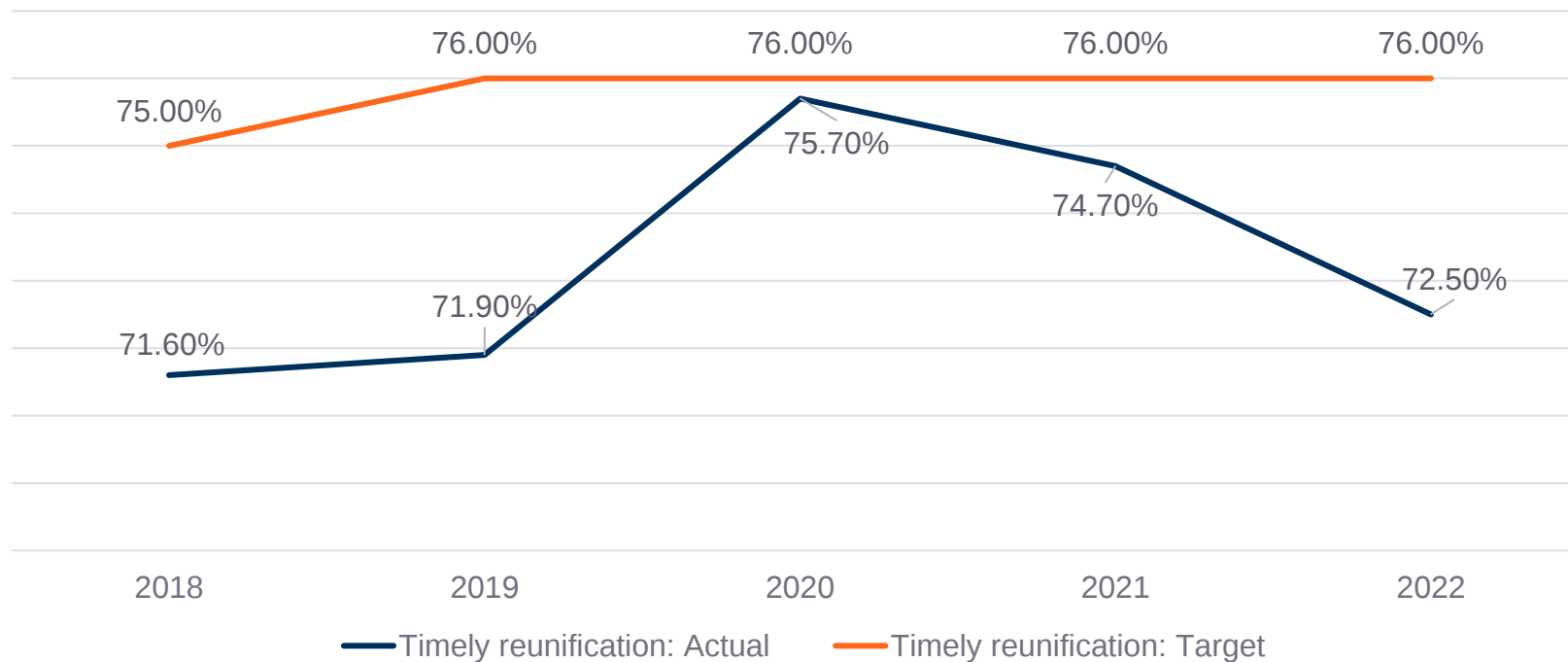
- 2023 target kept at 97% to continue to deliberately strive for higher performance than national indicators

KPM 5

Timely reunification of foster children

The percentage of foster children exiting to reunification within 12 months of foster care entry

Data collection period: Oct 01 - Sep 30



Factors affecting results

Drop in removal rates

- Significant drop in the removal rate of children, roughly 30% since 2018
- The number of assigned CPS assessments has not similarly decreased
- Lower acuity decreases the proportion relative to children less likely to return home sooner

Increased Workload

- Increased workloads across CW has impacted permanency workloads



Proposed strategies and targets

Enhancing reunification

- Program Improvement Plans, Quality Assurance Reviews, consultation and ongoing training with a greater focus on developing district specific strategies

Root Cause Analysis

- Newly created Child Welfare CQI team beginning root cause analyses to identify better lead measures that improve timeliness to reunification in 12 months.

Recommendation

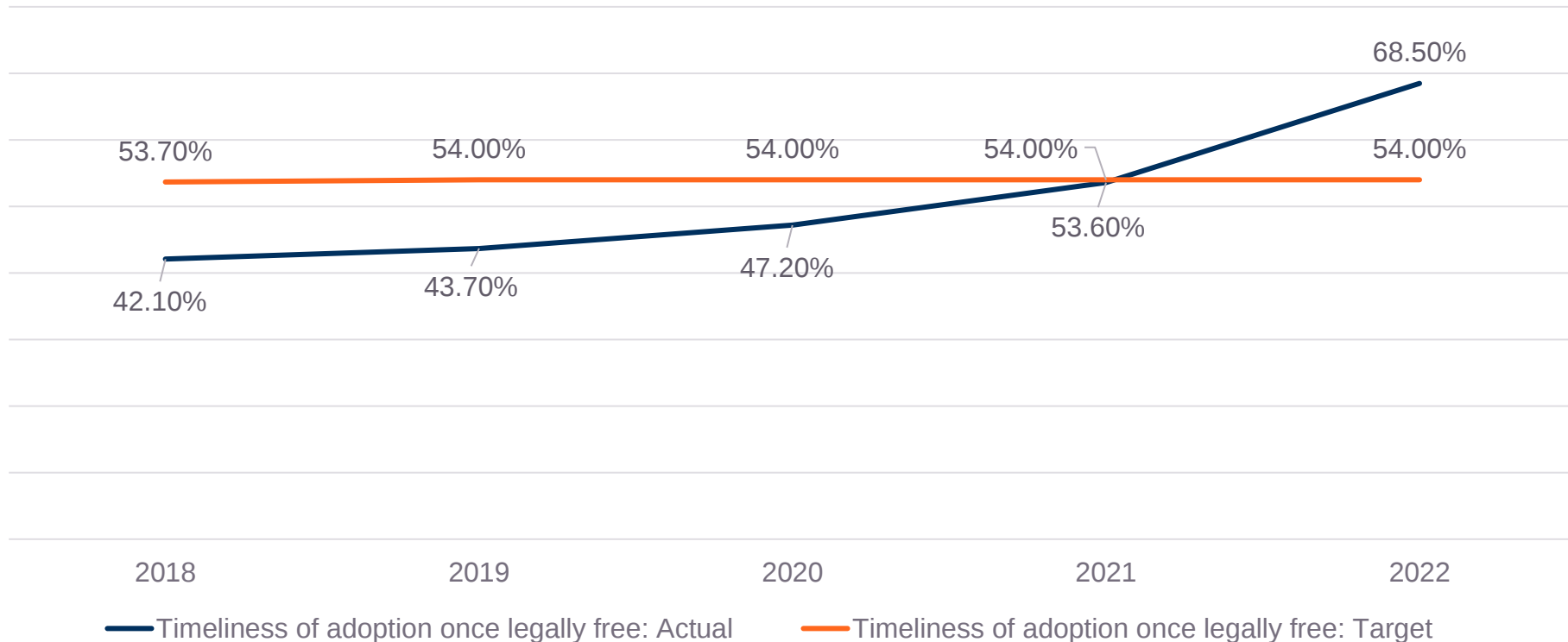
- 2023 target currently being kept at 76%
- This KPM target should be maintained for 2023 but Child Welfare may recommend target adjustments in future biennia following this root cause analysis
- A continued decrease in the total foster care population would mean that children of families with lower acuity are more likely to return home sooner which could continue to decrease this KPM and require a revision

KPM 6

Timely adoption once children are legally free

The percentage of legally free children adopted in less than 12 months

Data collection period: Oct 01 - Sep 30



Factors affecting results

Streamlined process

- Trainings and process/procedure guides developed and implemented
- Utilization of Continuous Quality Improvement (CQI) strategies and activities outlined in our Performance Improvement Plan (PIP)

Continued coordination

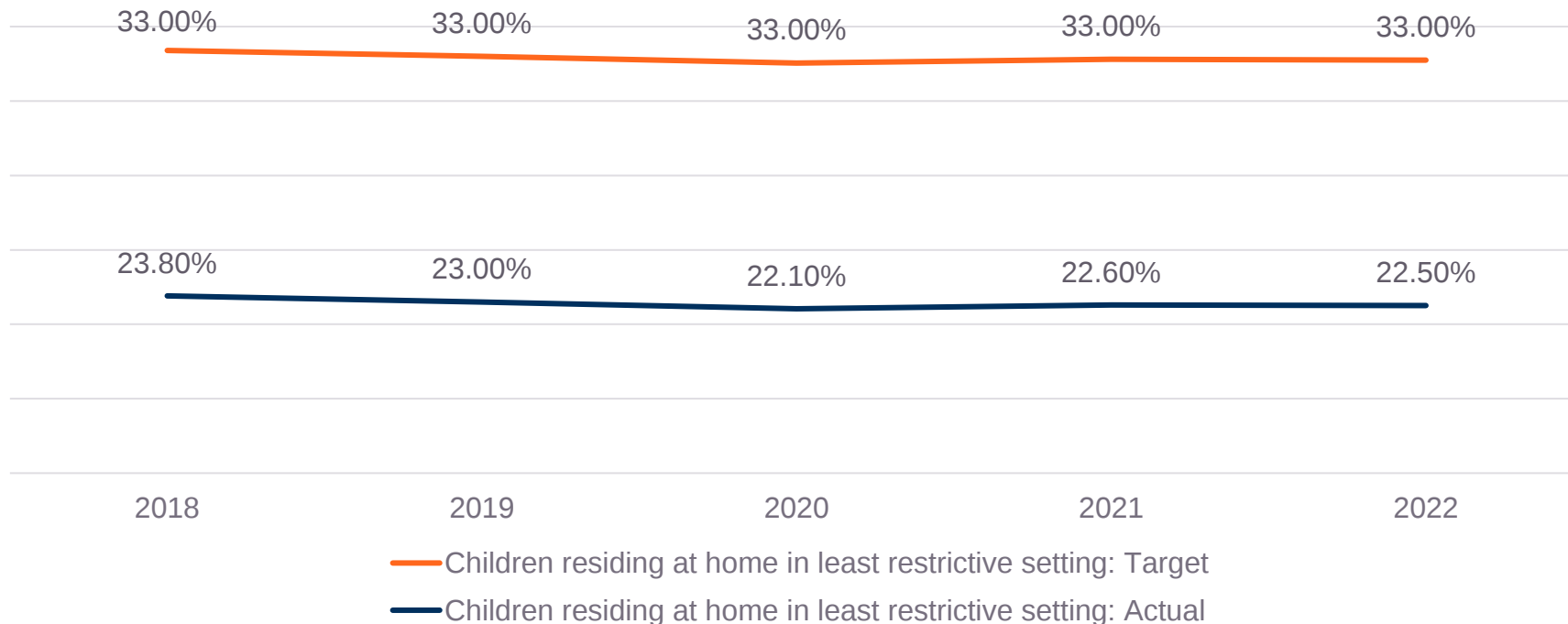
- Significant coordination of efforts among ODHS Central Office Child Permanency Program staff, ODHS Local Branch Office staff, Courts, the Juvenile Court Improvement Program (JCIP), and other entities/partners



KPM 8

Children served by Child Welfare residing in parental home

The percentage of children served in Child Welfare on an average daily basis (in home and foster care) who were served while residing in their parent's home | Data collection period: Oct 01 - Sep 30



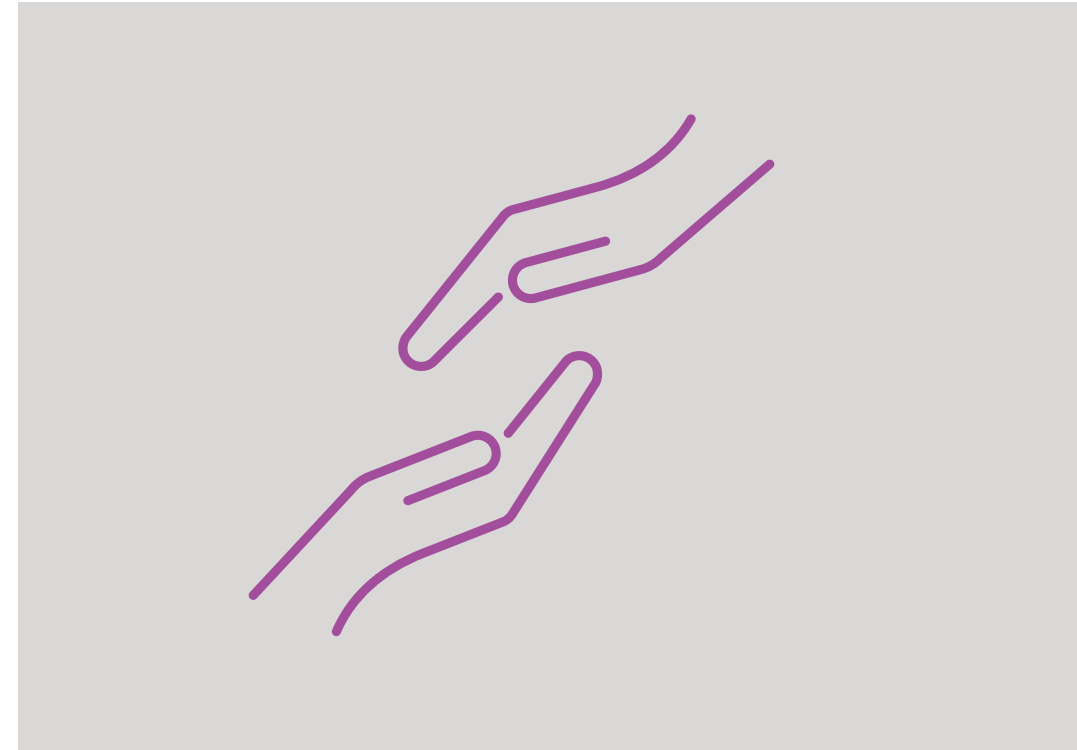
Factors affecting results

Early in Implementation

- ODHS continues to evaluate and develop resources in communities
- Development of an intentional family preservation program is in the very early design and implementation stages

Federal Funding

- Drawing down new federal investments requires significant process and infrastructure changes, which are underway, but will take time and continued investment



Proposed strategies and targets

Continue Implementation of Family First Prevention Services Act

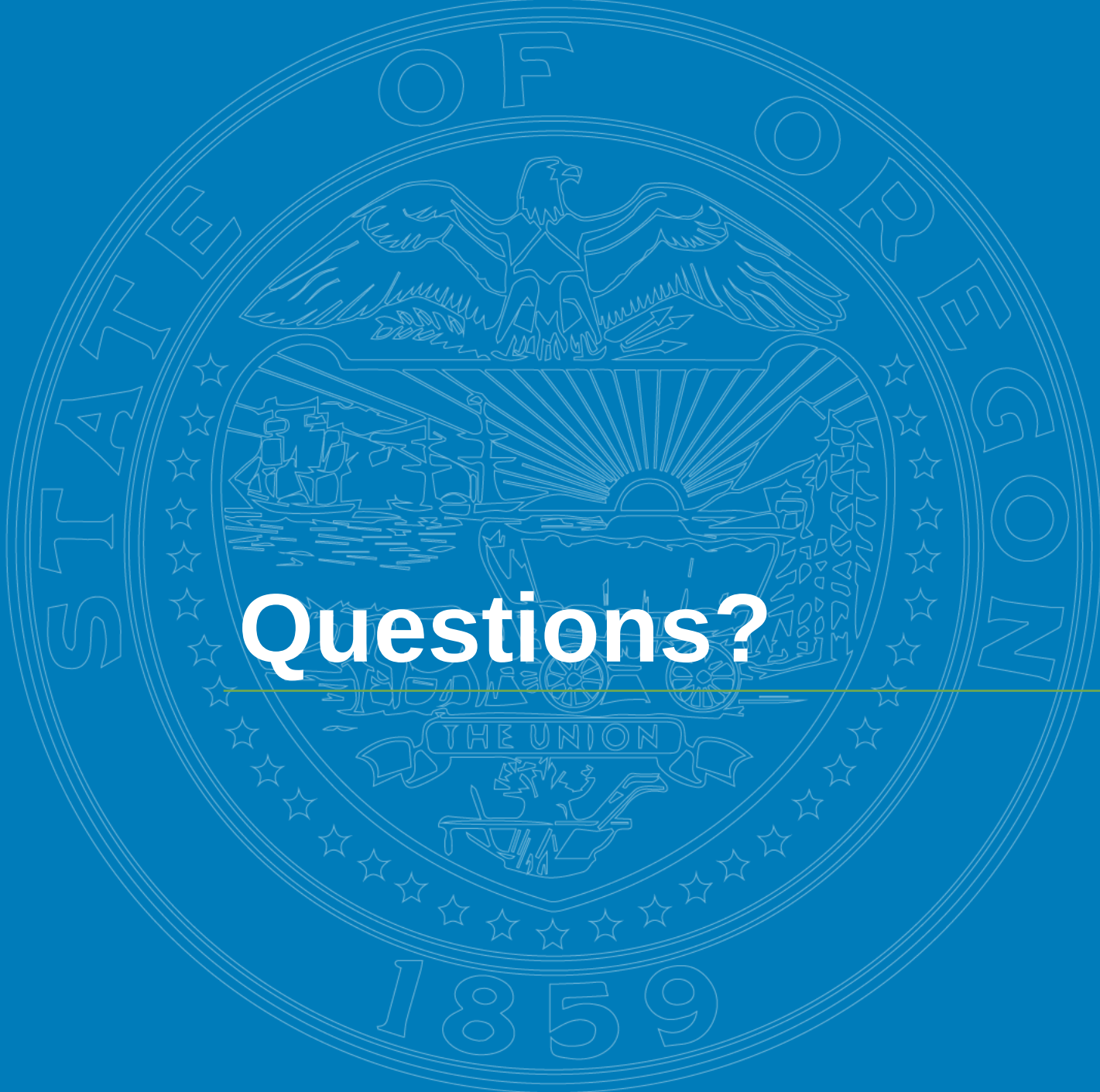
- Expansion of utilization and efficient delivery of prevention services funded through federal & state funds
- Increased coordination with other state agencies (DELC, OHA, OYA) to integrate and align investments in prevention services

Expand a state specific family preservation program

- Continued implementation of an intentional family preservation program is in the early design and implementation stages in three ODHS branches across the state

Recommendation

- 2023 target kept at 33% as Child Welfare expects to increase the number of children served in-home as a result of the continued development of Family Preservation/Family First initiatives, reflecting the CW Vision For Transformation (GP1)



Questions?

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Advancing our values

Vocational Rehabilitation helps people with all types of disabilities find jobs in supportive organizations, change careers as their abilities change and advance in their careers — so they can enjoy the **dignity and independence** that employment brings.

As the state recovers from the global pandemic and disrupted workforce, VR plays an important role in helping people with disabilities across all demographics **re-enter the workforce and re-engage with their communities**.

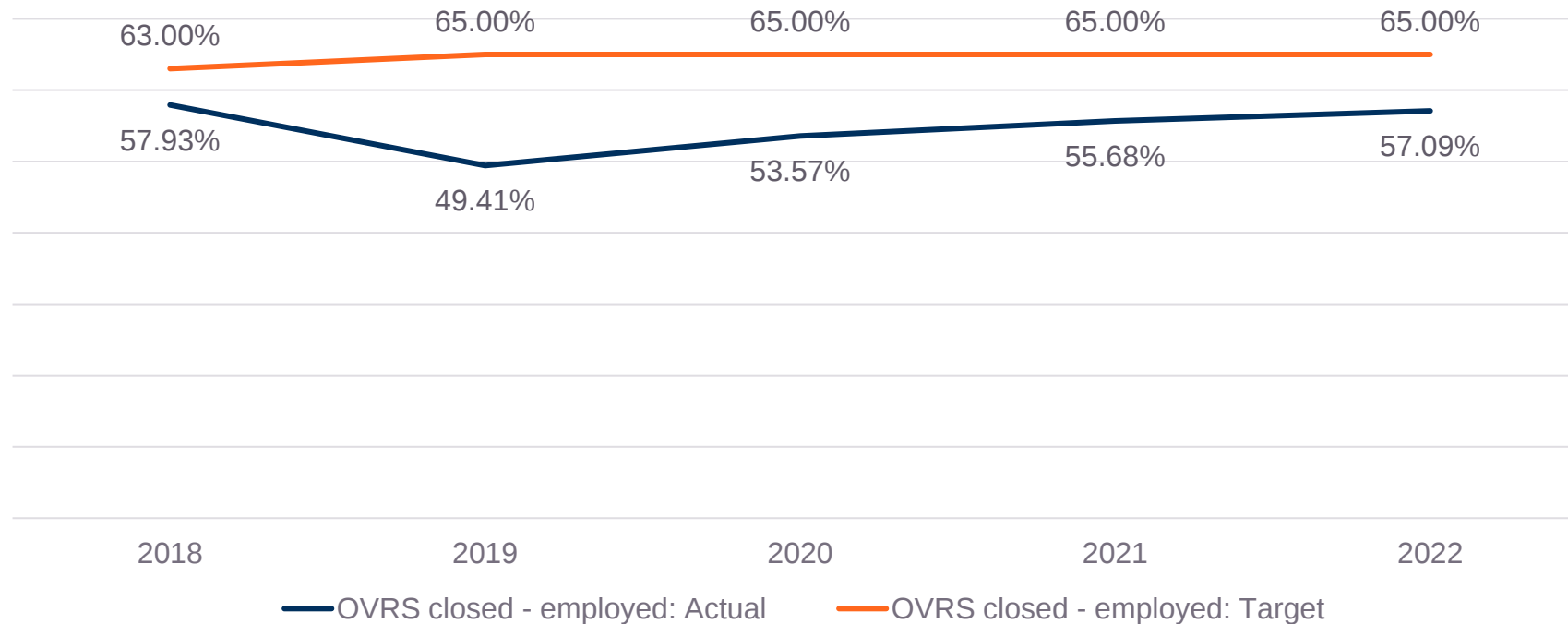
Measuring employment outcomes and median wage help us track our success as a program



KPM 17

OVRs consumers who are successfully employed at program exit

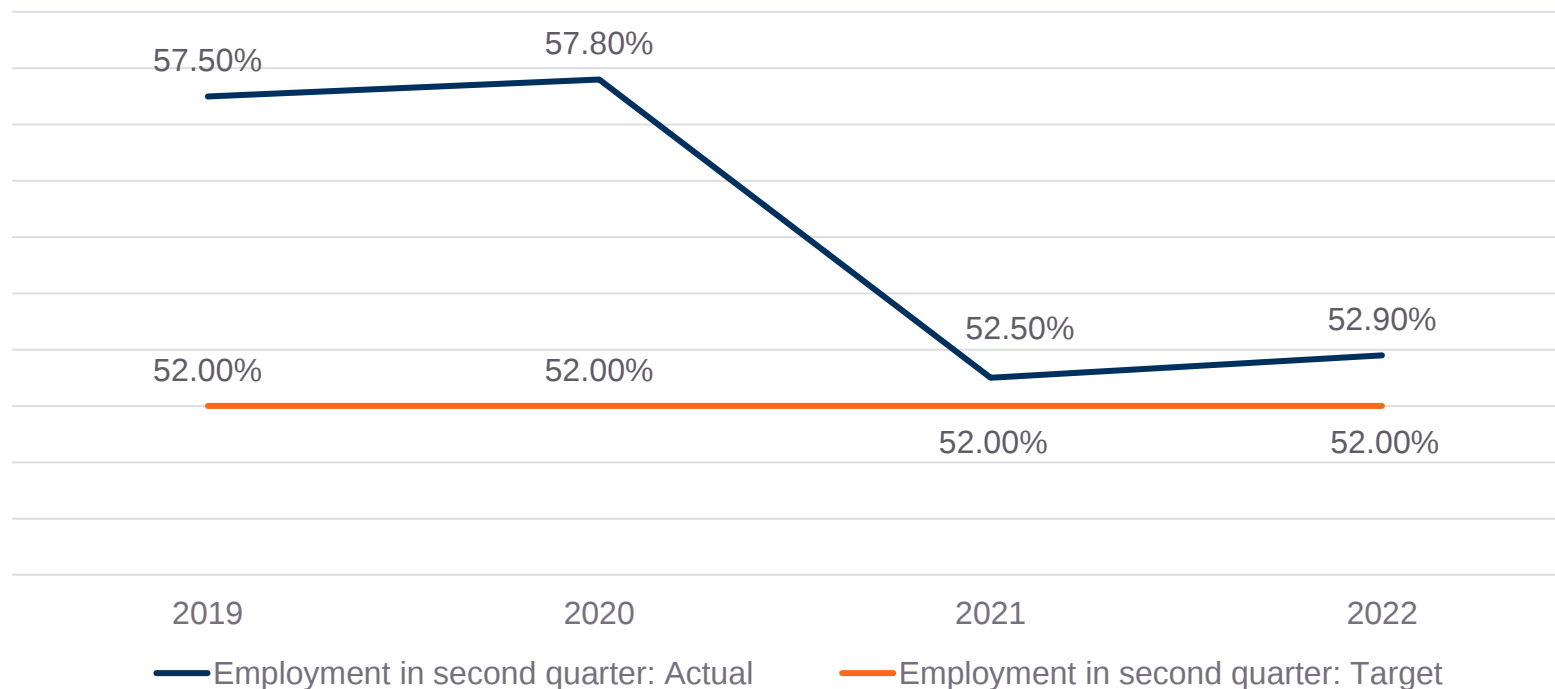
The percentage of Office of Vocational Rehabilitation Services (OVRs) consumers with a goal of employment who are employed at program exit | Data collection period: Oct 01 – Sep 30



KPM 18

OVRs consumers employed in second quarter following program exit

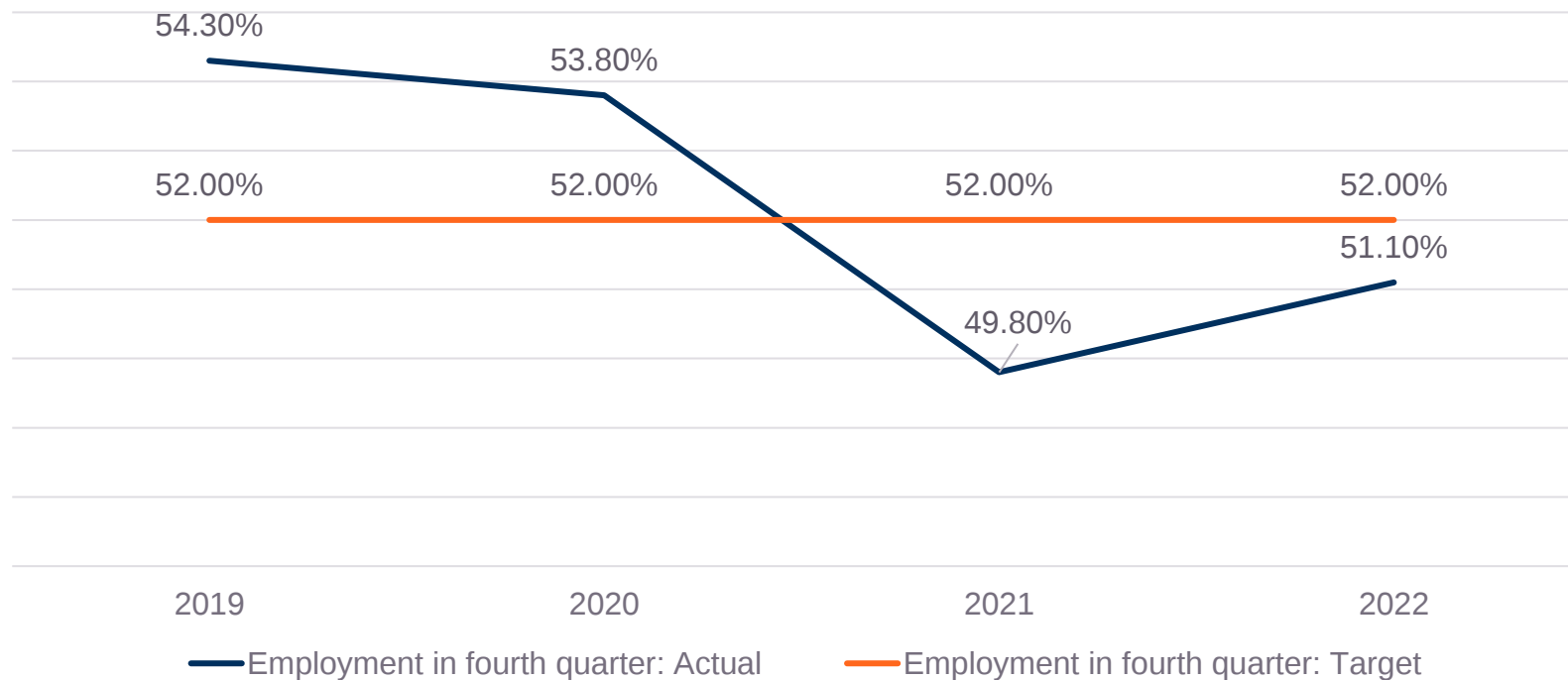
The percentage of OVRs clients closed from plan who are employed during second quarter following program exit | Data collection period: Oct 01 – Sep 30



KPM 19

OVRs consumers employed in fourth quarter following program exit

The percentage of OVRs clients closed from plan who are employed during fourth quarter following program exit | Data collection period: Oct 1 – Sep 30



Factors affecting results

Disrupted job market

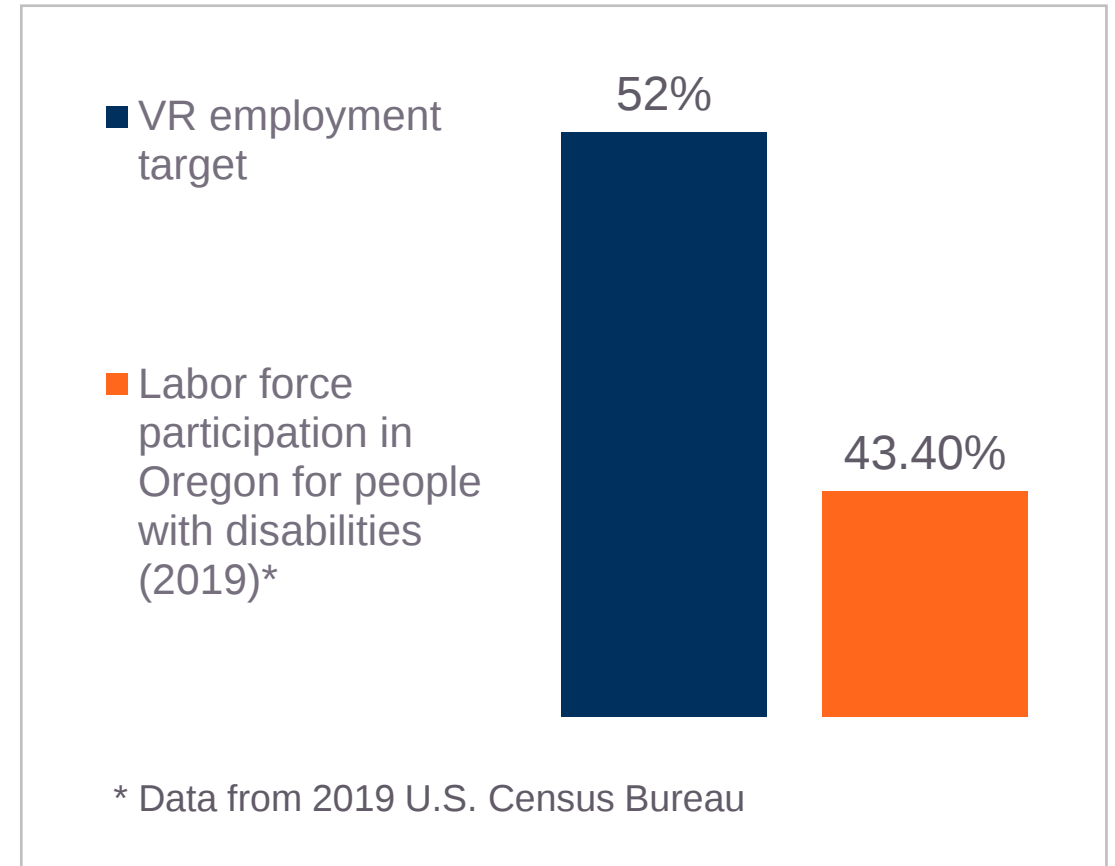
- The number of people with disabilities looking for work dropped significantly during the pandemic.
- Many VR clients have underlying health issues and compromised immune systems in addition to their disabilities. Some decided to exit the program early because of concerns about exposure.

Increase in clients with significant disabilities

- We served more clients with intellectual and developmental disabilities as a result of the Lane v. Brown Settlement.
- Counselors spend more time and resources to place people with the most complex disabilities.

Proposed targets for the coming year

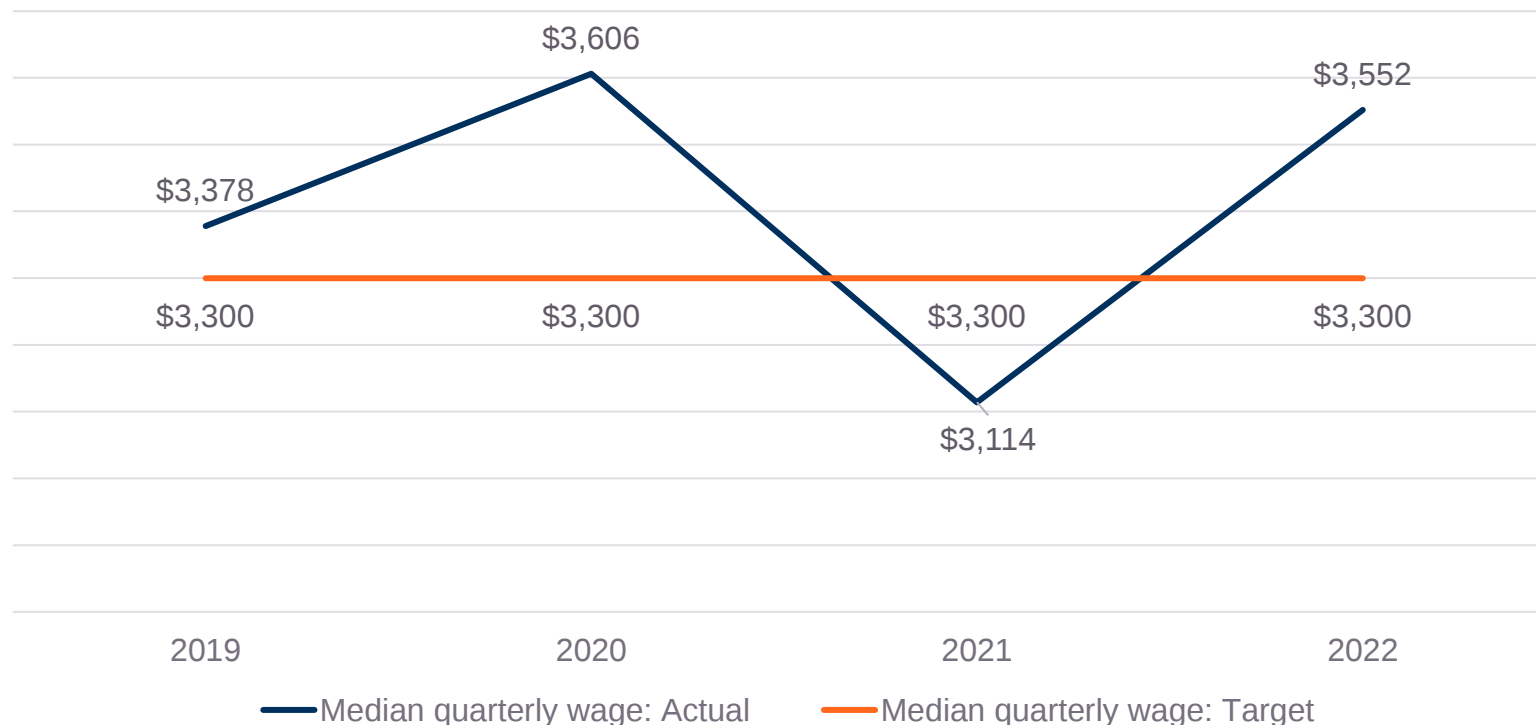
- VR will continue to strive for 52% of consumers employed in the fourth quarter after exit.
- Our goal is intentionally higher than the state's average employment rate for people with disabilities.
- Staff are working toward more effective career counseling and guidance in this post-pandemic environment to ensure employment longevity for our clients.



KPM 20

VR median quarterly wage at second quarter following program exit

Median quarterly wage at second quarter following OVRS program exit | Data collection period: Oct 01 – Sep 30



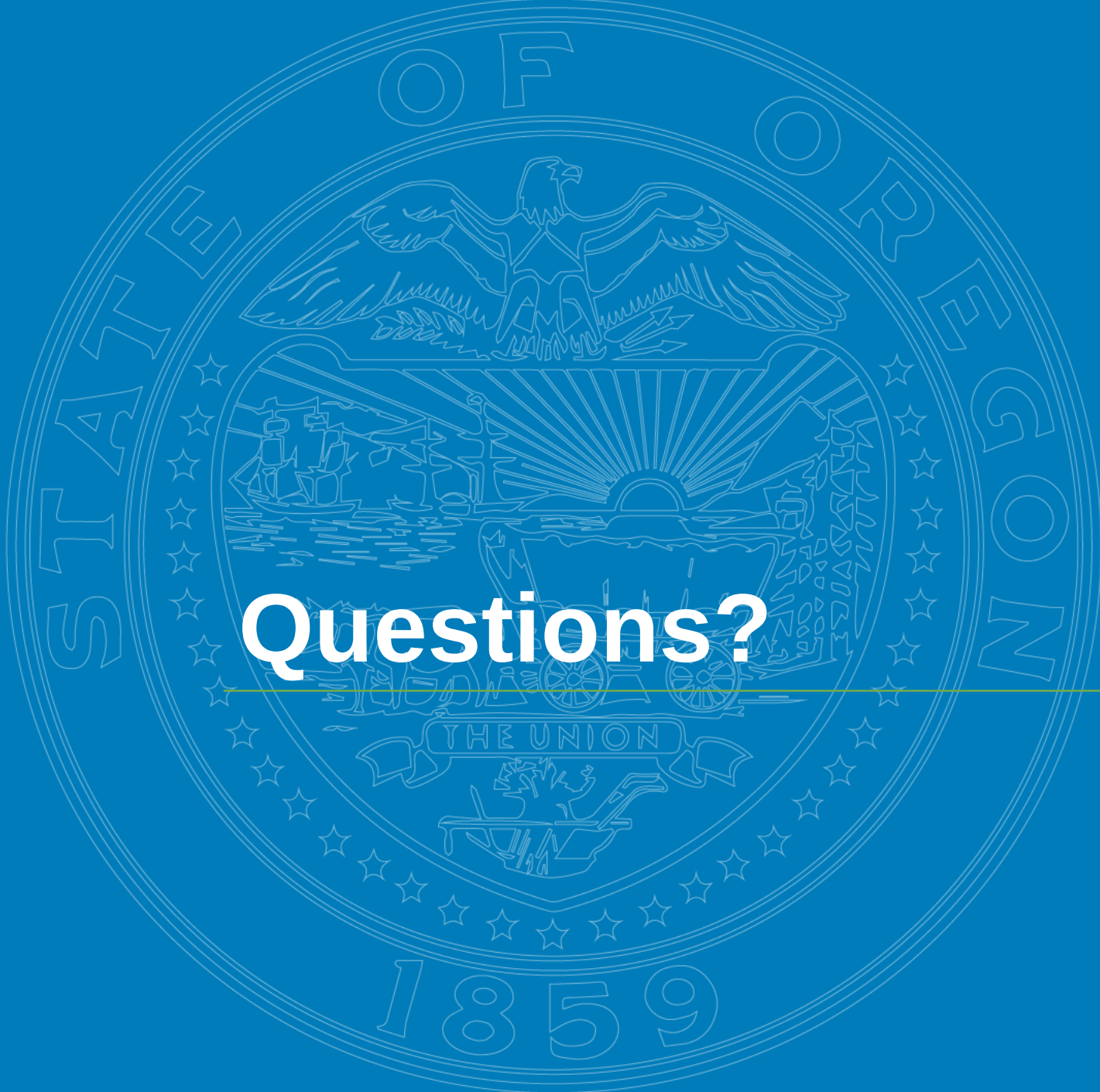
Factors affecting results

- The 2021 drop in median wage reflects the statewide disruption in the workforce at the height of the pandemic.
- Many VR consumers lost their jobs or had greatly reduced hours.
- We saw people return to the job market in 2022. We anticipate the number of people seeking VR services to continue to increase in 2023 and beyond.

Proposed targets for the coming year

- VR will keep its median quarterly wage target of \$3,300.
- VR will focus on teaching technical and soft skills to help the people we serve maintain and advance in employment.
- VR will focus on helping people with disabilities get the training they need for high-demand careers that provide livable wages and economic mobility.





Questions?

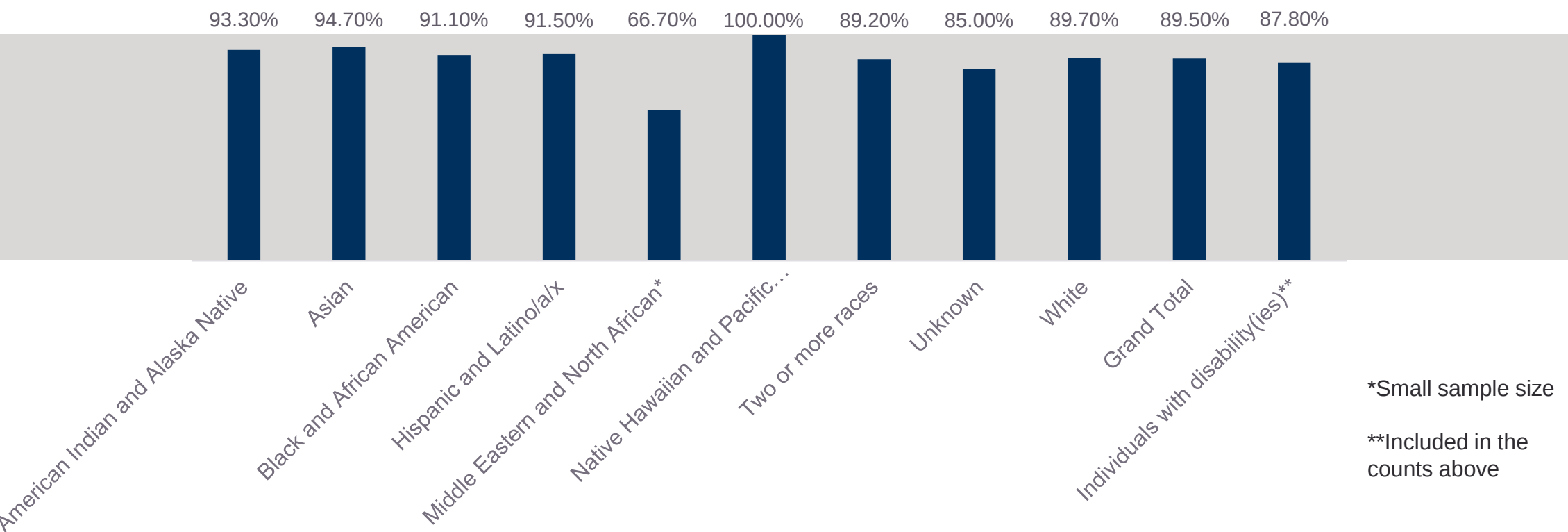
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ODHS customer satisfaction

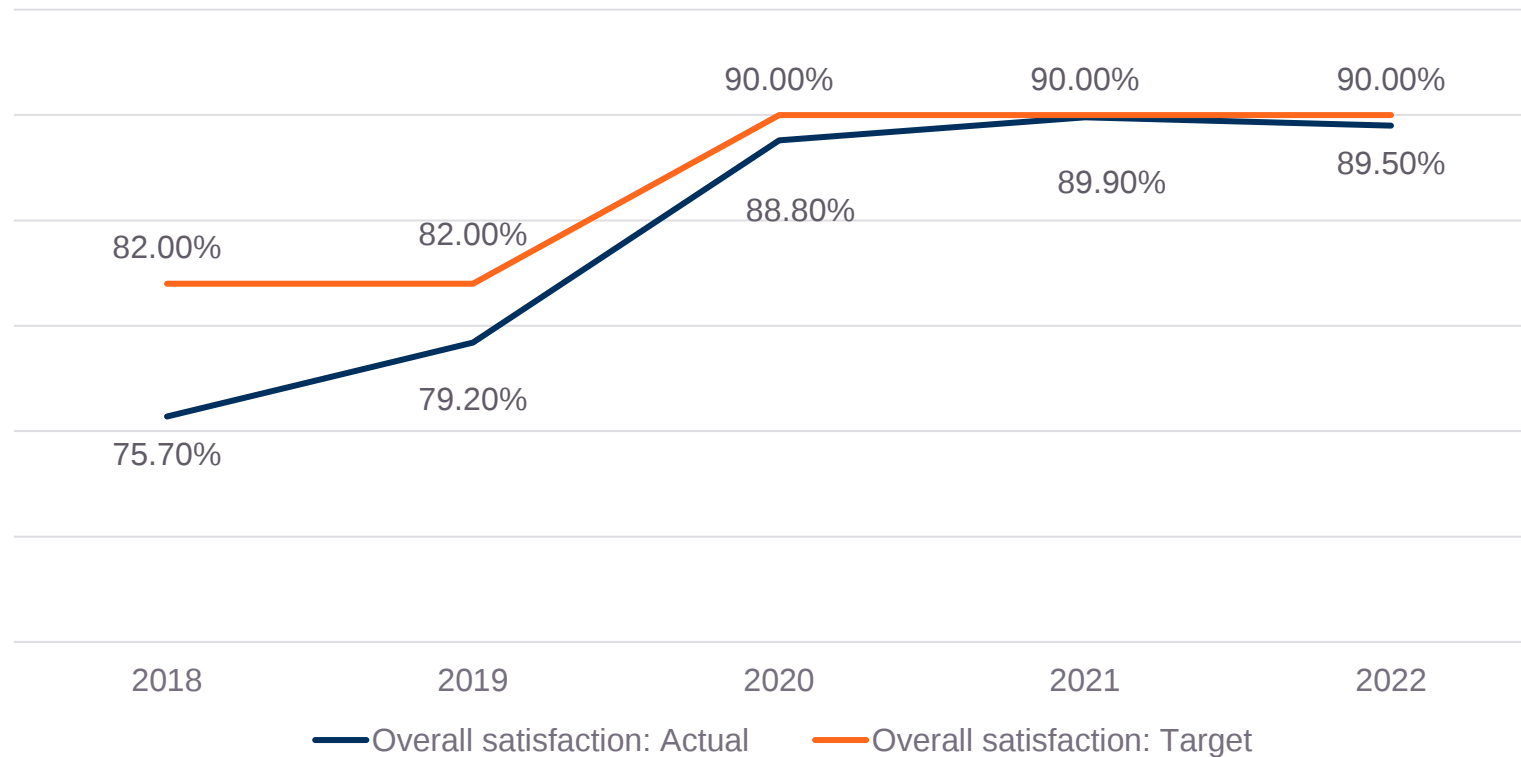
Well-being survey

Summer 2022 statewide survey of Supplemental Nutrition Assistance Program (SNAP) participants who applied or reapplied for SNAP or other Self-Sufficiency Programs in the month of April 2022



KPM 21

ODHS overall customer satisfaction over time



The bigger picture:

An agency culture focused on outcomes

In addition to our key performance measures, ODHS has instituted a **management system** that includes quarterly reviews of program-level and agency-wide targets.

The **quarterly target review (QTR)** system allows us to:



Set targets for select clusters of ODHS programs/offices, licensed providers, or people receiving services



More precisely analyze discreet components of wider initiatives



Nimble set new targets when needed to better inform and improve practice



Regularly share data, reflect on performance and collaborate on interventions or improvement strategies

Well-being: The heart of our work

Staff and communities will know services and supports are working when all who live in Oregon, regardless of identity or place, **can achieve well-being.**



Helping the people of Oregon thrive:

Three agencywide focus areas



**Strengthening
our foundations**



**Preparing for
and responding
to emergencies**



**Creating
the future of
human services**

Meet Tiffanie

Witnessing the wreckage of the F3 tornado that struck Wallowa in August 2022, 12 locally-based ODHS employees swung into action. In addition to helping repair roofs and board up broken windows, the team spread out through the community to check on people in their homes and at the local senior center, helping them navigate their way to emergency resources including SNAP food benefits.

“We all felt this pull,” said Tiffanie Greene, Self-Sufficiency Programs Manager for District 13. “These are the folks we serve. We know the challenges they face on a regular day and now they are facing so much more hardship. We just felt we needed to be there.”



“This is the community we live in and serve. We all have to stick together. It’s what we do as ODHS employees.”

Thank you

