

Service Delivery Data Report

Lincoln County Child Welfare

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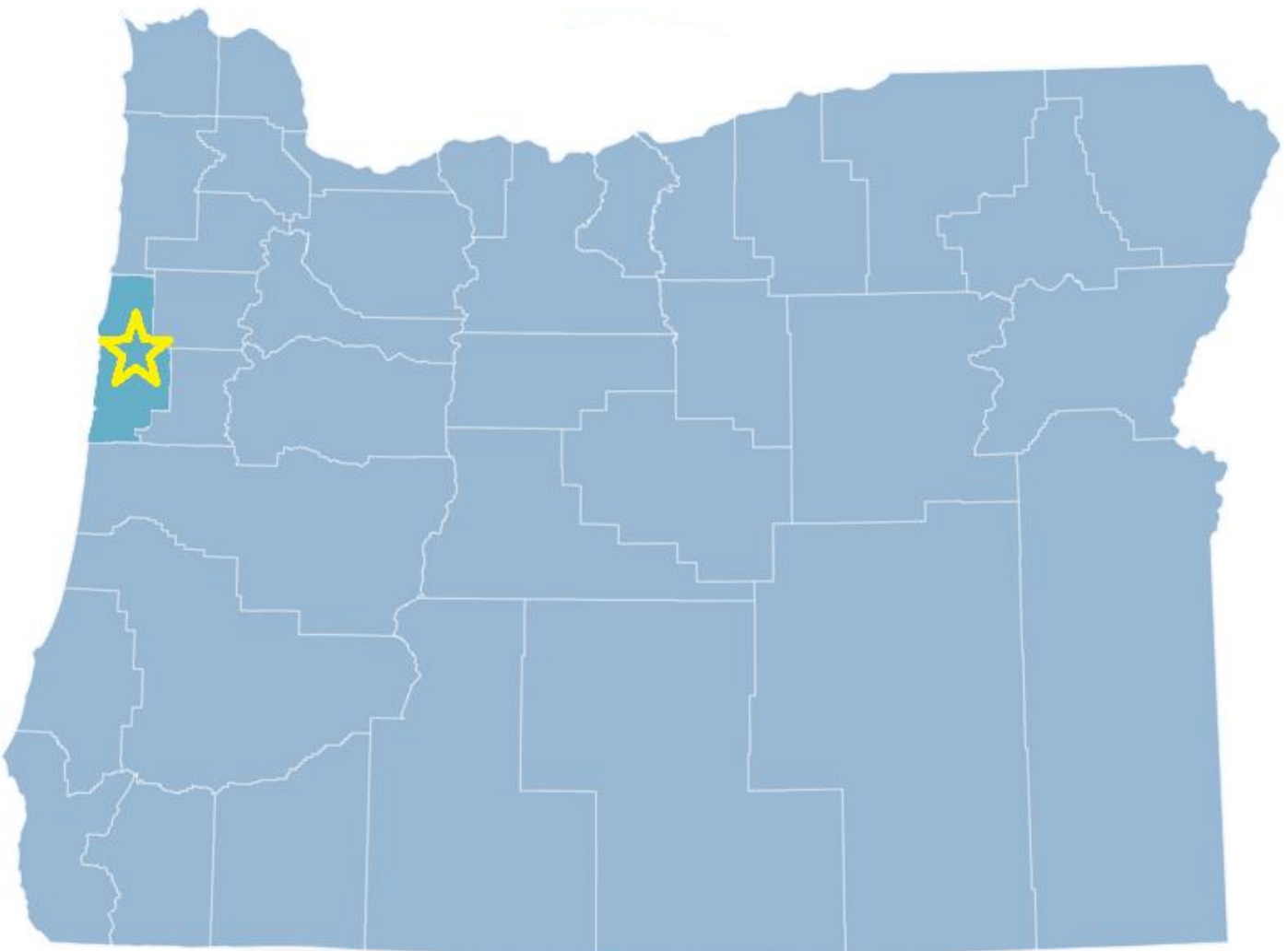


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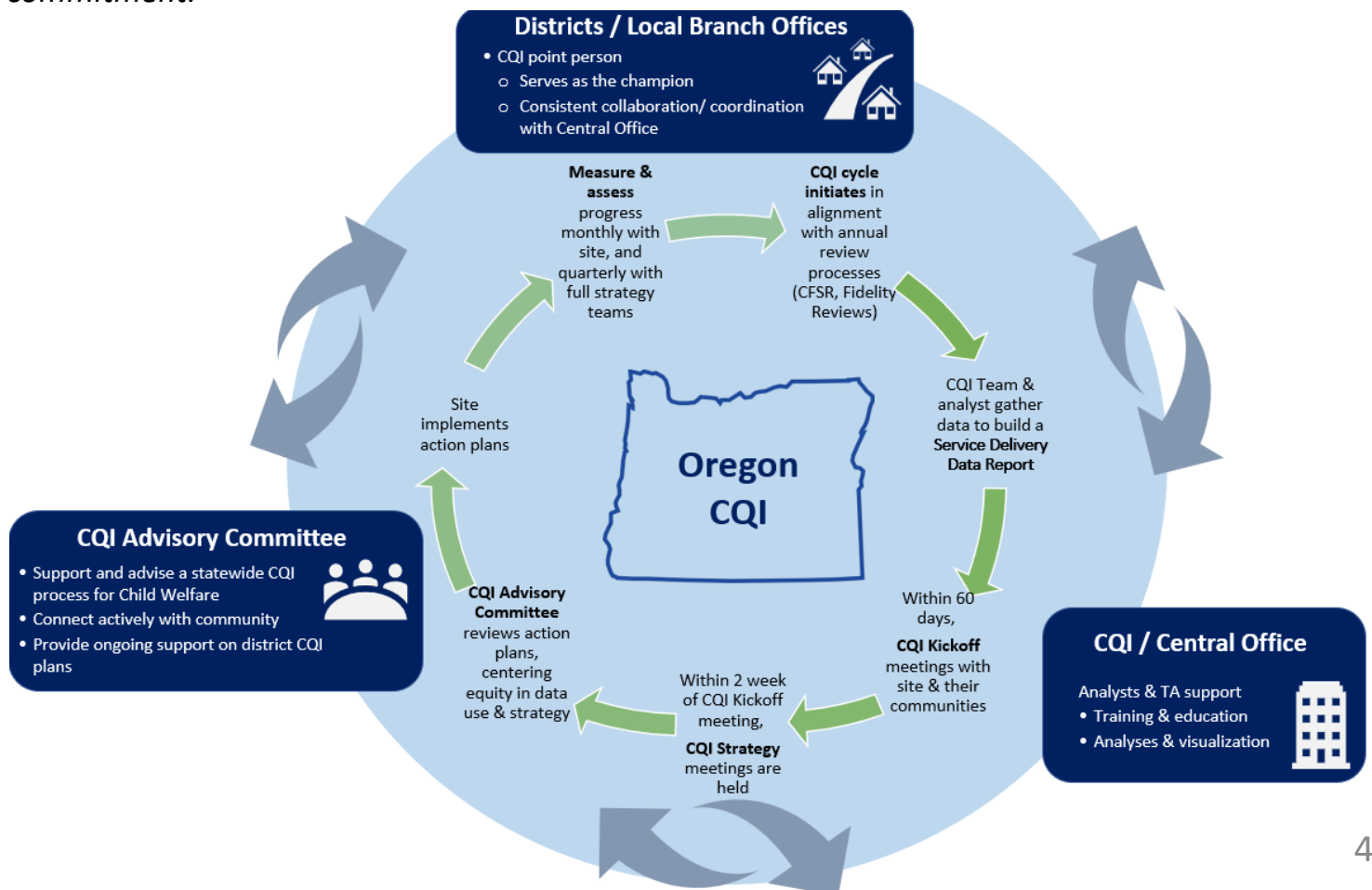
Child Welfare Service Delivery Data Report

The purpose of the Service Delivery Data Report is to understand how Oregon Department of Human Services (ODHS) Child Welfare Division and the child caring community are serving our children and families. This report is tailored for Lincoln County so that you can understand how your county is serving children and families. This report includes information about services to keep children together with their families. It also includes important information about how well children are served when they are separated from their families and how quickly they are reunified.

The Child Welfare Continuous Quality Improvement (CQI) program curates this report as part of the effort to improve the experience of children and families when they must engage with the Child Welfare system. The CQI program uses research and data to track trends and areas for growth. ODHS Child Welfare cannot identify and solve problems in our service delivery alone and must include insight and involvement from Tribes in Oregon, community partners, and people with lived experience.

Our CQI work centers equity, not only in our service delivery but also in our use of data. The CQI process and system are rooted in the [Child Welfare Vision for Transformation](#). We are committed to the following Data Equity Vision Statement in our improvement approach.

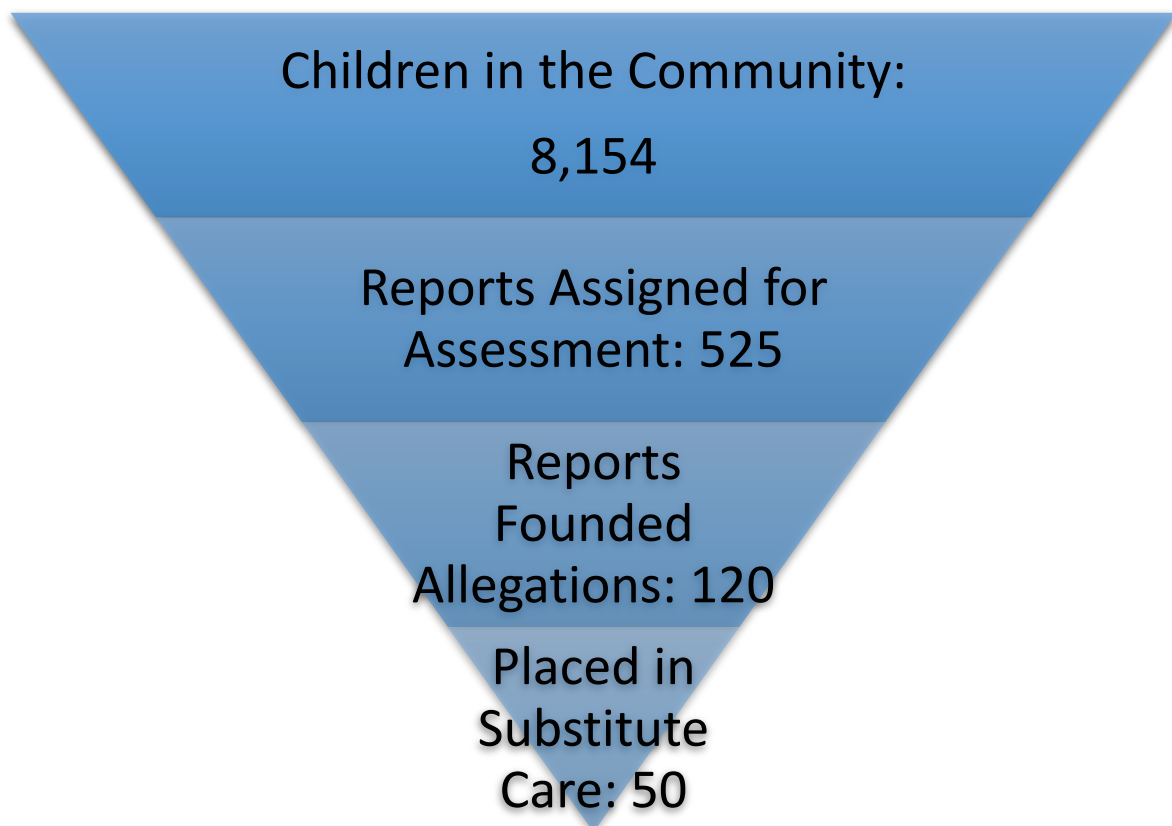
In collaboration with our community, ODHS Child Welfare is committed to cultural respect, community representation, accountability, integrity, privacy, responsibility and transparency in the collection and utilization of data in child welfare. ODHS Child Welfare will advance and embed equity using racial equity and social justice tools. ODHS Child Welfare is accountable to children and families and the communities that serve them to ensure consistent, accurate, inclusive, and transparent data reporting and analysis. We invite our communities to join in this commitment.



Site Information:

District, County:	District 4, Lincoln County
Branch:	Lincoln County branch
Local Tribes in Oregon:	Confederated Tribes of Siletz Indians
Leadership:	Belit Burke, District Manager; Jacque Hopker, Program Manager
Management Team:	1 Protective Services Supervisor, 2 Permanency Supervisors, 1 Certification Supervisor, 1 Office Manager
Local Office Staff <i>positions allocated as of April 2023, vacancies may exist</i>	10 Protective Services Caseworkers, 10 Permanency Caseworkers, 3 Certifiers, 4 Social Service Assistants, 3 Case Aides, 1 Coaching and Training Specialist, 1 Meeting Facilitator, 1 ART worker, 7 Office Specialists

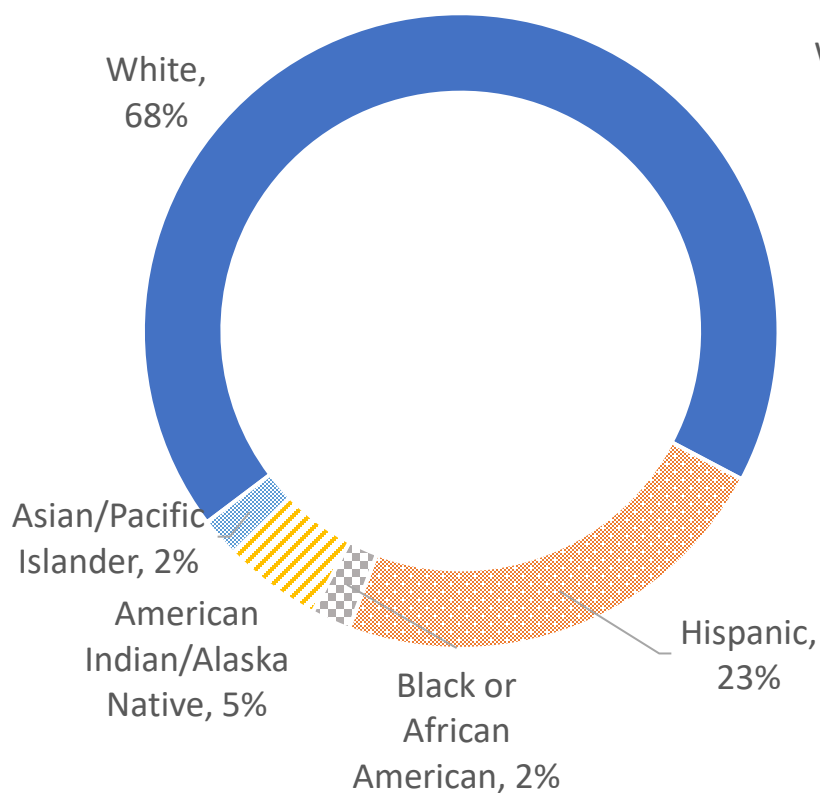
Child Welfare Protective Services Metrics at a glance



Source, descending: 8/1/22-8/1/23: EZAPO, ROM CPS.02, ROM CPS.01, ROM CM.18

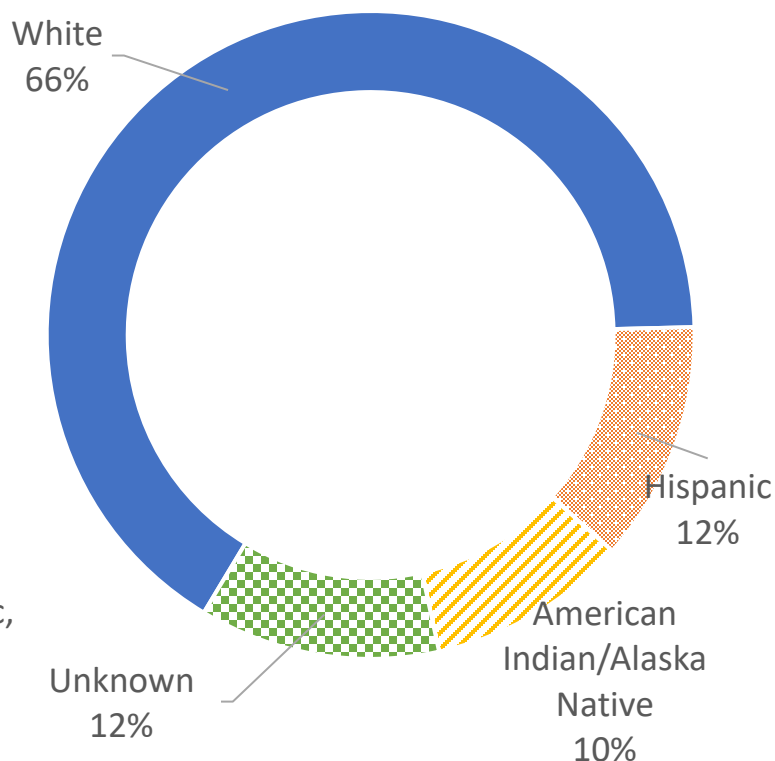
Who is in our Community? Who do we serve? Who is serving them?

Child Population by Racial Group



Source: Easy Access to Juvenile Populations

Children Who Entered Substitute Care
August 1st, 2022-August 1st, 2023



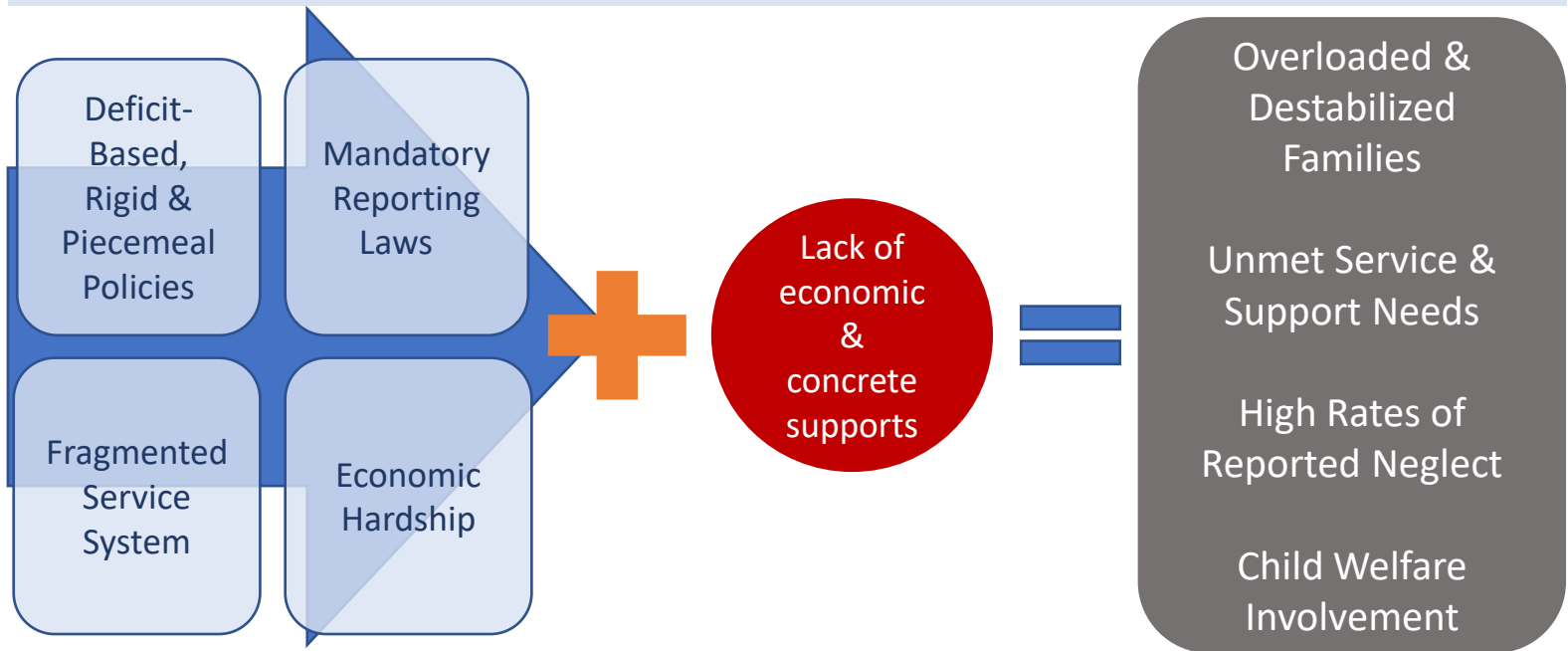
ROM CM.18 Drill Down

The community child population of Lincoln County, broken down by racial and ethnic demographics, is displayed in the graph above to the left. The graph above to the right displays the racial and ethnic demographics of children who entered substitute care during the period under review broken down racial and ethnic demographics.

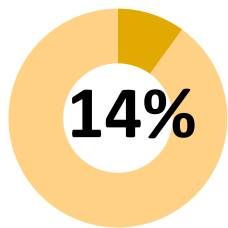
Disproportionality can include both overrepresentation and underrepresentation of children in substitute care. There can be multiple factors that contribute to underrepresentation.

Additionally, in Lincoln County, 12% of children who entered substitute care during the period under review were classified as “Unknown/Decline to Answer” in the Child Welfare computer database (OR-Kids). This means critical information is missing from the picture which impacts Child Welfare’s ability to correct practice that impacts disproportionality. Knowing the race/ethnicity also gives us insights on our service array – Child Welfare staff can ask if the service or service provider is appropriate, affirming, and available? In Lincoln County, American Indian or Alaska Native children make up 5% of the population but represent 10% of the children who entered substitute care during the period under review.

Who is in our Community? Who do we serve? Who is serving them?



Understanding the overrepresentation, or underrepresentation, of children of color, or disproportionality, is important because it is based on several other factors that make children and families more likely to be reported to Child Welfare Services.



Households
under 200%
poverty

Poverty in the US is measured in terms of the federal poverty line. The poverty line is a threshold level. In other words, a level of income which you are either above (out of poverty) or below (in poverty). The poverty line varies for how many people are in a household. For example, the federal standard for a family of four is \$27,750/year.



of Hours
Worked/Week to
Afford a 2Bdrm Apt
at Minimum Wage

This means that a person in Lincoln County would need to work more than one full time job or two adults working full-time at minimum wage to afford a 2-bedroom apartment. This does not factor in the cost of childcare, utilities, food, and other necessities.



% of families
accessing SNAP
benefits

The Supplemental Nutrition Assistance Program (SNAP), is designed to support families, by supplementing their food budget so they can purchase healthy food and move towards self-sufficiency. In Lincoln County, 20% of the residents are receiving SNAP benefits. As an entire state, Oregon's rate of people accessing SNAP benefits is 17%.

Service Delivery Data Report Reader & Metric Context

Data and metrics outlined in this report are gathered from multiple sources that look at quality of case practice. These include Child and Family Service Reviews (CFSR), Child Protective Services Fidelity Reviews, Permanency Fidelity Reviews, and Certification Reviews. The report also contains quantitative data which is data based on information entered into Child Welfare's Management Information System and reported by OR-Kids, ROM (Results Oriented Management), ORRAI (Office of Reporting, Research, Analytics and Implementation), and Oregon Circuit Courts Juvenile Dependency Statistics. All reports represent the period of August 2022-August 2023, unless otherwise noted. The Qualitative metric data visuals each include a specific *n* to indicate the number of cases reviews included in the evaluation of case practice. The CFSR measures' sample sizes may include additional Indian Child Welfare Act (ICWA) cases. The term “Deep Dive” is used when reviewing qualitative data and “Big Picture” is used when reviewing quantitative data.

The metrics are broken out into three categories, listed and defined below. Metric categories can be identified in the color of the header for the measurement, as well as by category name.

Federal (Lag) Measures

Lag measures are data points that have already happened. They are long-term and show the change that occurs over a long period of time. There are seven measures that are tracked and reported by Oregon Child Welfare to the federal government; they are available to view via a public dashboard, <https://www.oregon.gov/dhs/Data/Pages/CW-FPMs.aspx>. All states and Child Welfare jurisdictions work to meet the federal standards. Lag measures are impacted by lead measures. In this report, lag graphs contain colored boxes which indicate if the goal is to stay below a standard (green) or above the standard (red).

There is a federal standard for each lag measurement. The standards are reevaluated and adjusted based on performance across the District. You may note that the federal standards have changed since 2022. Changes to the standards are reflected for each measure and are a result of the Federal CFSR Round 4.

Recurrence of
Maltreatment

Reentry to Substitute
Care

Maltreatment in
Substitute Care

Placement Stability

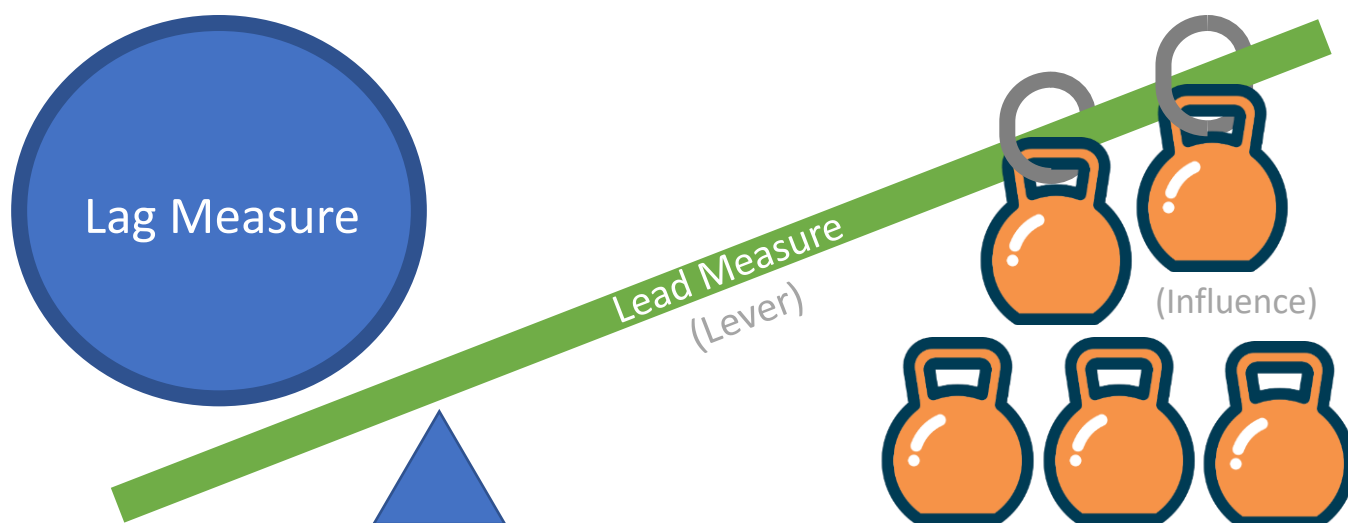
Permanency in 12mo

Permanency in 12-23mo

Permanency in 24+mo

Practice (Lead) Measures

Lead measures are metrics that impact lag measures over time and can be tracked in the short term. Based on research, we know that lead measure directly impacts lag measures; in order to make changes to the lag measures, lead measures, or practice measures, can be used as a lever – by focusing on supporting and enhancing practice, the adjustment to the lead measure moves the lag measure over time. Lead measures can be tracked with a shorter lens and plan to impact them can be adjusted as needed.



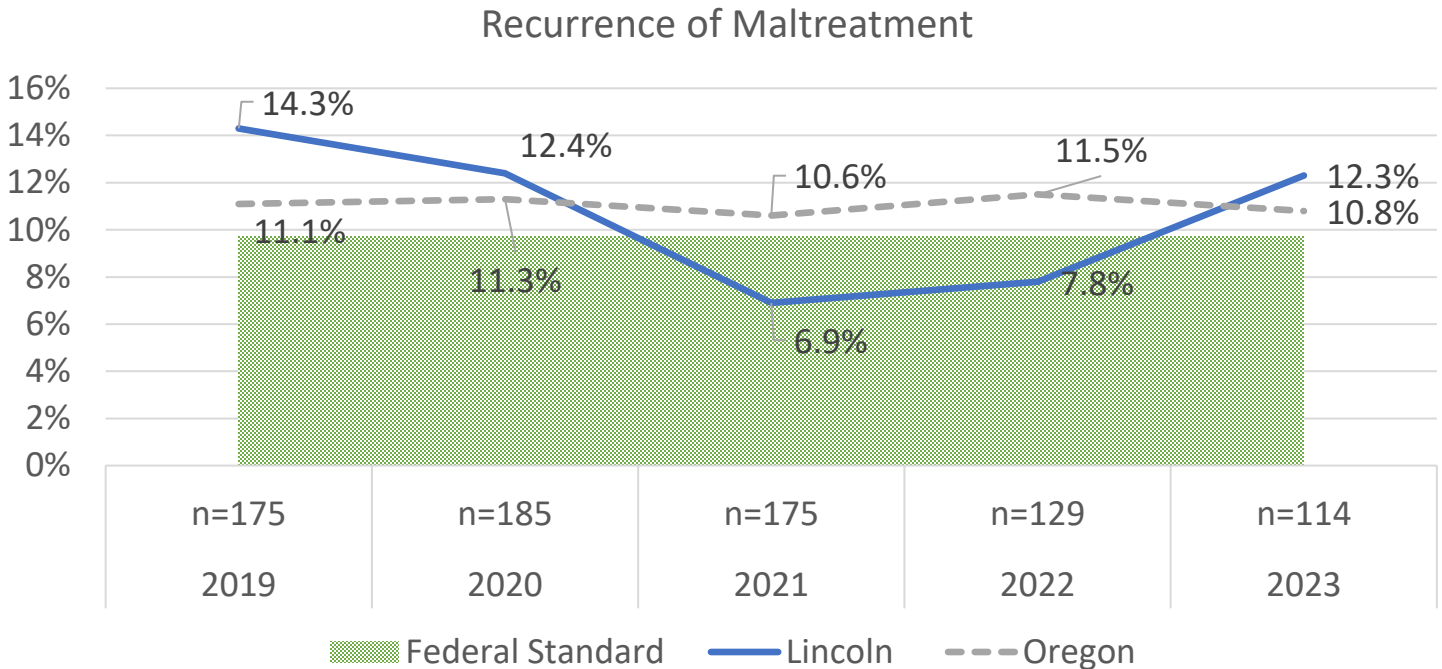
This report outlines many lead measures and identifies the lag measure(s) they impact. There is a row with the seven lag measures listed for each lead measure below the heading of the metric, highlighting which of the lags are impacted. As a lead measure may impact more than one lag measure, some lead measures have more than one lag measure highlighted to note the various impacts.

Service Delivery Points

Service delivery points are included in this report to provide supplemental information and metrics related to how families and children are experiencing Child Welfare. These metrics do not impact the lag measures, but instead, help tell the story of service delivery during the period under review.

Lag Measure: Recurrence of Maltreatment

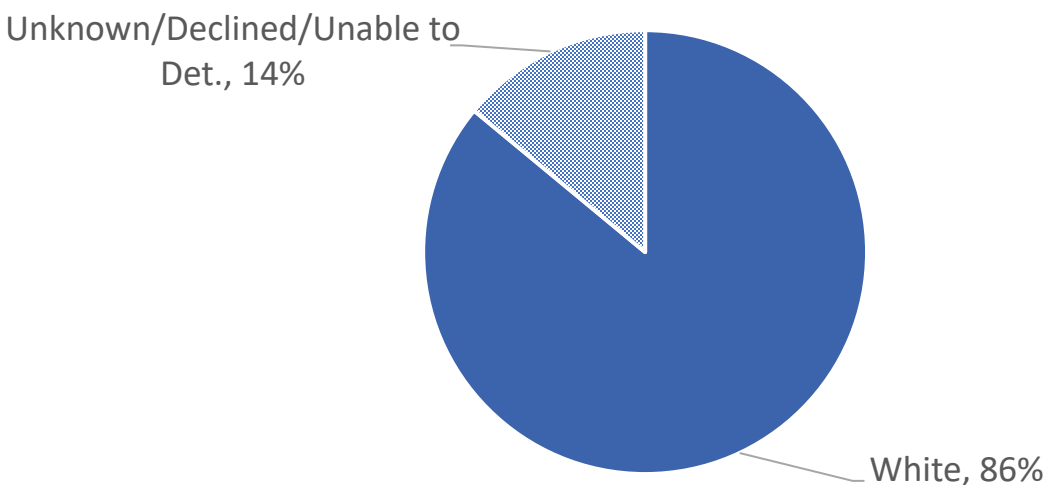
Recurrence of Maltreatment measures the rate at which children who were victims of a founded investigations were then named as victims of a subsequent founded abuse report within a 12-month timeframe. The federal standard has been 9.1% for the past 4 years, however, this increased to 9.7% as of June 2023. **The expectation is to not exceed the Federal Standard of 9.7%, represented by the shaded box in the graph below.**



Source: ROM SA.02

When evaluating which children experience recurrence of maltreatment, it's critical to examine the racial identities of those children so we can better understand our efforts at addressing disparity. Below is the racial breakdown of children who experienced more than one instance of substantiated abuse during the timeframe measured for this period under review.

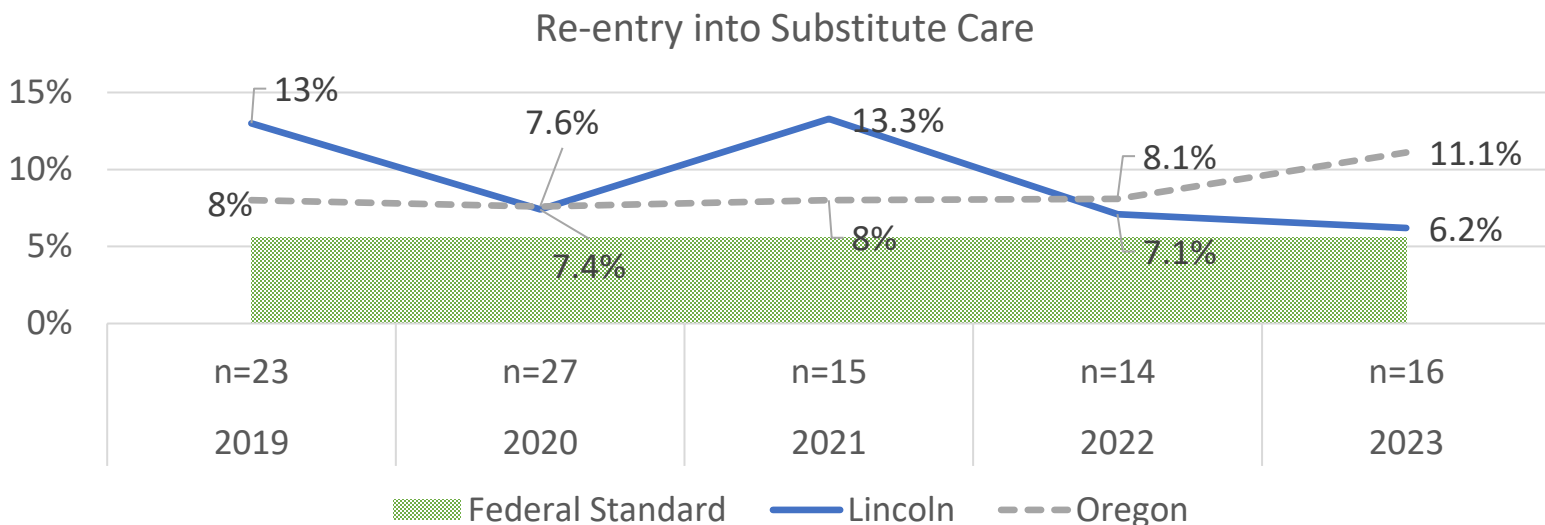
Racial Breakdown: Children Who Experienced Recurrence of Maltreatment



Source: ROM SA.02

Lag Measure: Re-entry into Foster Care (Substitute Care)

Re-entry to Substitute Care measures the percentage at which children who have already been placed in substitute care and were returned home within a 12mo timeframe are placed in substitute care again within a subsequent 12mo timeframe of that initial return. The federal standard has been 8.3% for the past 4 years, however, it decreased to 5.6% as of 2023. **The expectation is to not exceed the Federal Standard of 5.6%, represented by the shaded box in the graph below.**

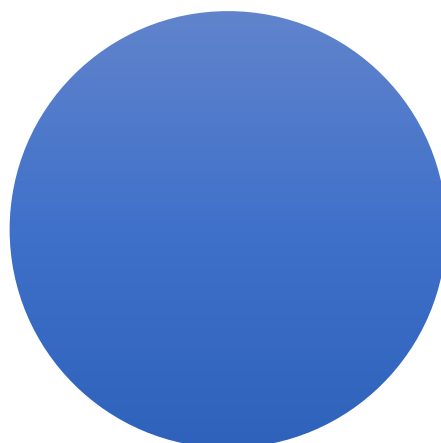


Source: ROM PA.04

When evaluating which children reenter substitute care, it's critical to examine the racial identities of those children so that we can better understand our efforts at addressing disproportionality. Below is the racial breakdown of children who exited substitute care within 12 months of initial placement and then reentered substitute care within the next 12 months during the timeframe measured for this period under review.

Racial Breakdown: Children Who Experienced Re-entry into Care

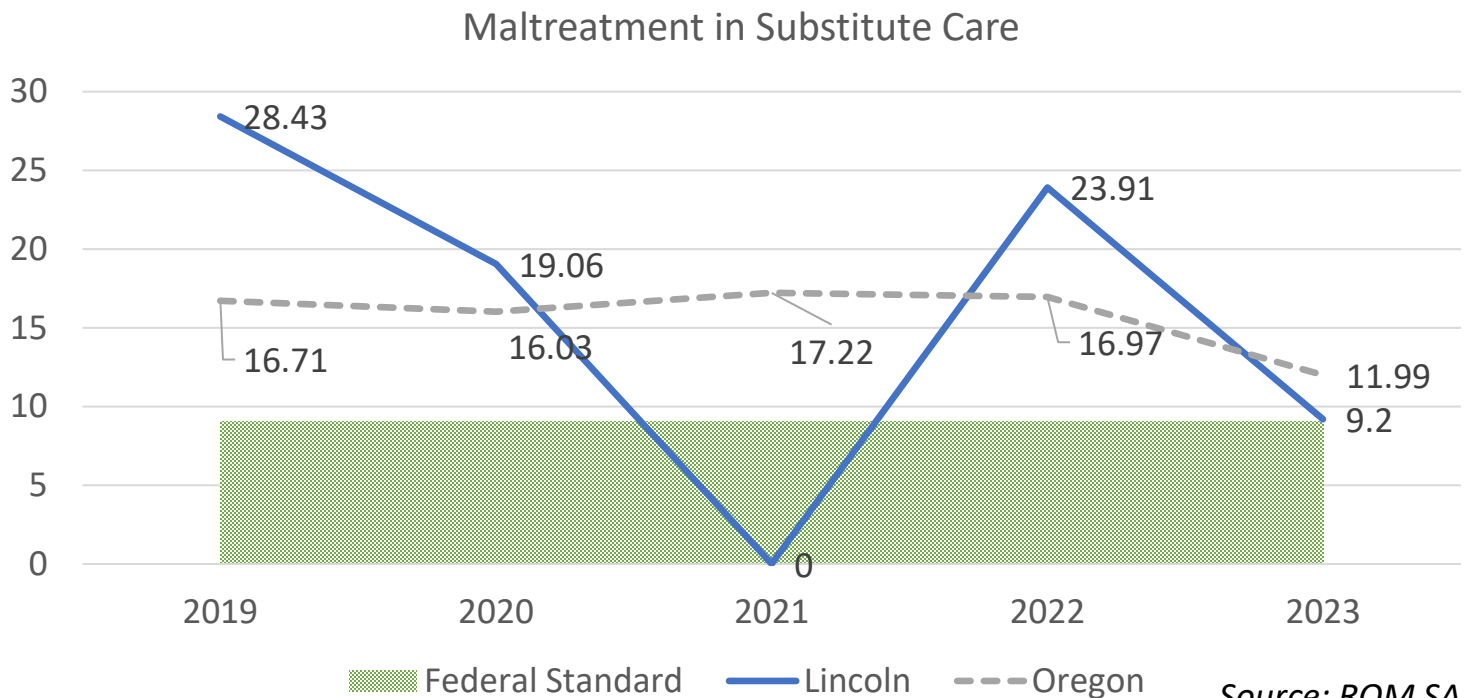
White, 100%



Source: ROM PA.04

Lag Measure: Maltreatment in Substitute Care

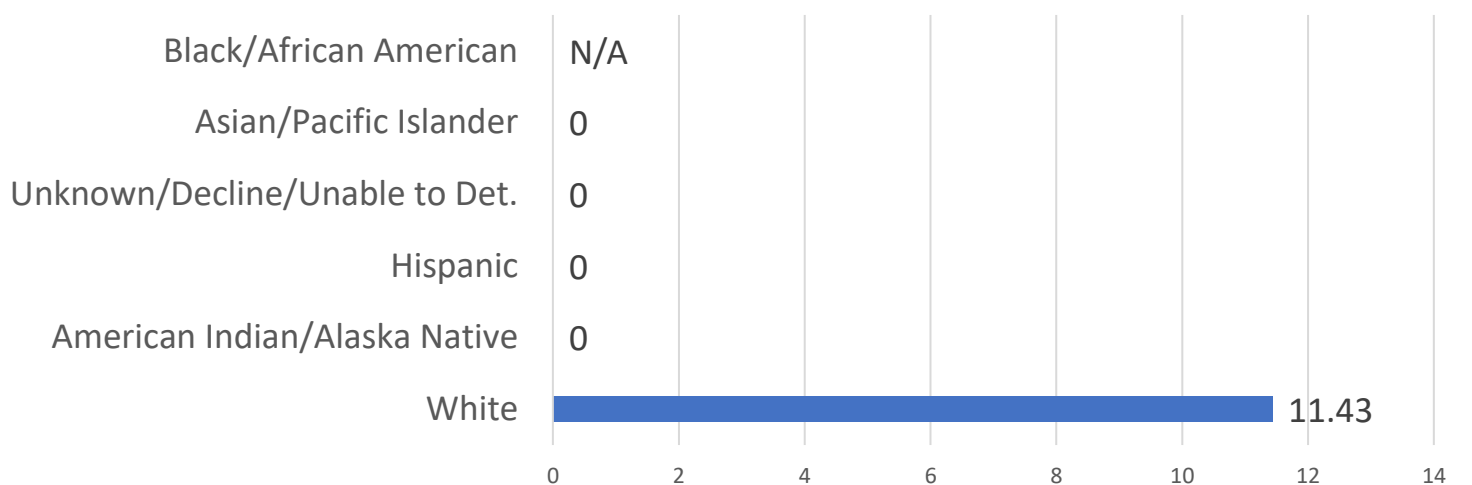
Maltreatment in Substitute Care measures the rate at which there are founded investigations of abuse once a child is in a substitute care placement. This includes safety concerns that occur in ODHS Resource Homes, other Child Caring Agencies or Residential Treatment facilities, as well as reports of historical familial abuse that are disclosed once a child is in substitute care. This measurement is a rate rather than a percentage. The federal standard has been 8.5 for the past 4 years, however, has increased to 9.07 as of 2023. **The expectation is to not exceed the Federal Standard of 9.07, represented by the shaded green box below.**



Source: ROM SA.01

When evaluating which children experience maltreatment in care, it is important to evaluate the identified racial identities of children who experience founded incidents of abuse while in a placement services so that the agency can better understand if and how race and ethnicity play into these instances of abuse.

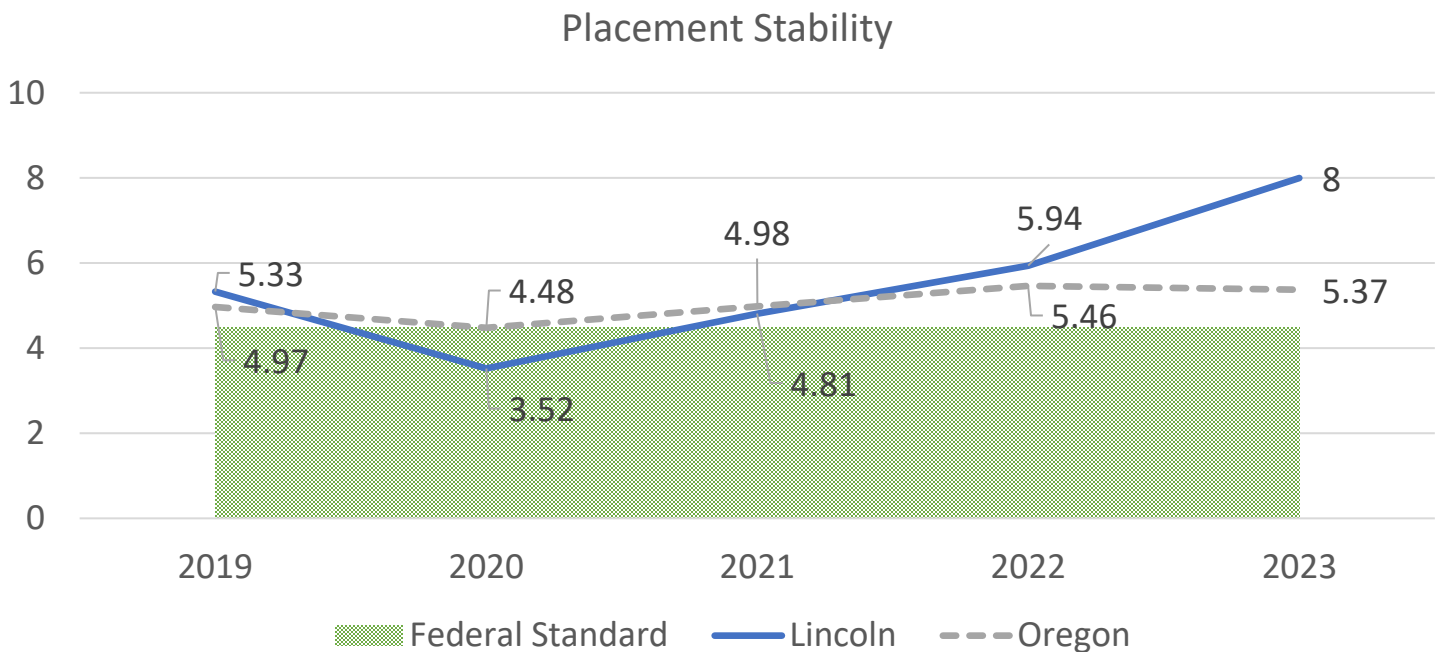
Rates of Maltreatment in Care by Race



Source: ROM SA.01

Lag Measure: Placement Stability

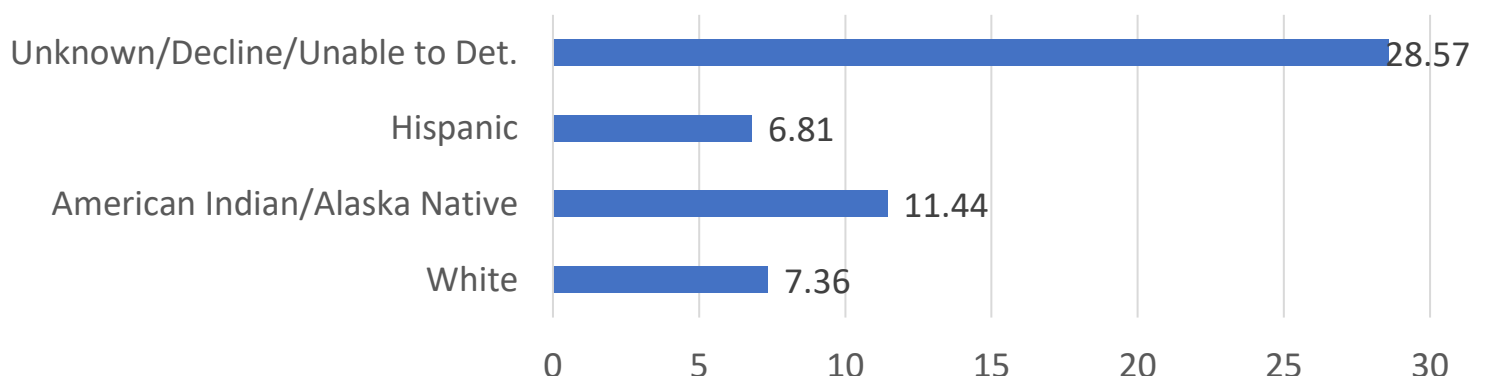
Placement Stability measures the rate children who are in substitute care in a 12mo timeframe experience placement changes or moves. This measurement is a rate rather than a percentage, and is calculated using the number of children placed in care as well as the number of placement moves multiplied by 1000 days in care. The federal standard has been 4.1 for the past 4 years, however, has increased to 4.48 as of 2023. **The expectation is to not exceed the Federal Standard of 4.48 represented by the shaded green box in the graph below.**



Source: ROM PA.05

When looking closer at the rate at which children change substitute care placements, it is important to look at how those rates vary based on the child's identified race. This critical breakdown can help us better understand the disparity between certain racial groups and identify areas that need support to close those gaps. The graph below shows the placement stability rate over the last year broken down by the child's identified racial group.

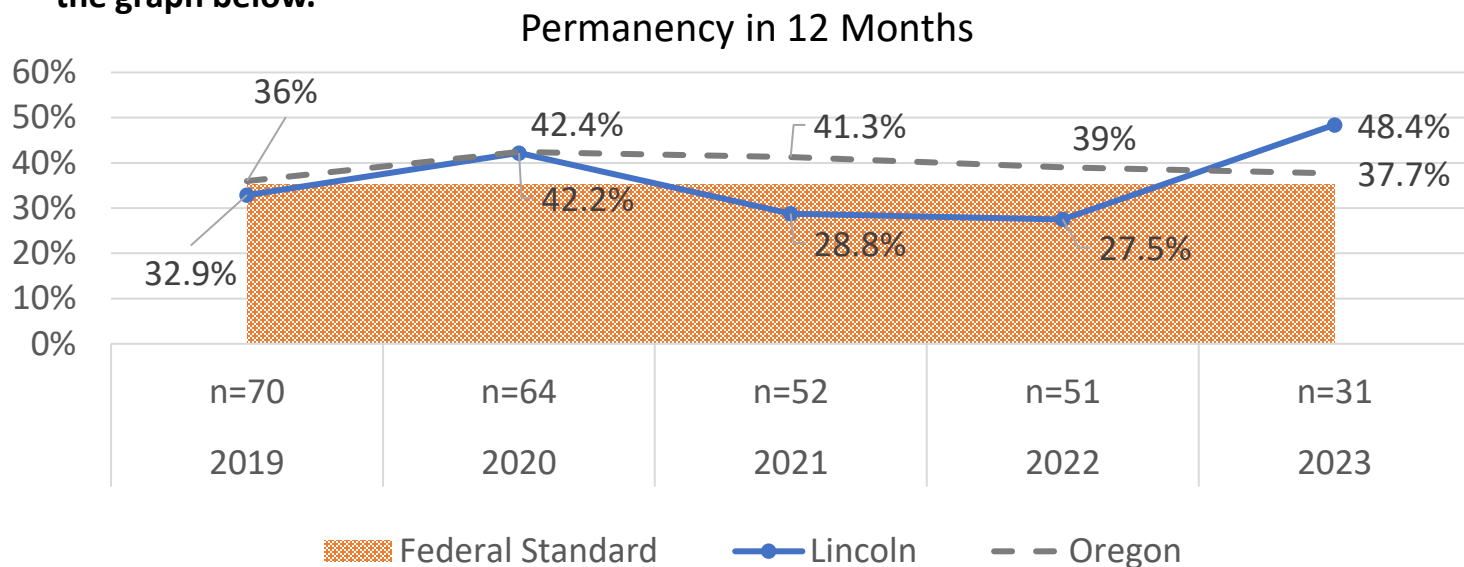
Rates of Placement Stability by Race



Source: ROM PA.05

Lag Measure: Permanency in 12 Months

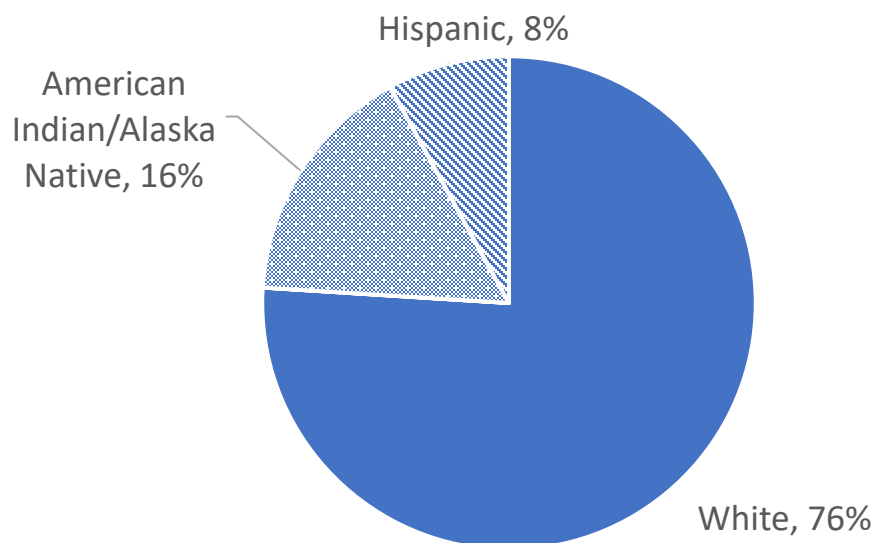
This measurement captures the percentage of children who leave substitute care to a lasting family setting in a 12-month period. This is most often reunification; a safe return home within 12 months of their entry to substitute care. The federal standard has been 40.5 for the past 4 years, however, has decreased to 35.2% as of 2023. **The expectation is to remain above the Federal Standard of 35.2%, represented by the red shaded box in the graph below.**



Source: ROM PA.01

When evaluating which children for whom Child Welfare achieves permanency at certain timeframes, it's critical to examine the racial identities of those children so that we can better understand our efforts at addressing disproportionality and disparity. Below is the racial breakdown of children who had been in substitute care for less than 12 months on the first day of the PUR for whom permanency was achieved over the next 12 months.

Population Gained Permanency in 12 Months or Less

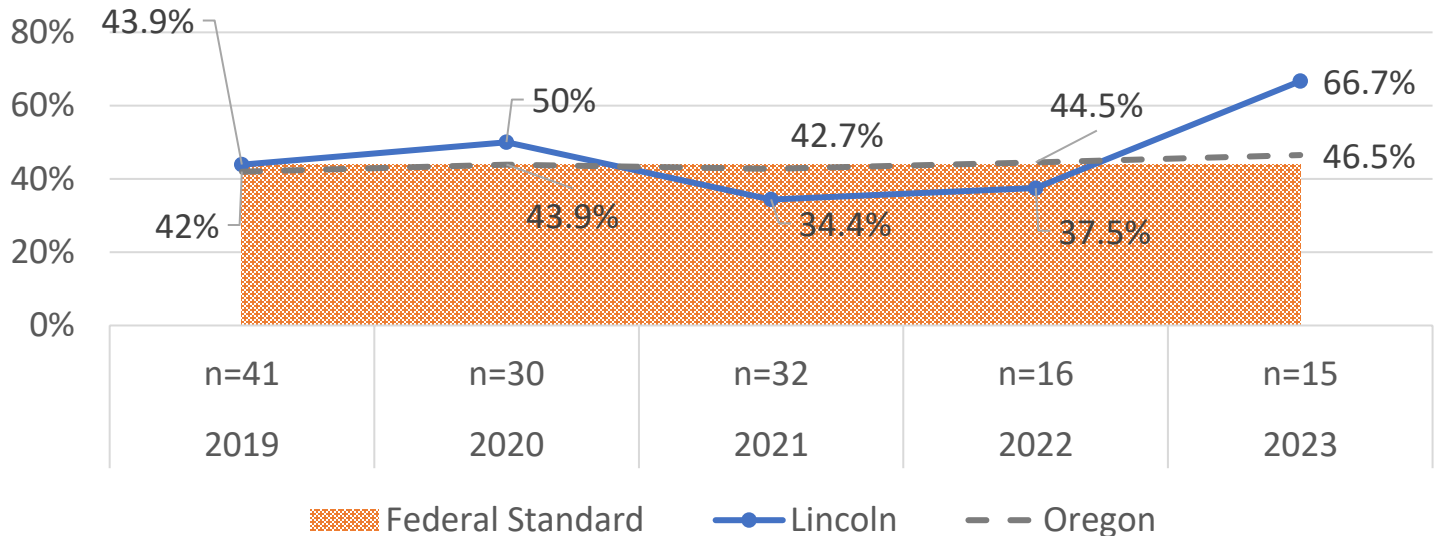


Source: ROM PA.01

Lag Measure: Permanency in 12-23 Months

This measurement captures the percent of children who leave substitute care to permanency in a 12-23 month timeframe. This lag is set up in alignment with ASFA timelines, and is meant to capture the number of guardianships finalized. Achieving permanency in this cohort of children often includes reunification as well. The federal standard has been 43.6% for the past 4 years, however, has increased to 43.8% as of 2023. **The expectation is to remain above the Federal Standard of 43.8%, represented by the shaded red box in the graph below.**

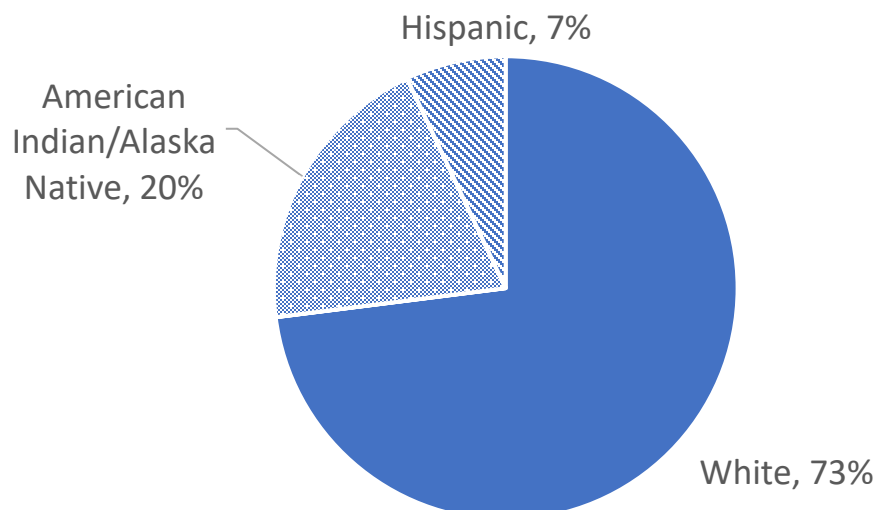
Permanency in 12-23 Months



Source: ROM PA.02

When evaluating which children for whom Child Welfare achieves permanency at certain timeframes, it's critical to examine the racial identities of those children so that we can better understand our efforts at addressing disproportionality and disparity. Below is the racial breakdown of children who had been in substitute care for 12 months to 23 months on the first day of the PUR for whom permanency was achieved over the next 12 months.

Population Gained Permanency in 12-23 Months

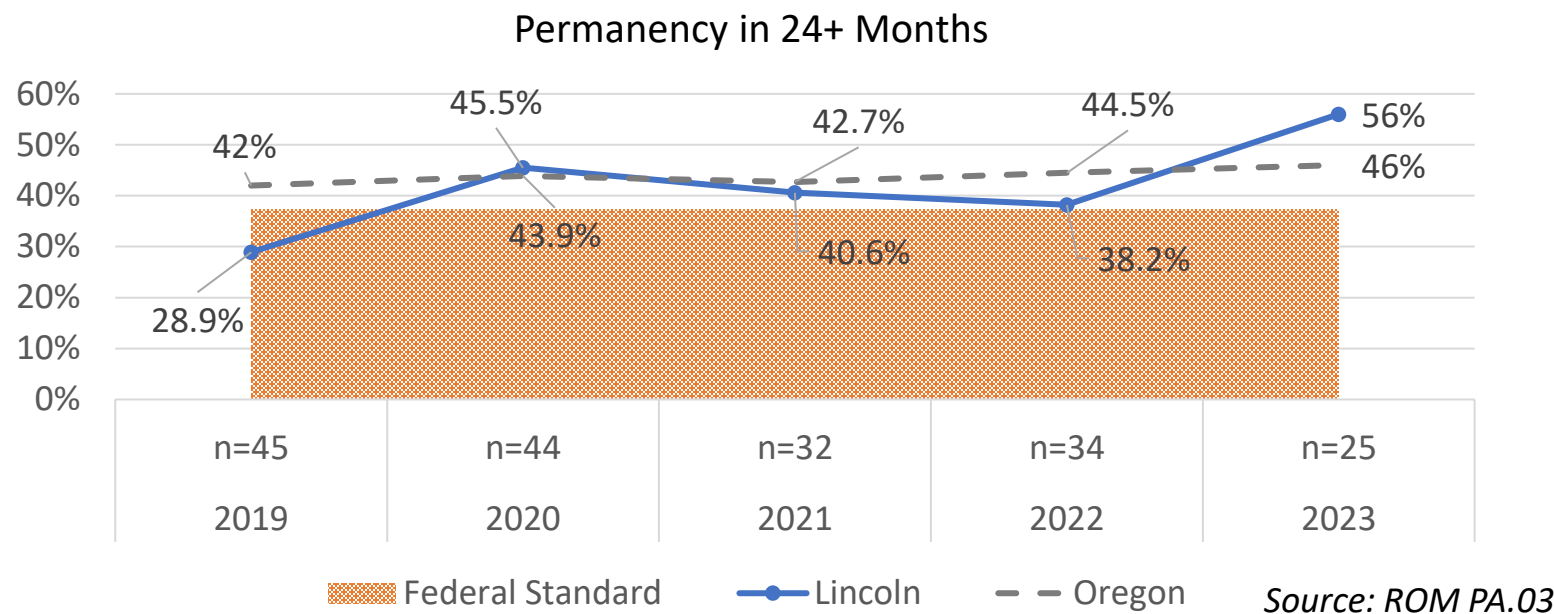


Source: ROM PA.02

Lag Measure: Permanency in 24+ Months

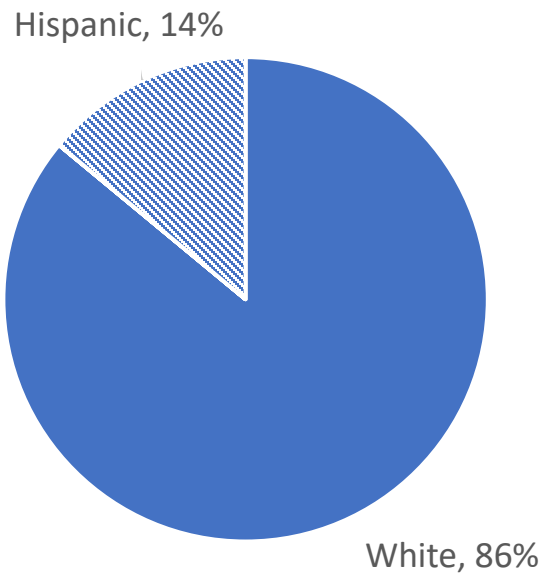
This measurement captures the percent of children who leave substitute care to permanency in a 24-month timeframe or longer. This lag is set up in alignment with ASFA timelines, and is meant to capture the number of adoptions finalized. Achieving permanency in this cohort of children may also include guardianships, other permanent planned living arrangements, and emancipation. The federal standard has been 30.3% for the past 4 years, however, has increased to 37.3% as of 2023.

The expectation is to remain above the Federal Standard of 37.3%, represented by the shaded red box in the graph to the below.



When evaluating which children for whom Child Welfare achieves permanency at certain timeframes, it’s critical to examine the racial identities of those children so that we can better understand our efforts at addressing disproportionality and disparity. Below is the racial breakdown of children who had been in substitute care for 24+ months on the first day of the PUR for whom permanency was achieved over the next 12 months.

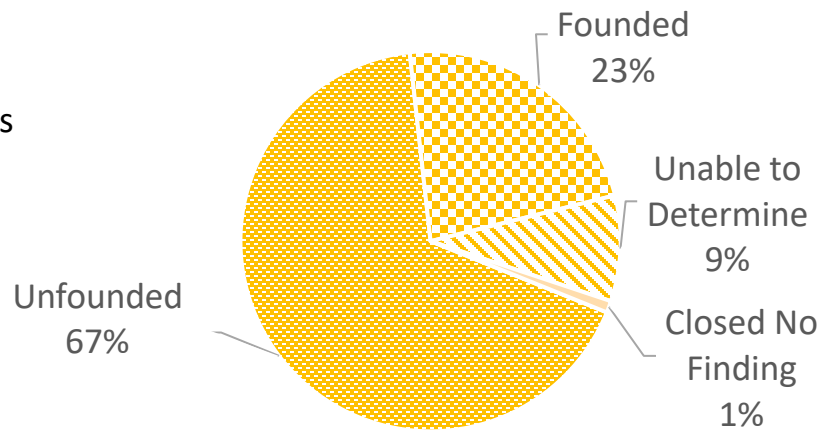
Population Gained Permanency in 24+ Months



Service Point: Protective Service Assessment Dispositions

Each assessment is closed with a “disposition,” or finding, determining if abuse occurred or not. Of the allegations that were assigned for CPS investigation, 67% of them are unfounded, meaning no abuse occurred; 23% of assessments result in a founded disposition, meaning that there was evidence of abuse; 9% of assessments were coded as Unable to Determine, meaning there are some indications of abuse having occurred but not enough to reach a founded disposition. The final 1% were closed with no assessment.

Big Picture: Assessment Disposition Breakdown



Source: ROM CPS.01

Service Point: Removals and Discharges

50 Children Entered Substitute Care

39 Children Exited Substitute Care

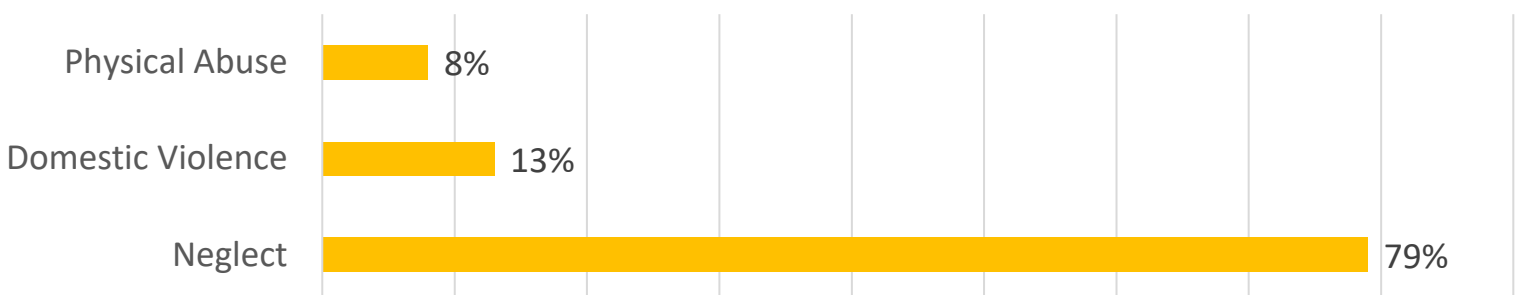
Source: ROM CM.18

Lincoln County responded to 525 assignments between August 2022-August 2023 and worked with families to understand concerns for child safety. Caseworkers worked to support families with services and safety plans, placing children in substitute care only when there was no other option to ensure safety. **From August 2022 to August 2023, Lincoln County placed 50 children in substitute care. During the same time, 39 children exited substitute care.**

Service Point: Removal Reasons

Caseworkers respond to concerns for abuse as outlined by the Oregon Revised Statute, which defines what is considered abuse. The graph below shows the types of abuse occurring in families in which children had to be removed and placed in substitute care. Of note children may have to be placed in substitute care for more than one reason; in Lincoln County there were 192 reasons for 50 placements in substitute care. While most of this report focuses on service delivery, this data helps illustrate the concerns in the community.

Big Picture: Removal Reasons



Source: ROM OR.06

Lead Measure: Timeliness of Investigations

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

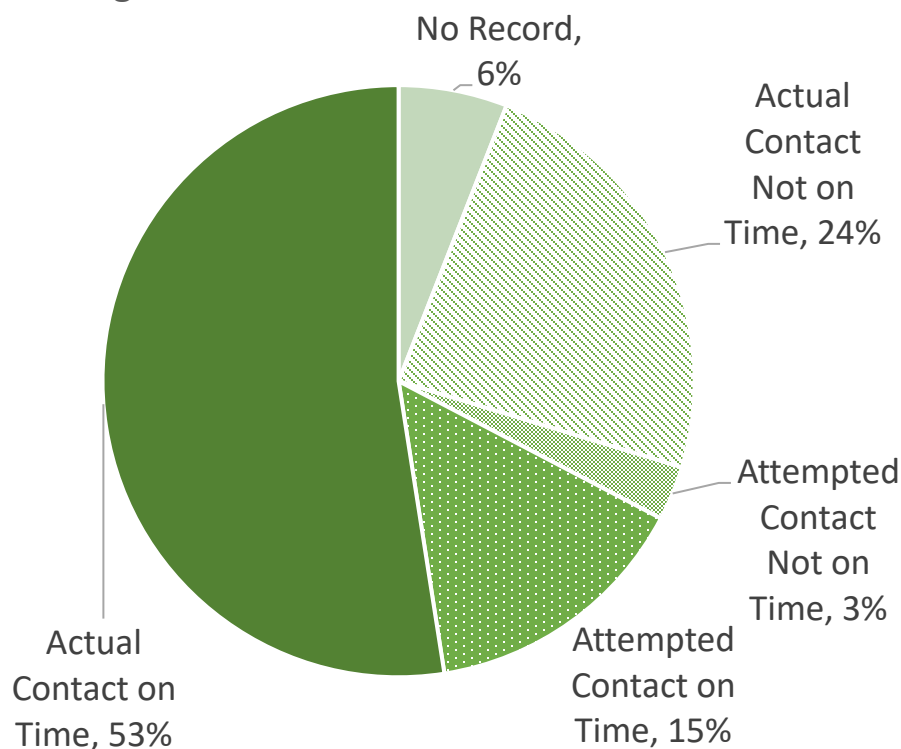
Placement
Stability

Perm in 12
months

Perm in 12-
23 months

Perm in 24+
months

Big Picture: Timeliness to Initial Contact



CPS workers are responding within assigned timelines to concerns of child safety, connecting with families quickly to set up supports and understand the factors that led to the call of concern. Timelines for contact are 24 hours (present danger), 72 hours (impending danger) and 10 business days (no current danger).

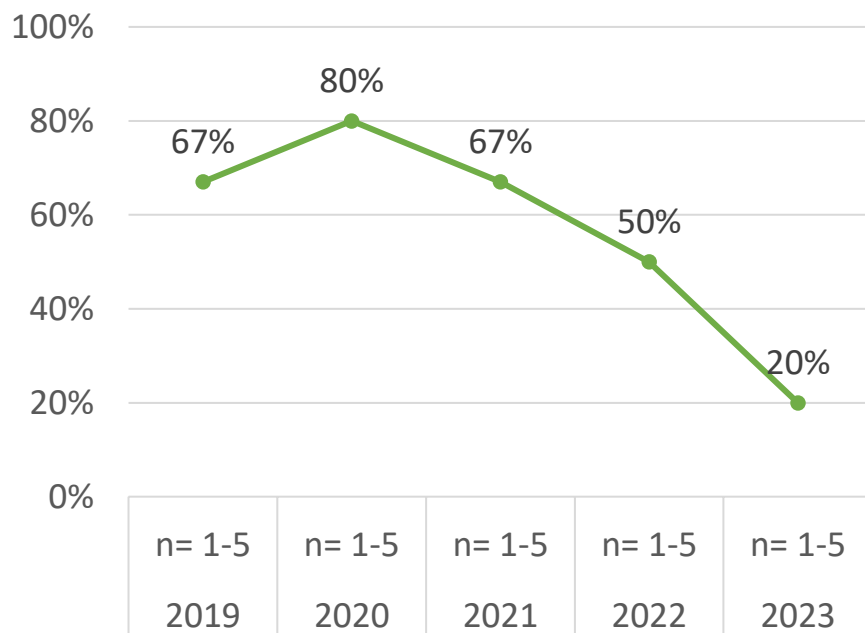
The Big Picture data shows that caseworkers met the timelines for actual contact in 53% of the cases.

Source: CW SA 2025 (ORRAI)

The Deep Dive data, to the right, shows performance over the last 5 years for Lincoln County, regarding timely initial contact with families in the cases reviewed for which the measure applied.

This measurement also looks at the total efforts of the agency to make contact within timelines

Deep Dive: Timeliness to Investigation



Source: CFSR Item 1

Lead Measure: Efforts to Prevent Removal

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

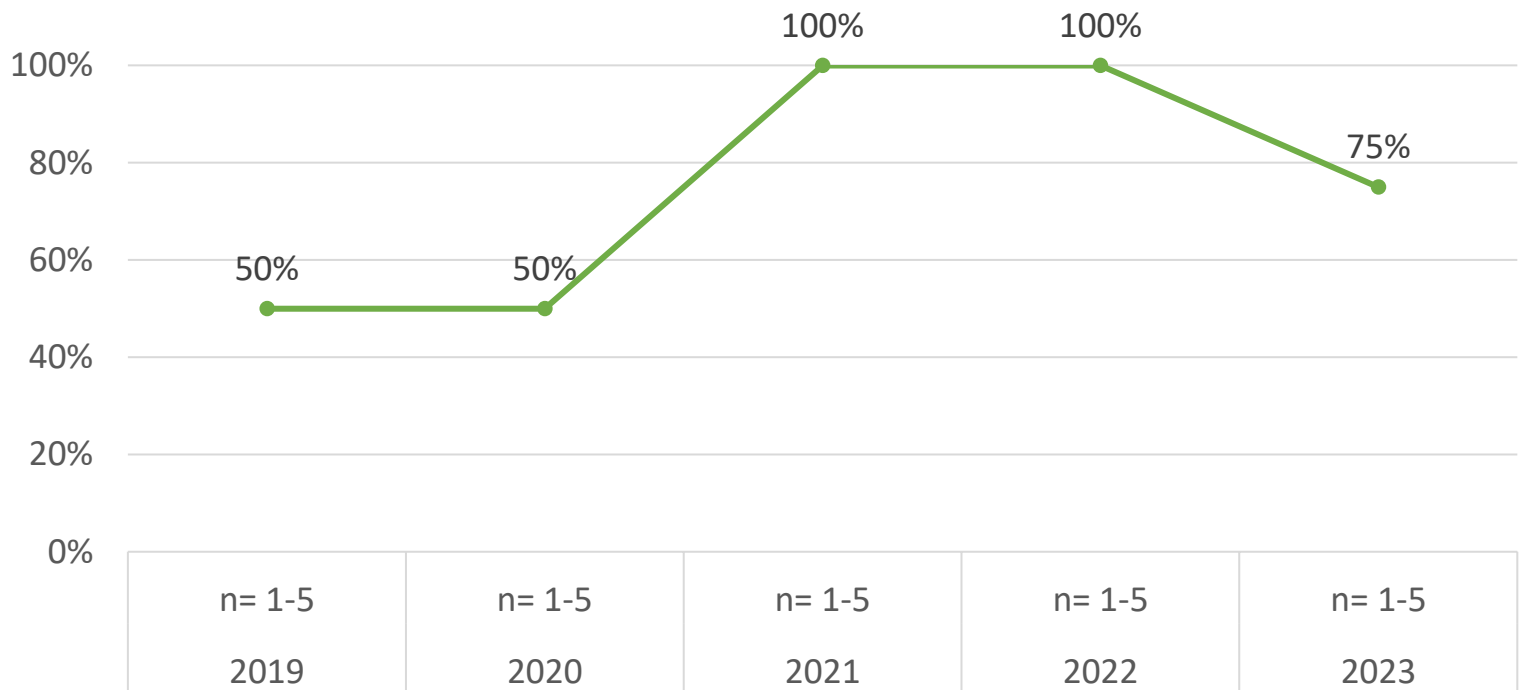
Placement
Stability

Perm in 12
months

Perm in 12-
23 months

Perm in 24+
months

Deep Dive: Services to Prevent Removal



Caseworkers are working diligently to keep children at home with support instead of removing them whenever possible, including after they return home and may face re-entry. They are focused on getting parents or children into services designed to support the family as quickly as possible.

The Deep Dive data above shows performance trends regarding efforts to provide services to prevent removal in the cases reviewed for which the measure was applied over the last 5 years.

Source: CFSR Item 2

Lead Measure: Sufficient Information Gathered for Assessment

Recurrence of MaTx

Reentry to sub-care

MaTx in sub-care

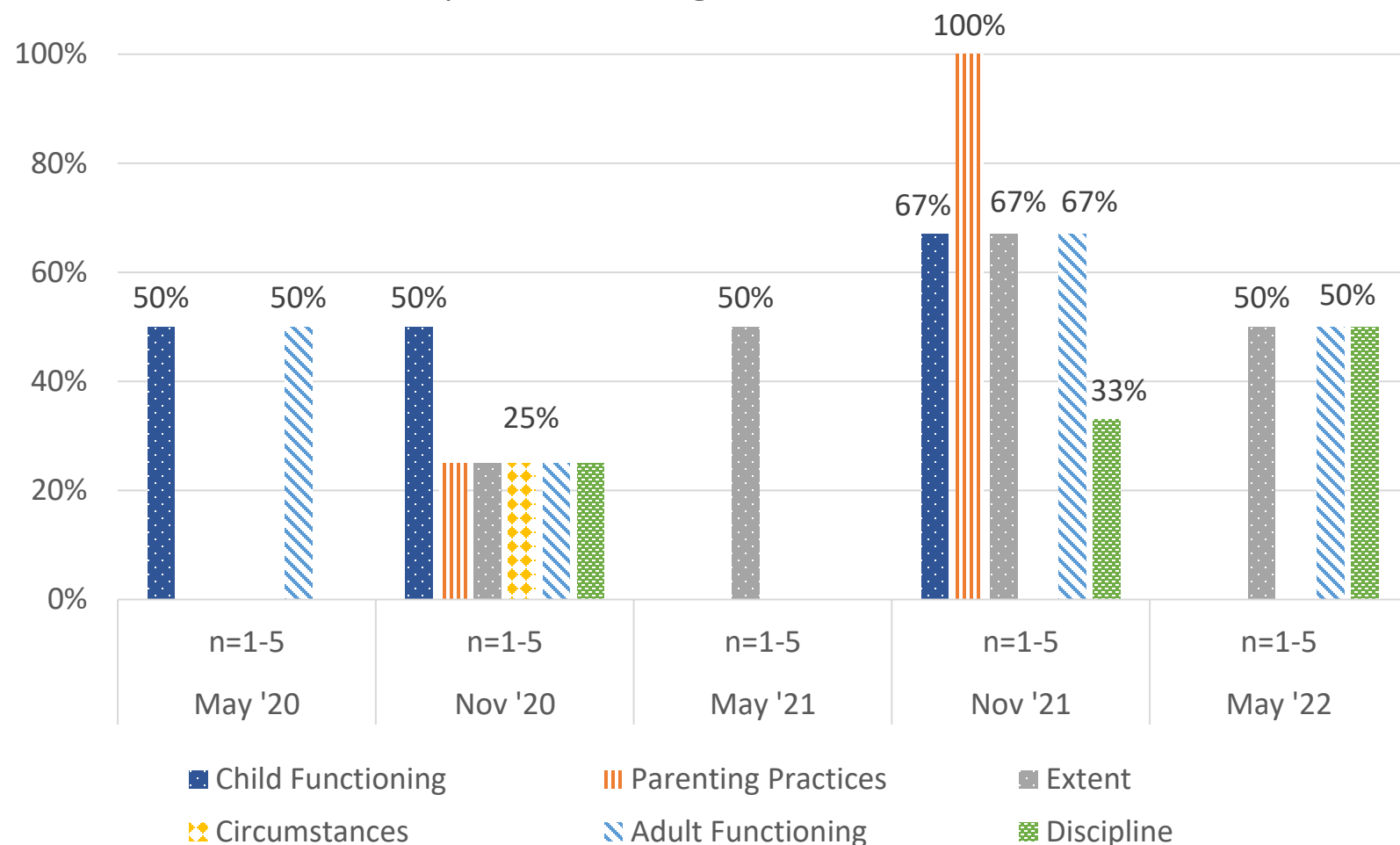
Placement Stability

Perm in 12 months

Perm in 12-23 months

Perm in 24+ months

Deep Dive: Gathering Sufficient Information



When working with families to understand more about the safety concerns, CPS workers are gathering information about routines, supervision, and parenting expectations; they are asking about attachment, bonding, and empathy. Workers are asking about each child's specific needs, developmental tracks, personalities, and relationships, as well as the extent (what happened, when did it happen, where did it happen, and who was involved) and circumstances (why did it happen, what contributed to it happening?) of abuse.

The case review data above shows information regarding how often Lincoln County has gathered sufficient information to make a safety decision in six areas of the assessment over the last 5 reviews.

Source: CPS Fidelity Reviews

Recurrence of MalTx

Reentry to sub-care

MalTx in sub-care

Placement Stability

Perm in 12 months

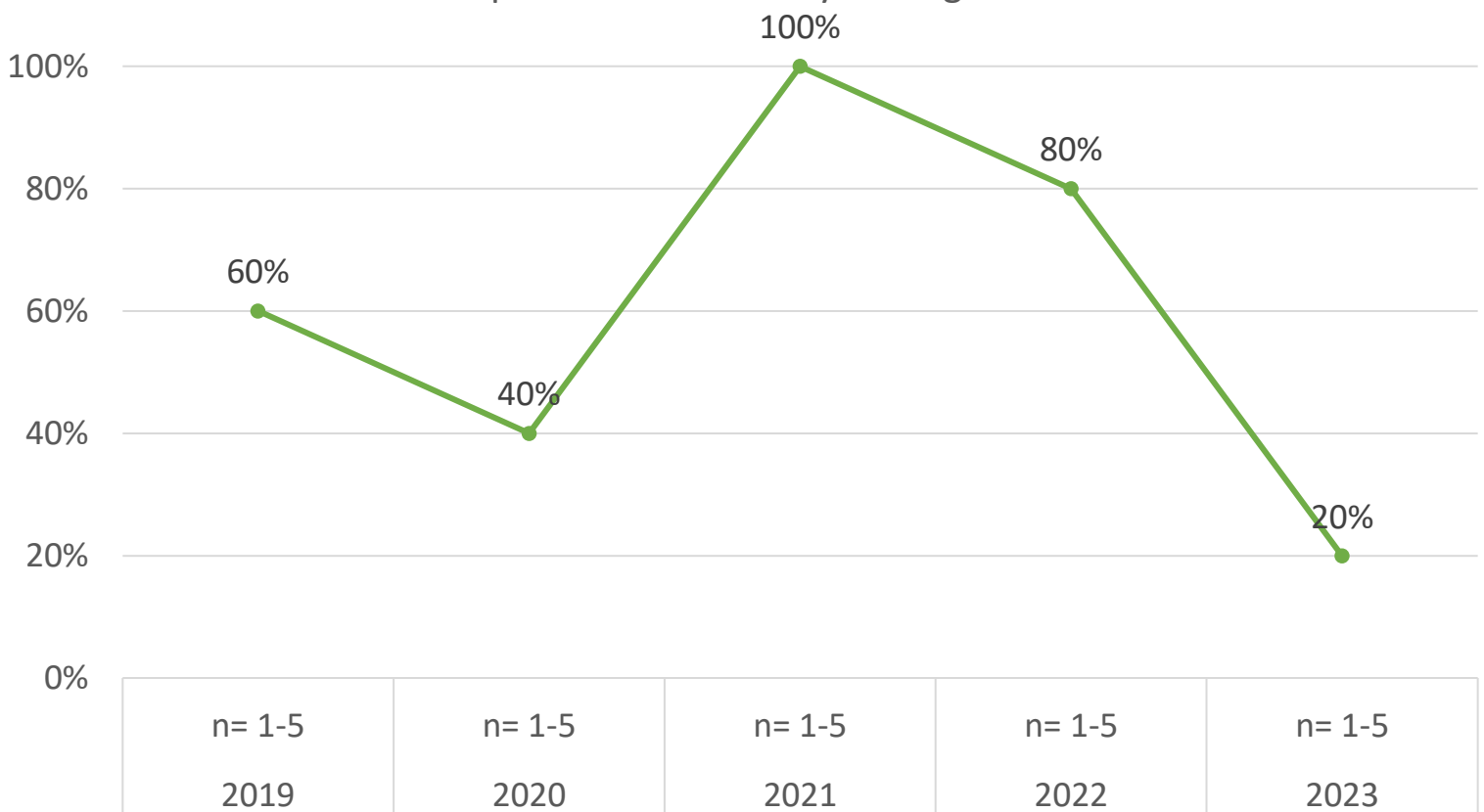
Perm in 12-23 months

Perm in 24+ months

When children can return home with a safety plan in place, and when CPS caseworkers are assessing concerns in-home, a clear and reliable safety plan is needed. These safety plans include frequent monitoring by the community and ODHS, and not relying on children or parents to maintain safety. The plan is updated whenever the family situation changes. To close cases, caseworkers are evaluating the risk and safety in the home environment, ensuring the behaviors in the home are predictable and stable. This measurement looks at safety plans as well as the agency's efforts to assess safety throughout the life of the case. This includes how frequently caseworkers are meeting with the child, the location of those contacts, and what was discussed.

The Deep Dive data below shows performance trends regarding the quality and sufficiency of assessment and safety planning in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Risk & Safety Management



Source: CFSR Item 3

Lead Measure: Impending Danger Safety Threat Identification

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

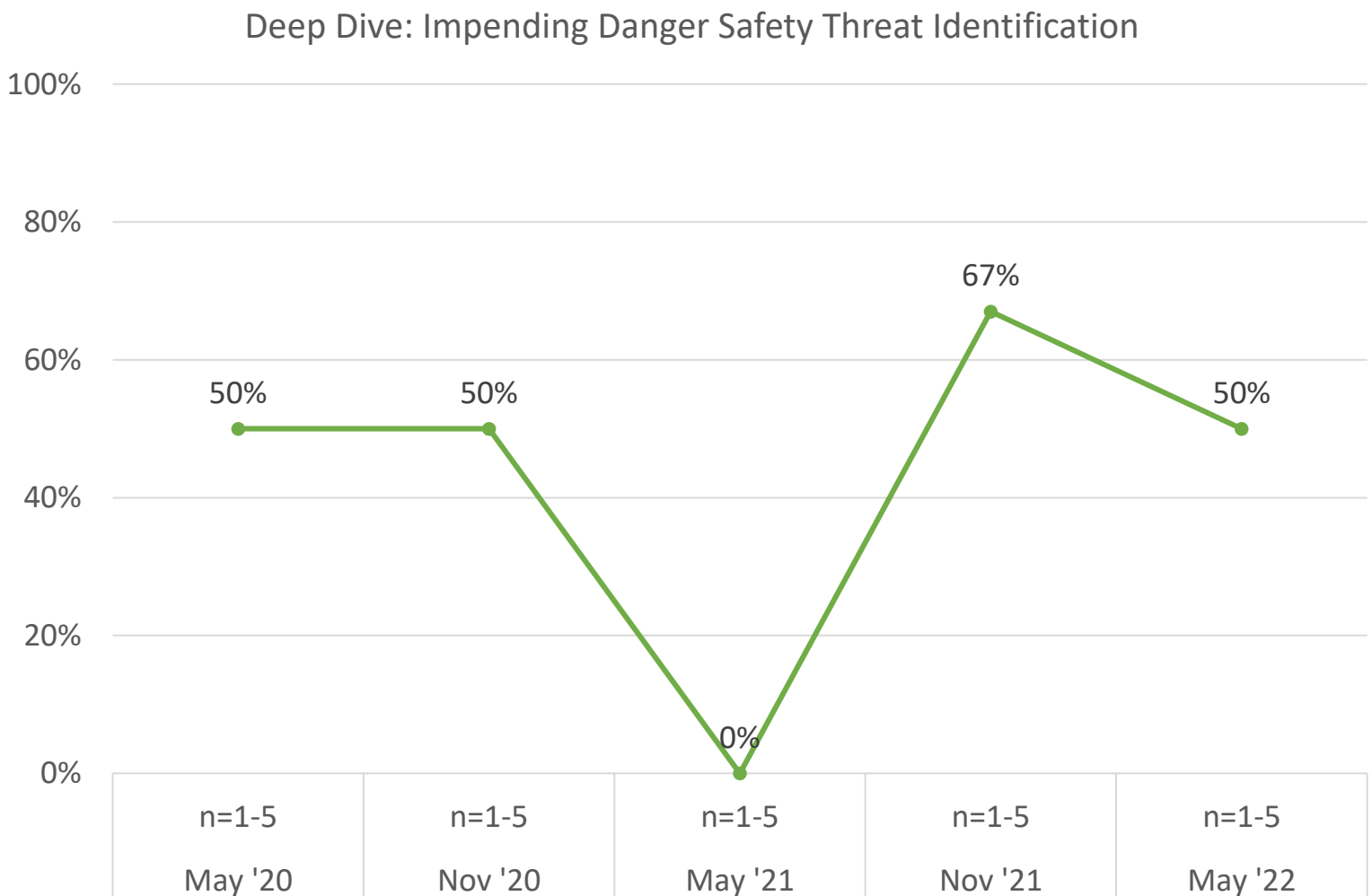
Perm in 12
months

Perm in 12-
23 months

Perm in 24+
months

In addition to investigating the incident reported to ODHS, caseworkers are also having discussions with families across all areas to understand how each family functions day to day. CPS workers are looking to understand if any safety threats are present in the family. When CPS workers accurately identify the safety threats which could occur within a family, they are then able to provide support or intervention to prevent further child safety concerns.

The Deep Dive data below shows performance trends regarding the accurate identification of impending danger safety threats during the CPS assessment for the cases reviewed for which the measure applied over the last 5 reviews.



Source: CPS Fidelity Reviews

Lead Measure Moderate to High Needs (M2HN) Determination

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

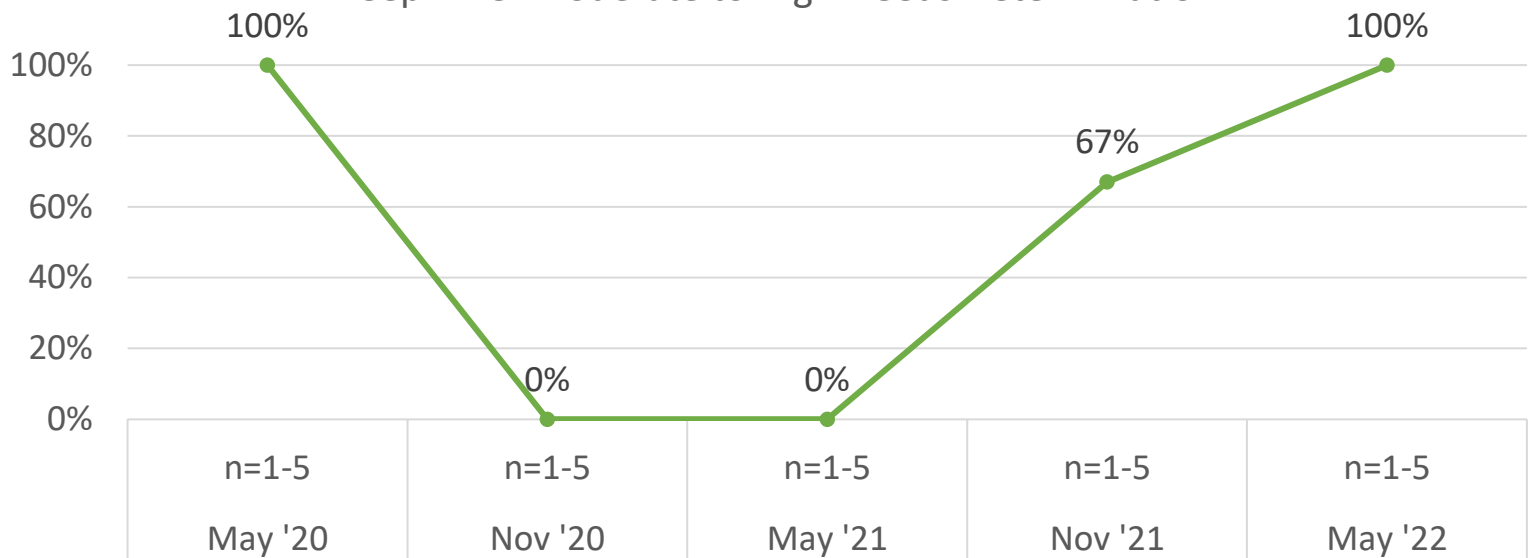
Perm in 12-
23 months

Perm in 24+
months

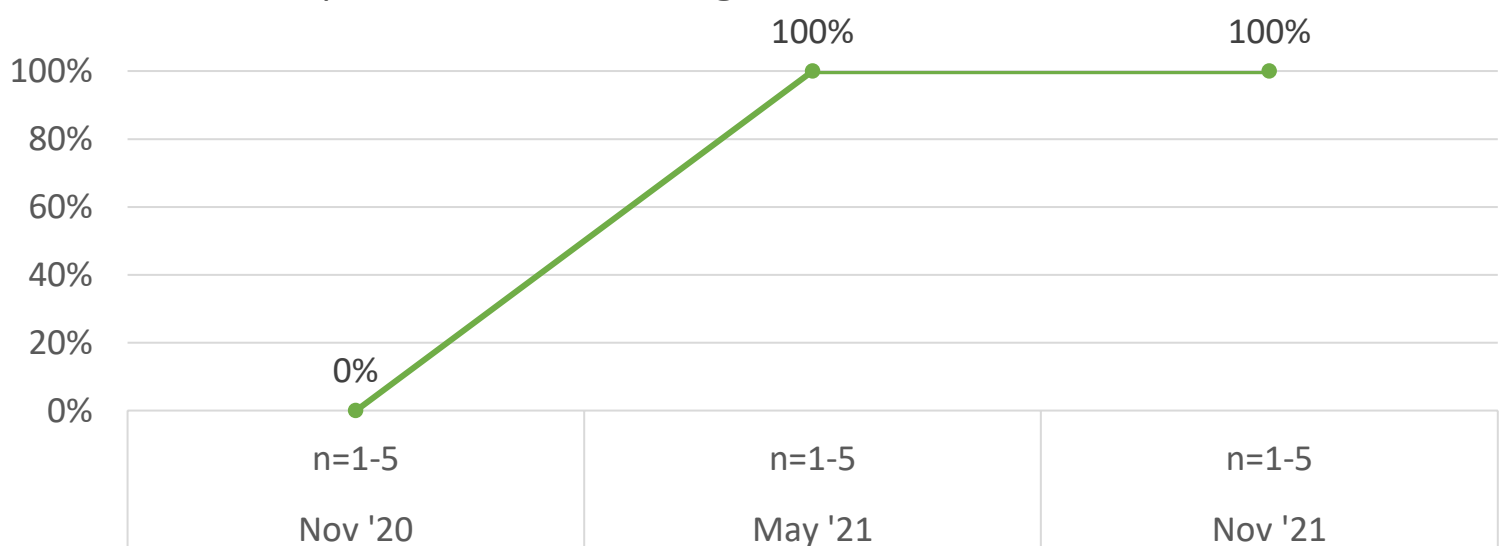
Caseworkers ask questions to understand if the family is at risk for coming back to the agency's attention. They review stressors, child vulnerability, and parenting practices to understand the risk of recurrence. When families have increased risk factors, caseworkers connect them to resources in the community. Those resources do not require ODHS contracts and can support the family longer than ODHS Child Welfare can.

The Deep Dive data below shows performance trends regarding the accuracy of identification of Moderate to High Needs families for the cases reviewed for which the measure was applied over the last 5 reviews.

Deep Dive: Moderate to High Needs Determination



Deep Dive: Moderate to High Needs Services Provided



Lead Measure Ongoing Safety Plan Accuracy & Sufficiency

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

Perm in 12
months

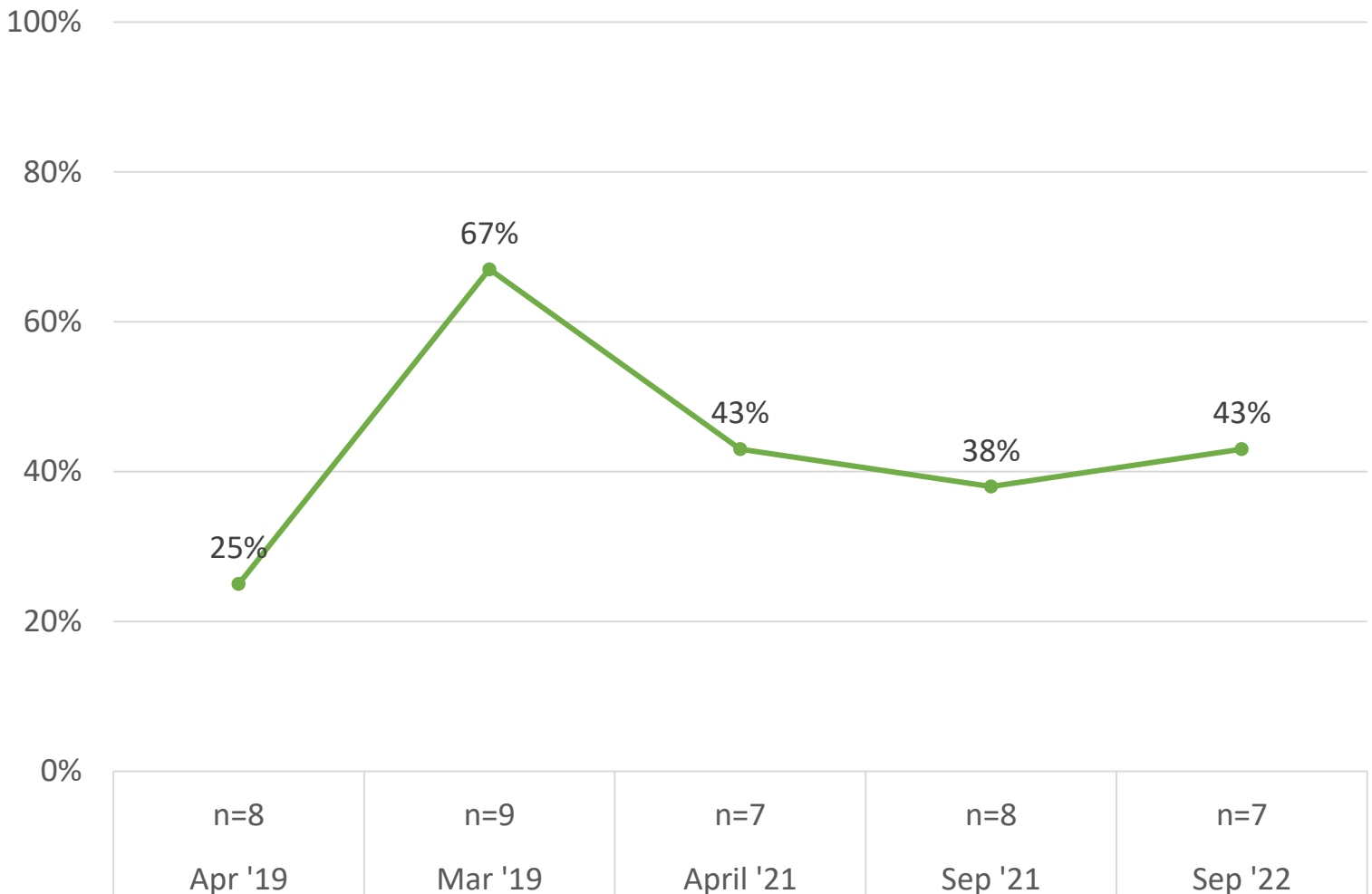
Perm in 12-
23 months

Perm in 24+
months

Caseworkers are working with service providers and natural supports within families to manage out of control behavior which impacts child safety. The ongoing safety plan describes how the children are unsafe and how the safety threat specifically impacts child vulnerability. The plan is regularly updated as the family circumstances change.

The Deep Dive data below shows performance trends regarding the accuracy and sufficiency of safety plans in the cases reviewed for which the measure applied over the last 5 reviews.

Deep Dive: Sufficiency & Accuracy of Safety Plan



Source: Perm QA Reviews

In 1997, the Adoption & Safe Families Act (ASFA) was passed into law. The primary purpose of the law was to shorten the length of time a child spends in substitute care and speed up the process of freeing children for adoption. To support this, timelines were placed on three different permanency outcomes identified for children; Reunification is to be achieved within 12 months, Guardianship is to be achieved within 18 months, and Adoption is to be achieved within 24 months.

There are many supportive parts of ASFA, including more frequent review of the case by the court and the requirement that the state provide health insurance coverage to these children if they have special needs for medical, mental health, or rehabilitative care. However, there are also many unforeseen negative impacts that came from ASFA, particularly impactful on Black, Indigenous, People of Color (BIPOC) communities, people experiencing substance use disorder, and people living in poverty. BIPOC families are brought the attention of Child Welfare agencies at a higher rate than they exist in the community at large, due in part to long standing systemic racism that ensures they experience poverty at disproportional rates as well. This disproportional involvement in Child Welfare Systems means that BIPOC families face excess investigations and placements in care, which can culminate in the Termination of Parental Rights. Black and Indigenous children experience Termination of Parental Rights at higher rates than other racial groups in Oregon and across the nation¹. Systemically under-resourced families often face barriers to reunification that take longer to address than the identified timelines of 12 months outlined in ASFA.

Reunification



15.9 Months

Guardianship



34 Months

Adoption



49.1 Months

Source: ROM CM.15.1

Median length of stay is the mid-point in the total length of stay for all children who exited substitute care during August 2022 - August 2023. Median is the middle number in a data set, so half of the children discharged from substitute care in more months than noted above, and half in less. The median length of stay for children who were reunified was 15.9 months. The median length of stay for children who were in a finalized guardianship was 34 months. The median length of stay for children who were adopted was 49.1 months.

¹ Wildeman, Edwards, Wakefield, "The Cumulative Prevalence of Termination of Parental Rights for U.S. Children, 2000–2016" Sage Journal 2019.

Lead Measure: Time to Jurisdiction

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

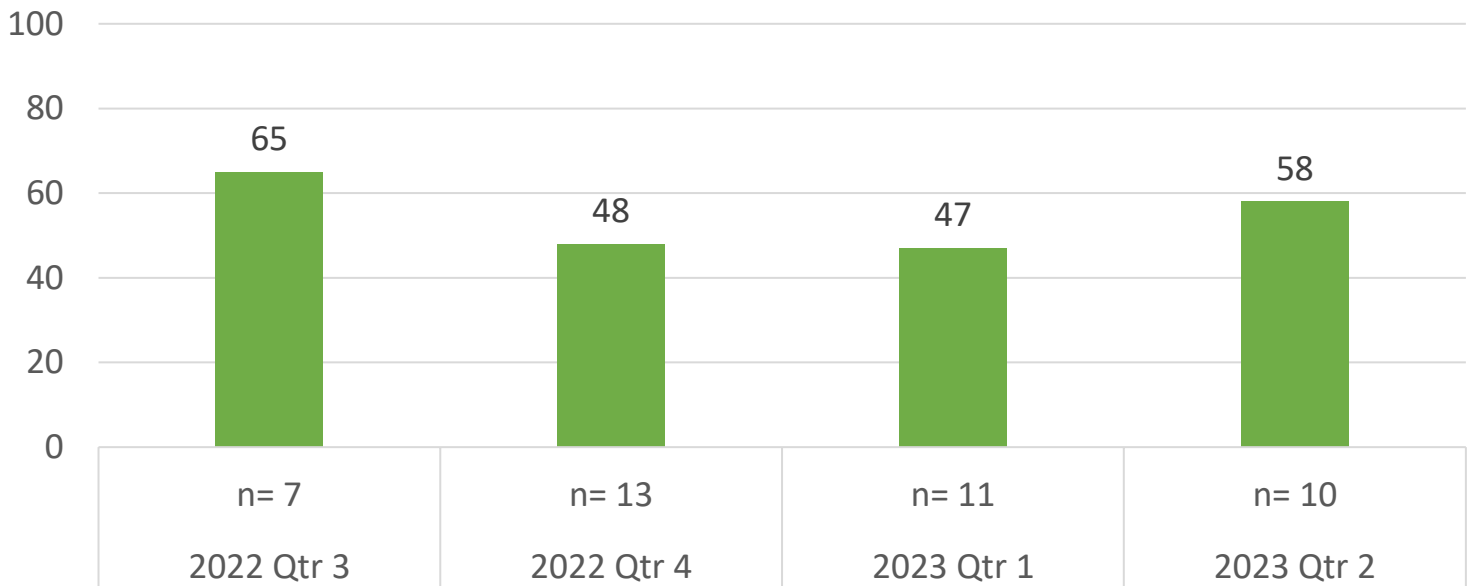
Perm in 12-
23 months

Perm in 24+
months

Parents have the right and opportunity to engage the court as the proceedings relate to their families. Establishing timely jurisdiction ensures case plans can proceed; timelines designed to protect children from languishing in care are impacted by the length of time to establish jurisdiction. We rely on our legal partners and the Juvenile Court to help meet these timelines.

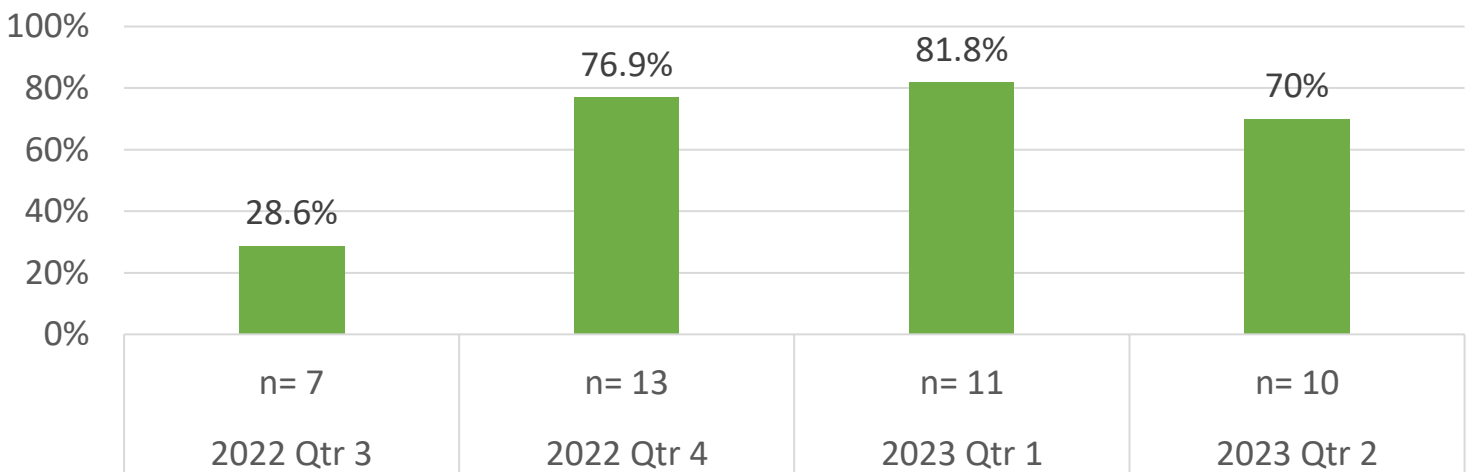
Courts aim to establish jurisdiction within 60 days of a child's placement in care. The data below tracks how frequently that occurs, broken into quarters by the Oregon Circuit Court first by median days to jurisdiction and then the percent of cases for which jurisdiction was established within 60 days.

Median Days to Jurisdiction



Source: JCIP Dashboard

% of Cases in Which Jurisdiction was Established Within 60 Days



Source: JCIP Dashboard

Lead Measure: Appropriate and Timely Permanency Plans

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

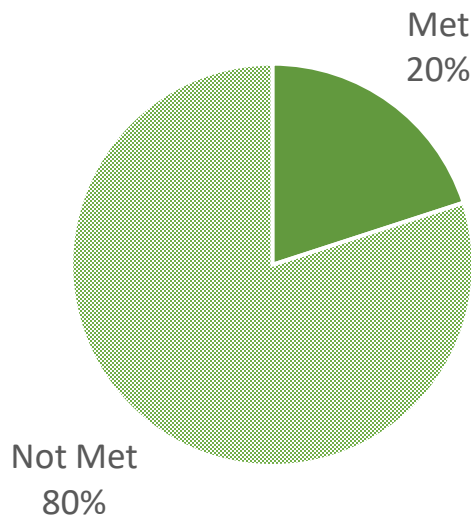
Perm in 12-
23 months

Perm in 24+
months

Caseworkers, in collaboration with parents, are outlining the case plan, putting it in writing so that parents and providers understand the goals and path to achieve them. These plans are written within 60 days of a child's entry into substitute care.

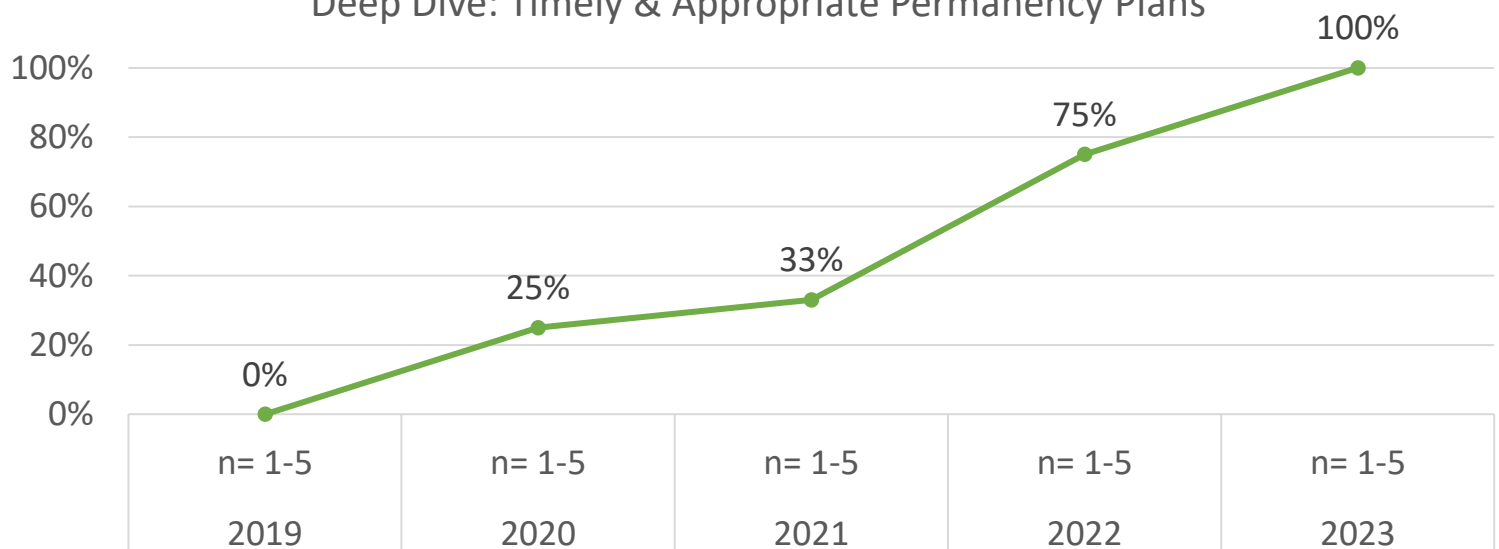
A big picture look shows that the agency ensured case plans were entered and approved within 60 days of placement 20% of the time during the Period Under Review (August 2022-August 2023). The case review data tracks performance trends regarding efforts to ensure the plan was entered timely and that the plan was appropriate given the status of the case in the cases reviewed for which the measure applied over the last 5 years.

Big Picture: Family Plan Approved within 60 Days



Source: ORAAI BI
FC-1026-D

Deep Dive: Timely & Appropriate Permanency Plans



Source: CFSR Item 5

Lead Measure: Family Engagement in Case Planning

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

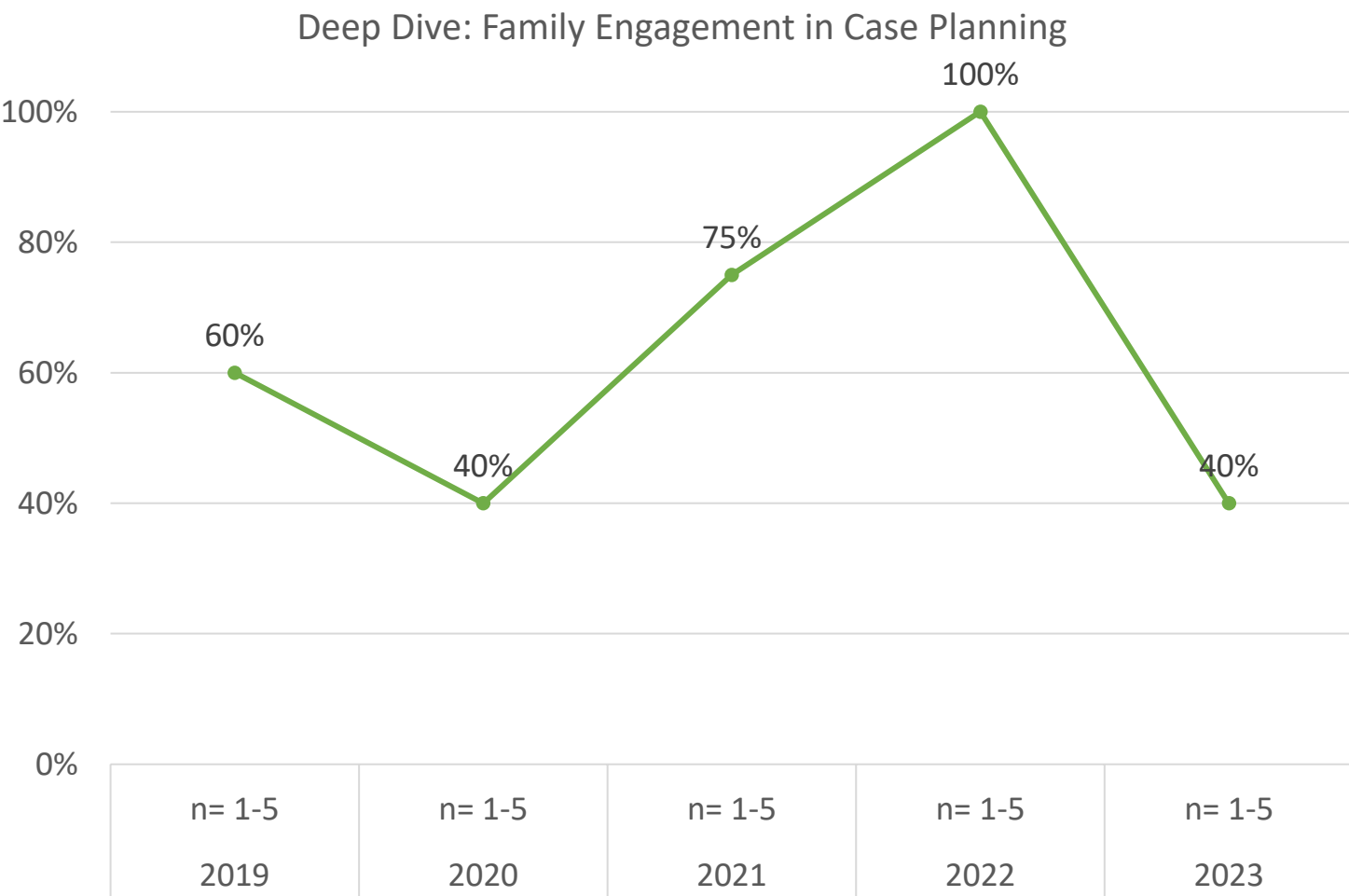
Perm in 12
months

Perm in 12-
23 months

Perm in 24+
months

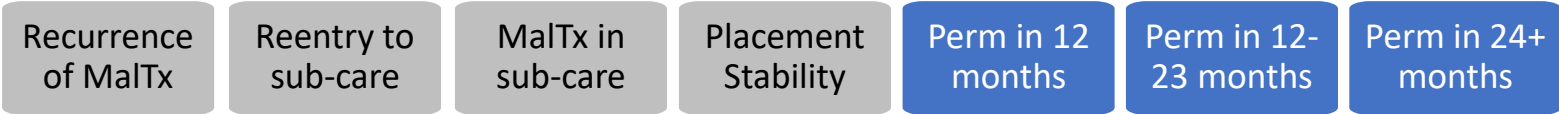
Caseworkers are working collaboratively with families to create their case plans to understand the family dynamics, causes of safety concerns, and how to address them. Parents are telling caseworkers what they need to keep their children safe; they can identify providers they want to work with, increasing engagement in services. By working collaboratively, caseworkers can involve natural supports to maintain changes after ODHS is no longer involved and honor the family as the experts on how to keep their children safe.

The case review data tracks performance trends regarding efforts to engage parents and children in case planning in the cases reviewed for which the measure applied over the last 5 years.



Source: CFSR Item 13

Lead Measure: Efforts to Achieve Permanency

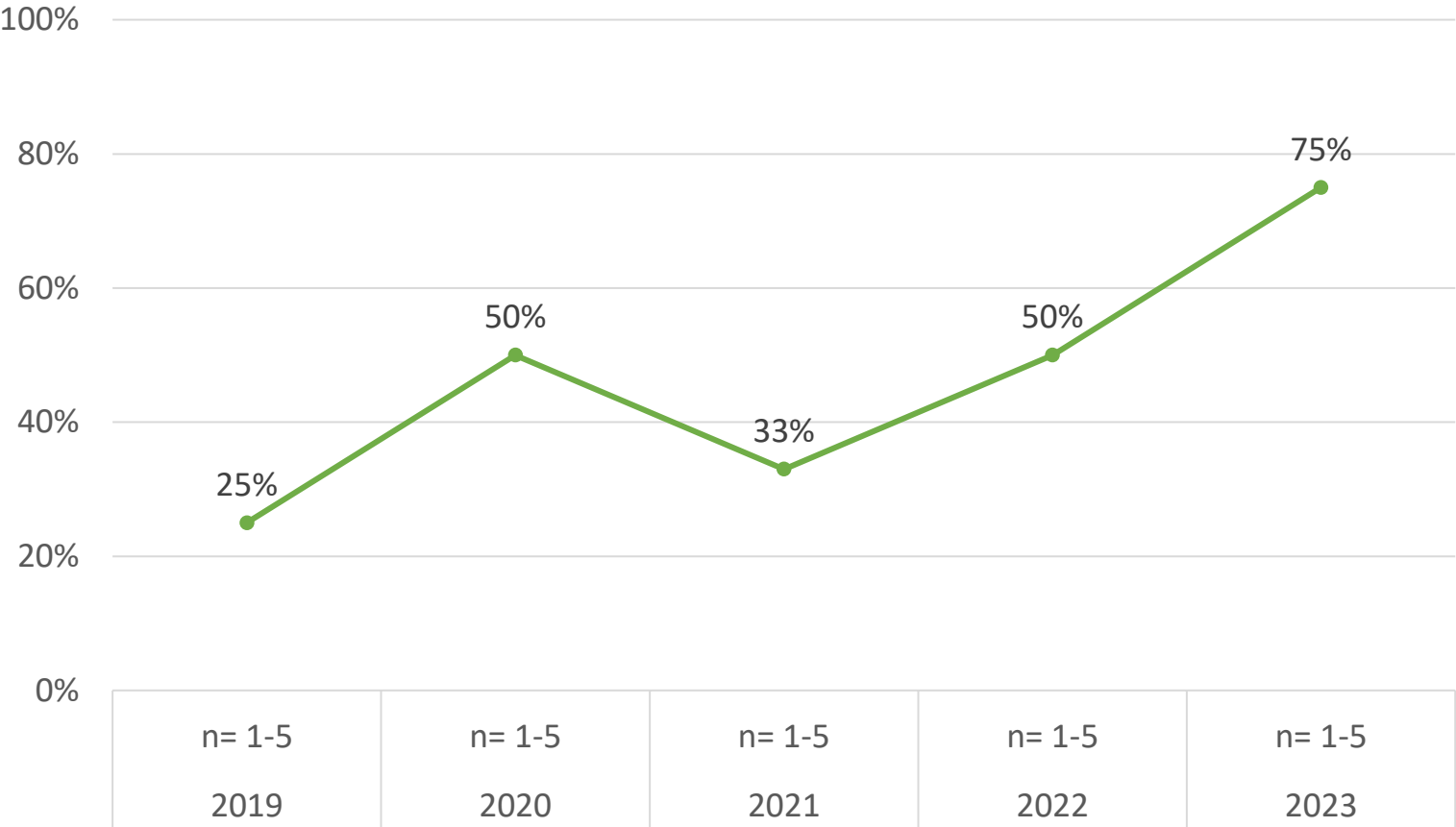


At this point in the case plan, caseworkers are focusing on identifying the most appropriate placement and engaging in consistent communication and collaboration with the child’s service providers.

Federal guidelines, Adoption and Safe Families Act (ASFA) dictate timeframes in which different permanency types should be achieved. ASFA timelines are a critical component of this CFSR measure. Caseworkers are considering multiple processes and protocols that each take considerable lengths of time and planning (e.g. out-of-state placements) while working to meet specific child welfare timelines.

During the 2022-2023 PUR, Lincoln County received a 75% strength rating for the cases that applied.

Deep Dive: Efforts to Achieve Permanency Plan



Source: CFSR Item 6

Lead Measure: Preserving Cultural Connections

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

Perm in 12-
23 months

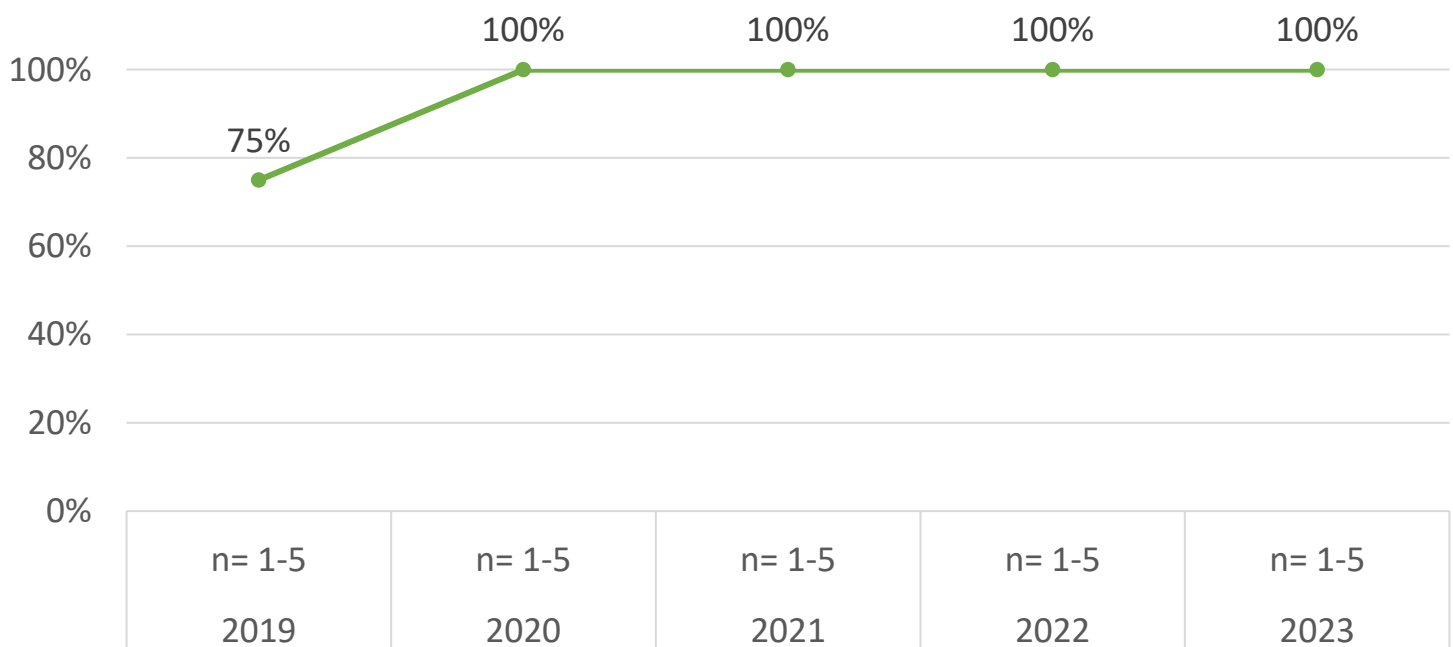
Perm in 24+
months

Caseworkers are working to keep children connected to their Tribe, church, school, friends, and neighborhood prior to their placement in care. This support and connection reminds children of who they are, gives them a sense of familiarity, and offers networking and connection to others in their culture of origin. Preserving these connections adds a protective factor as children remain supported by their natural community.

Caseworkers are asking parents and relatives about American Indian and Alaska Native heritage, initiating searches and inquiry for ICWA eligibility. Children who are ICWA eligible are placed in Tribal resource homes whenever possible, as part of Placement Preference.

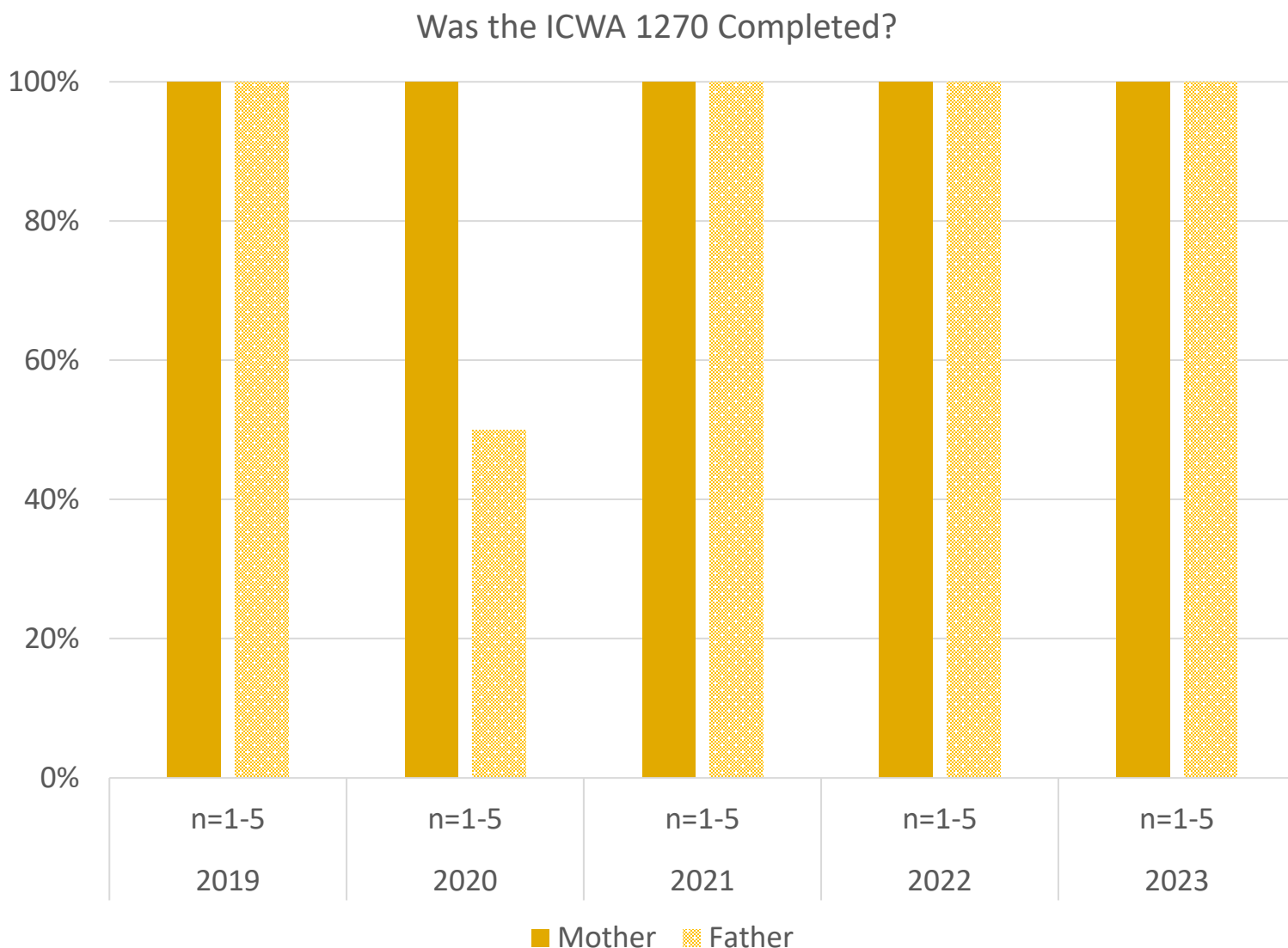
The Deep Dive data above shows performance trends regarding Lincoln County's efforts to preserve cultural connections for children in the cases reviewed for which the measure was applied over the last 5 years.

Deep Dive: Preserving Cultural Connections



Source: CFSR Item 9

Caseworkers meet with parents during the Protective Services Assessment and complete a Verification of American Indian/Alaska Native Membership or Enrollment Form (ICWA 1270). This form includes a family tree to help determine whether the child(ren) have American Indian ancestry or are eligible for enrollment in a Tribe. This form can be filled out by relatives other than the parents and must be filled out with every CPS assessment.

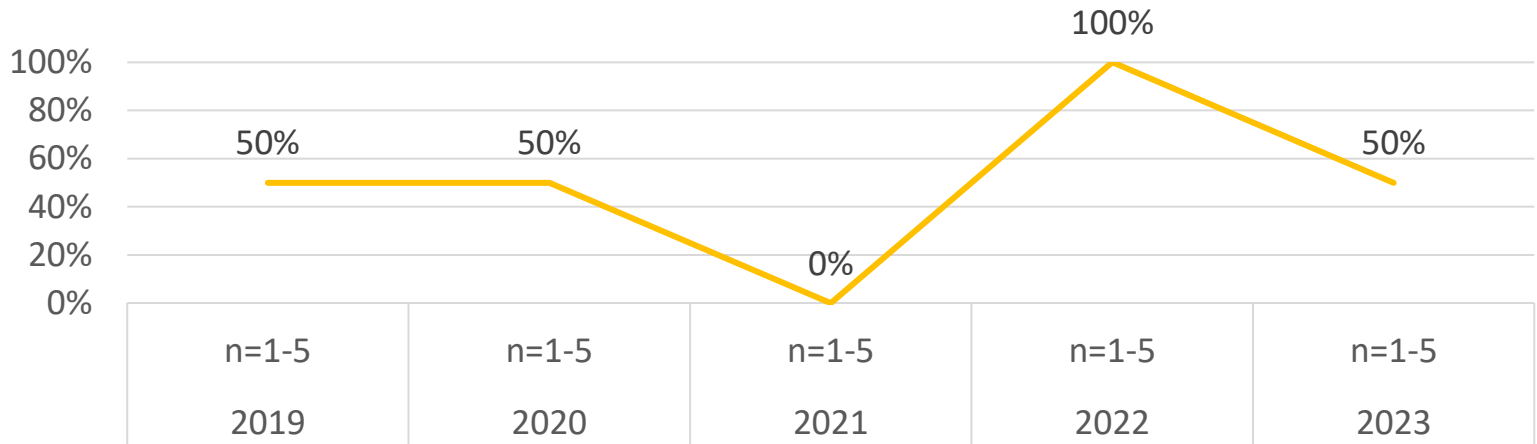


Source: CFSR ICWA Addendum

The Deep Dive data graph above shows how frequently the 1270 Form was completed for both parents over the last five years in the ICWA cases reviewed.

Caseworkers consult with Regional ICWA Specialists, who have specialized knowledge about rules that guide Child Welfare’s practice and efforts with children who are enrolled or eligible to be enrolled in a Tribe. Caseworkers are consulting the Regional ICWA Specialist during the PUR or at any time during the open case.

Deep Dive: Was the Regional ICWA Specialist Consulted?

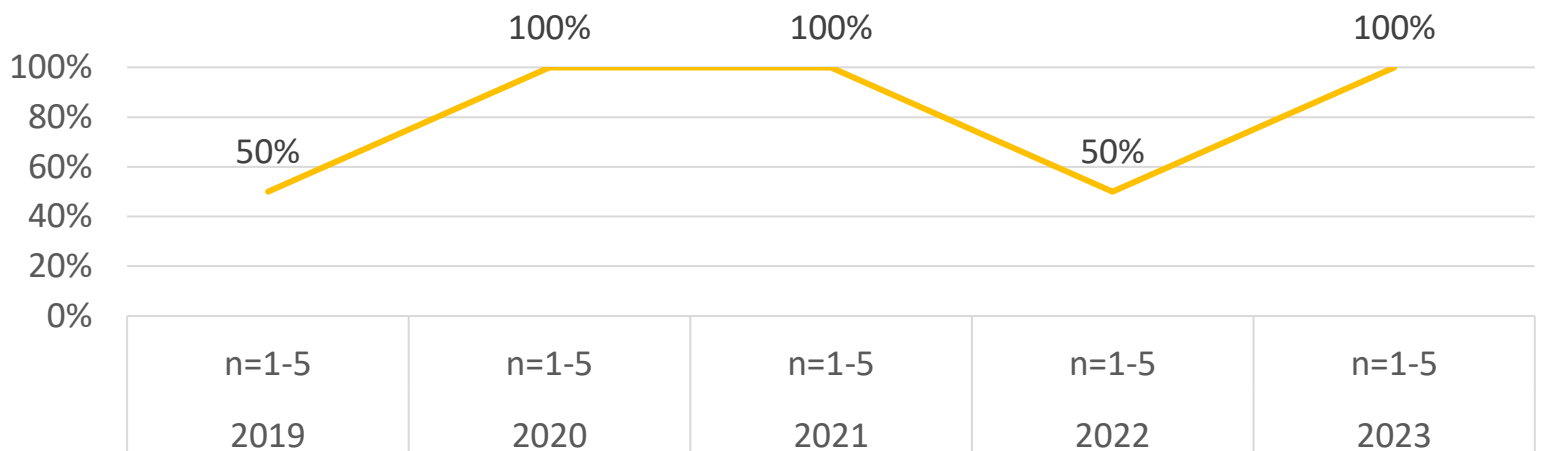


Source: CFSR ICWA Addendum

The Deep Dive data graph above shows how frequently the caseworker consulted with the Regional ICWA Specialist either during the PUR or at any time throughout the case for the last five years in the ICWA cases reviewed.

Caseworkers follow the Tribe’s preference for placement when a child must enter substitute care. Placement preference refers to the practice of placing Tribal children with extended family, Tribal Member, or another Indian Home. This practice is a protective factor for children, helps the child stay connected to their culture, and honors the role of the Tribe while in substitute care.

Deep Dive: Was Placement Preference Followed?



Source: CFSR ICWA Addendum

The Deep Dive data graph above shows how frequently Child Welfare followed placement preference for children entering substitute care for the last five years in the ICWA cases reviewed.

Lead Measure: Stability of Substitute Care Placement

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

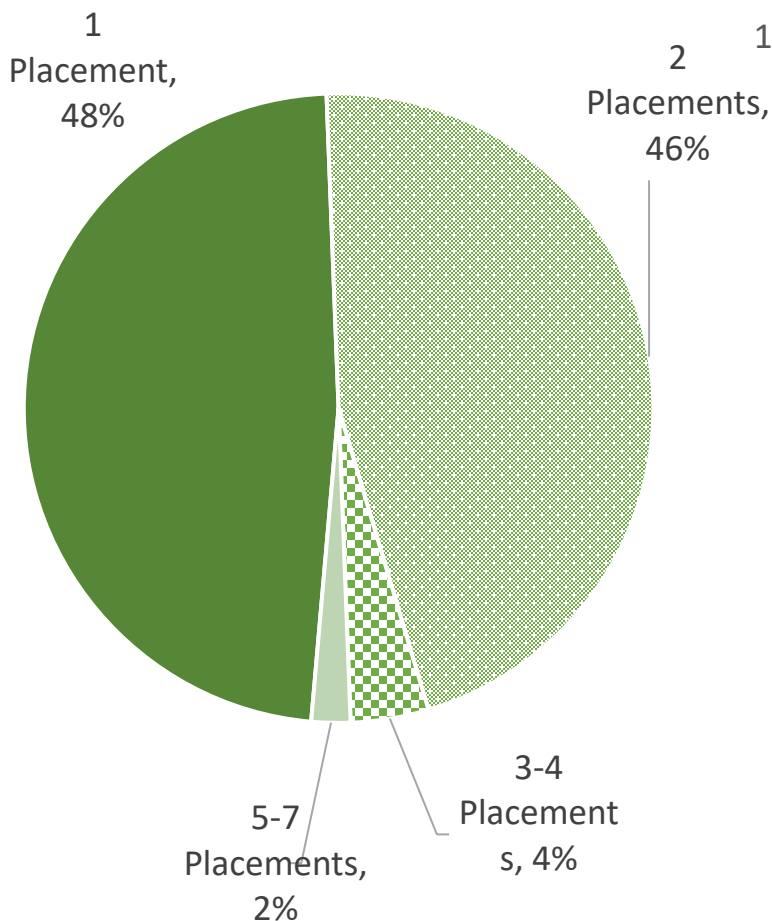
Perm in 12-
23 months

Perm in 24+
months

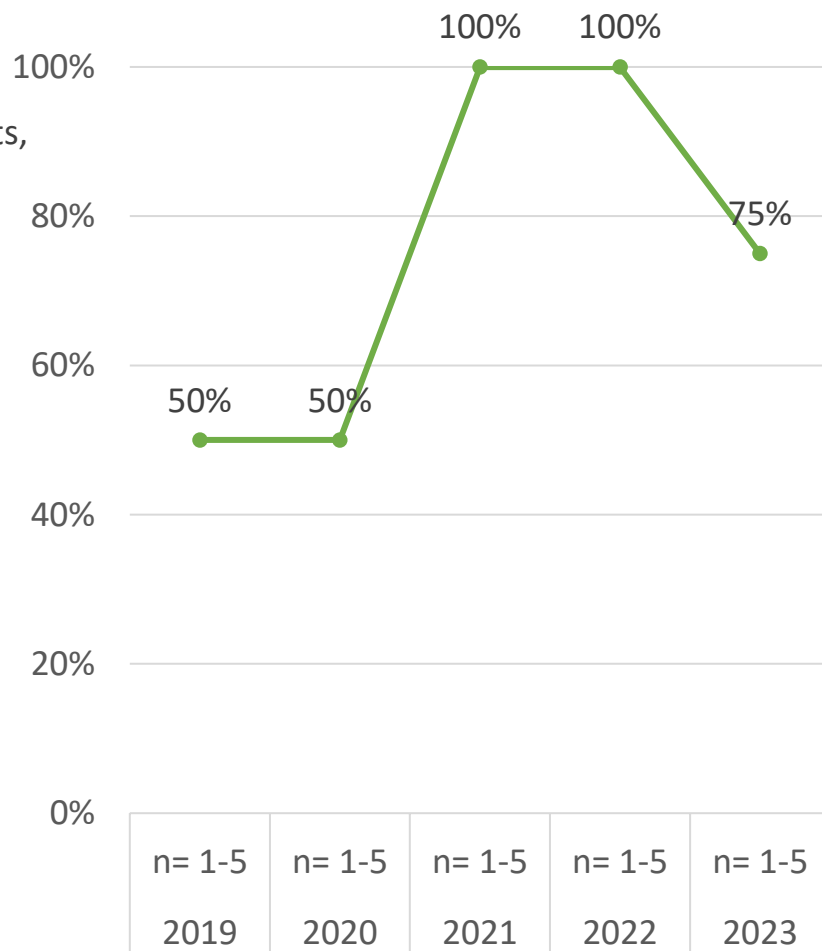
Caseworkers work to ensure that a child's placement is stable and is consistent with achieving the child's permanency goal(s). Ideally, a child would only experience one placement setting. If a child requires a placement change, that change should be based on the needs of the child and/or to promote permanency achievement.

The pie chart below and to the left shows the number of placements experienced by children who were placed in substitute care during the period under review. The case review data, below and to the right, shows performance trends regarding the agency's ability to ensure stability of substitute care placements in the cases reviewed for which the measure applied over the last 5 years.

Big Picture: Placement Moves for Children in Care



Deep Dive: Stability of Substitute Care Placement



Lead Measure: Needs Assessment & Services Provided to Resource Families

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

Perm in 12
months

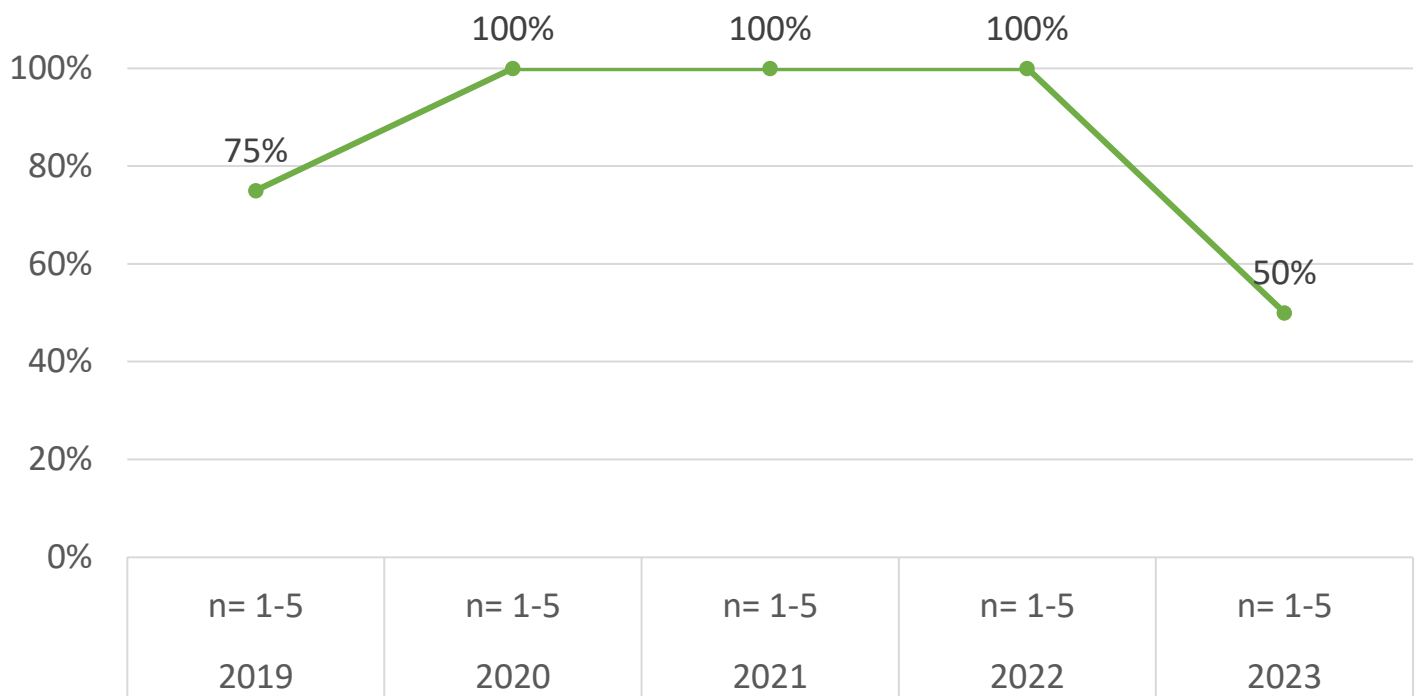
Perm in 12-
23 months

Perm in 24+
months

During their home visits and at other contacts, caseworkers are asking Resource Parents what they need to support the children in their home and working to provide those supports. This can be things like trainings, respite care, or professionals designed to support them in meeting children’s increased needs. Caseworkers are also asking about and looking for resources in the community to support the children’s needs so that the Resource Parents are not the only ones responding to a child’s trauma responses or increased needs.

The case review data shows performance trends regarding efforts to assess and provide services to support Resource Families in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Needs Assessment & Services to Resource Families



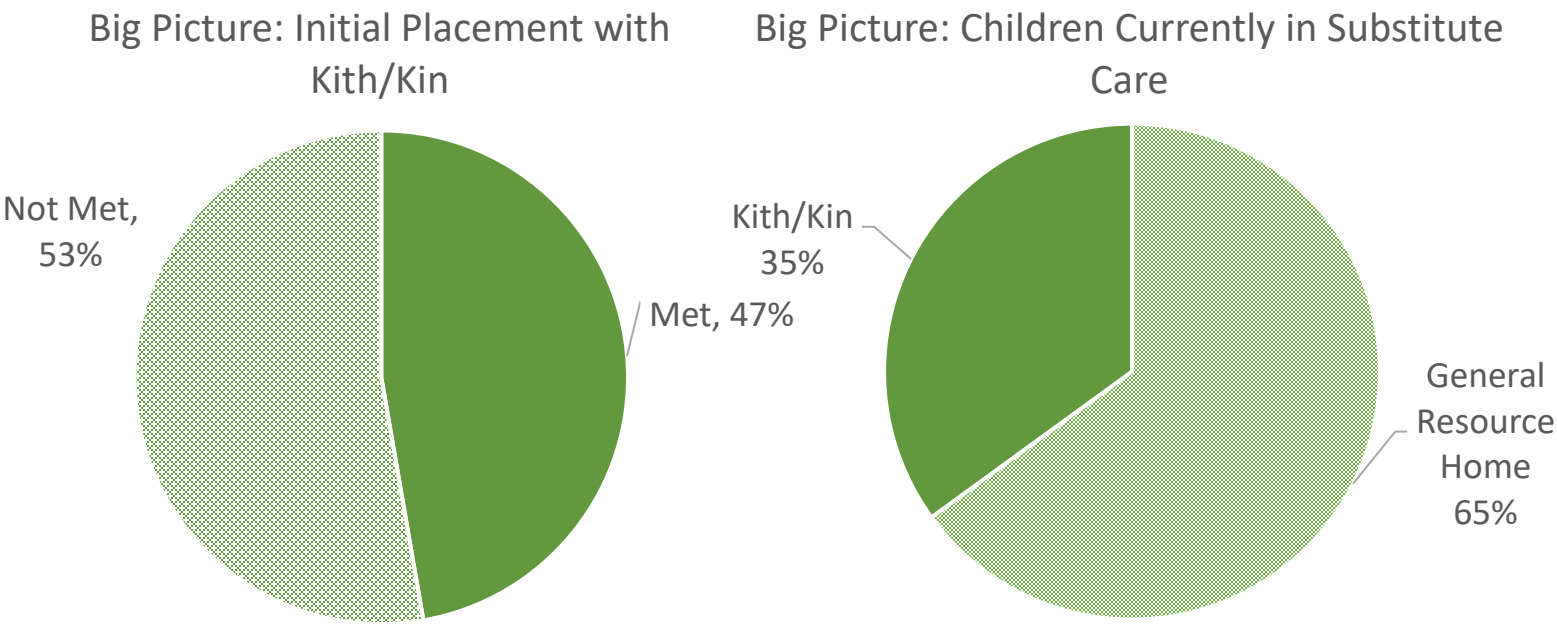
Source: CFSR Item 12c

Lead Measure: Kith and Kin Placement

- Recurrence of MalTx
- Reentry to sub-care
- MalTx in sub-care
- Placement Stability
- Perm in 12 months
- Perm in 12-23 months
- Perm in 24+ months

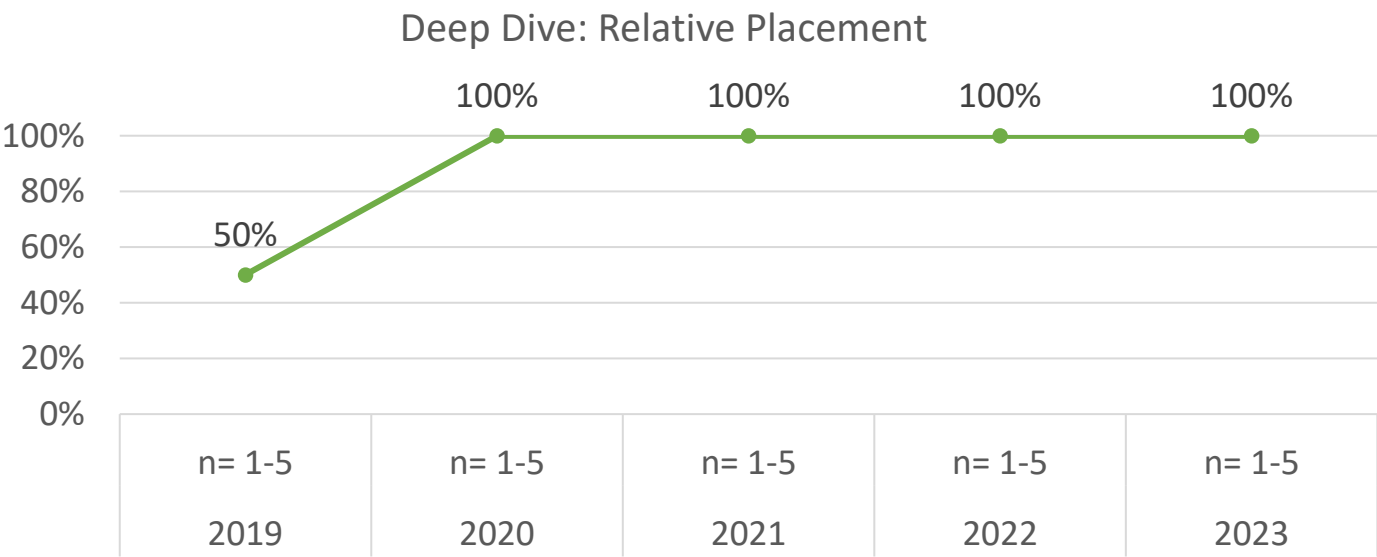
Kith and Kin placements offer familiarity, cultural connection, and a sense of belonging during a traumatic time for a child. When children are placed with kith/kin, their cultural needs will most likely be met as well.

A big picture look shows that 47% of children are placed in kith/kin resource homes when they are first placed in care, and that 35% of all children currently in substitute care are placed in kith/kin resource homes. The Deep Dive data in the graph at the bottom shows trends regarding efforts to place in kith/kin homes reviewed for which this measure applied over the last 5 years.



Source: ROM CM.08

Source: ORKIDS BI FC-1005-D



Source: CFSR Item 10

Lead Measure: Sibling Placement

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

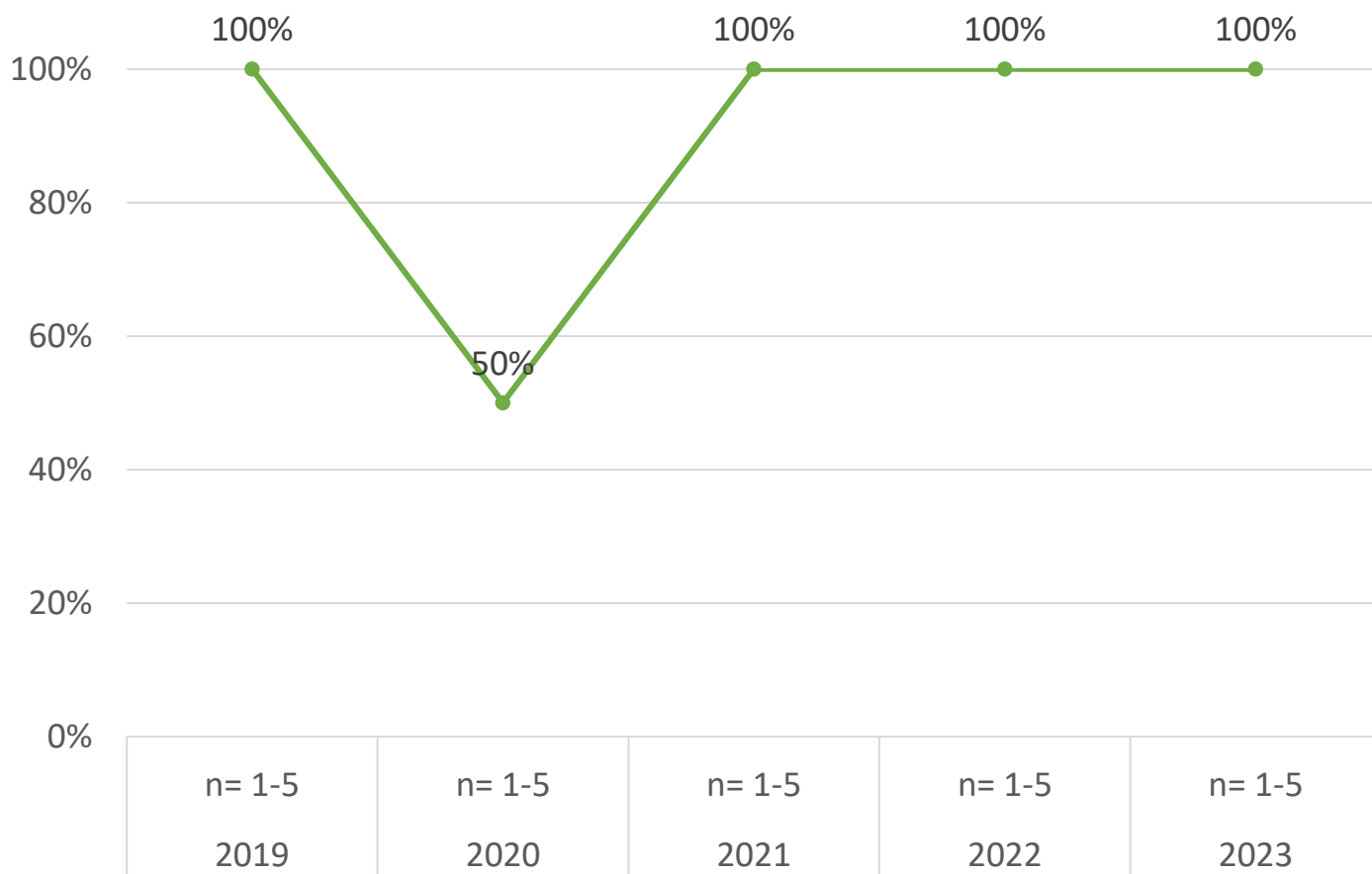
Perm in 12-
23 months

Perm in 24+
months

Kith and Kin and sibling placements offer familiarity, cultural connection, and a sense of belonging during a traumatic time for a child. When children are placed with kith/kin and or with siblings, their cultural needs will most likely be met as well.

The case review data, in the graphs below, show performance trends regarding efforts to place siblings together in the cases reviewed for which this measure applied over the last 5 years.

Deep Dive: Efforts to Place Siblings Together



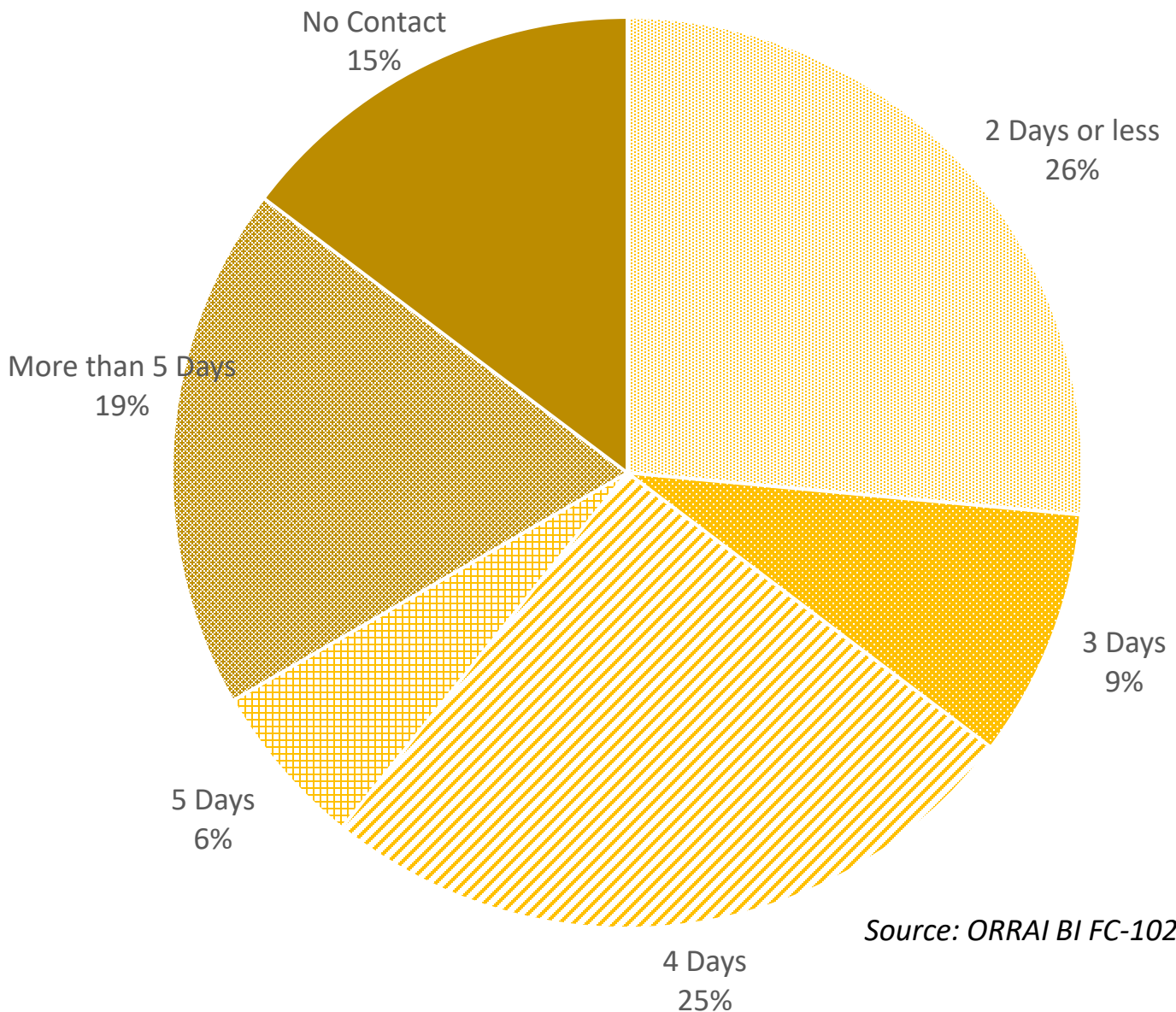
Source: CFSR Item 7

Service Delivery Point: Timeliness To Initial Family Time

When children are placed in substitute care, caseworkers and Family Time Coordinators work to ensure that children and parents can see each other as soon as possible, with a goal of having that first contact happen within 2 days after placement in substitute care.

The data entered in OR-KIDS shows from August 2022-August 2023 the agency ensured Family Time between parents and children in 2 days or less for 26% of children. 9% of children had Family Time with a parent in 3 days of placement in substitute care; 25% of children had Family Time with a parent in 4 days of placement in substitute care; 6% of children had Family Time with a parent in 5 days of placement in substitute care; 19% of children had Family Time with a parent in more than 5 days; 15% of children had no Family Time with a parent documented in the OR-Kids database.

Big Picture: Timeliness to Initial Family Time



Source: ORRAI BI FC-1027-D

Lead Measure: Family Time

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

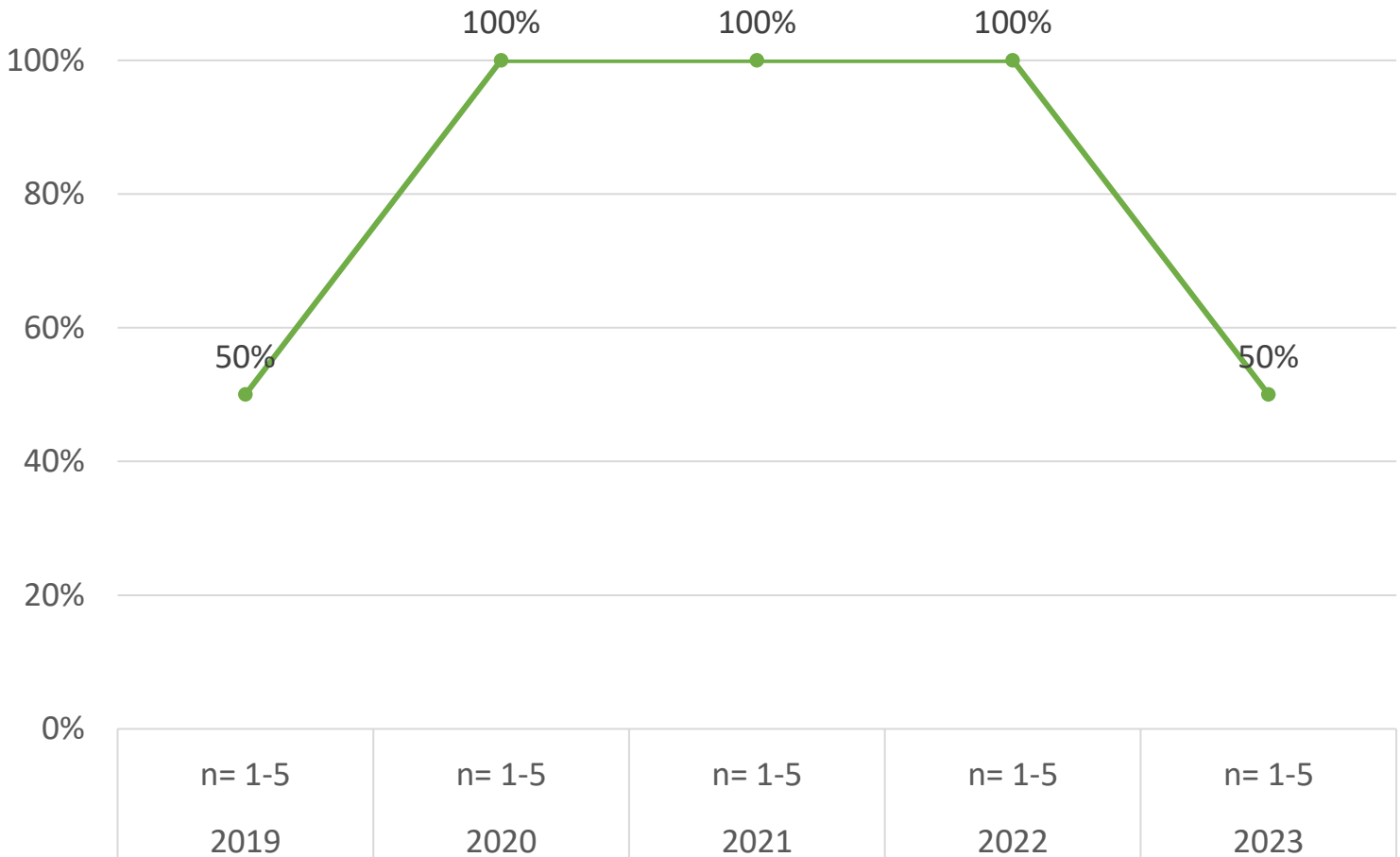
Perm in 12-
23 months

Perm in 24+
months

While children are in substitute care, families are still able to spend time together and connect in meaningful ways. Family Time often occurs in an ODHS office but is also happening in the community. This time is about connection and typical family functioning – meals, homework, problem-solving. Caseworkers are providing supports to increase the quality of the time parents spend with their children

The case review data tracks performance trends regarding efforts to ensure and support frequent and quality Family Time in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Family Time with Parents & Siblings



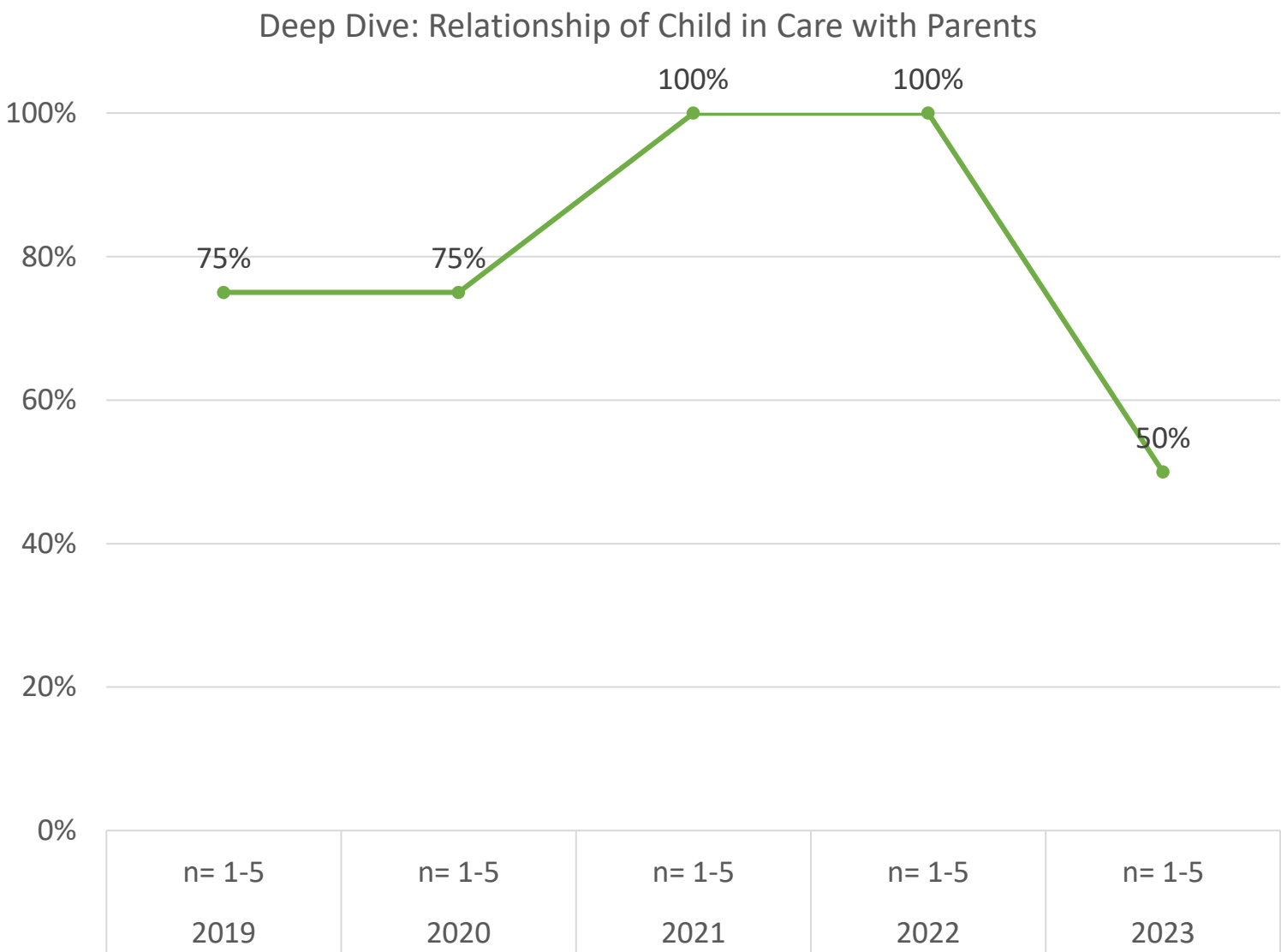
Source: CFSR Item 8

Lead Measure: Parent-Child Relationship

- Recurrence of MalTx
- Reentry to sub-care
- MalTx in sub-care
- Placement Stability
- Perm in 12 months
- Perm in 12-23 months
- Perm in 24+ months

Parents are also invited to doctor appointments, school functions, and sporting events. Caseworkers keep parents informed and involved in these activities to further support the parent-child relationship. As parents prepare for their children’s return home, keeping them updated about a child’s needs and involved with their providers ensure the likelihood of success.

The case review data tracks performance trends regarding efforts to support the Parent/Child Relationship in the cases reviewed for which the measure applied over the last 5 years.



Source: CFSR Item 11

Lead Measure: Face to Face Contact with Parent

Recurrence of MalTx

Reentry to sub-care

MalTx in sub-care

Placement Stability

Perm in 12 months

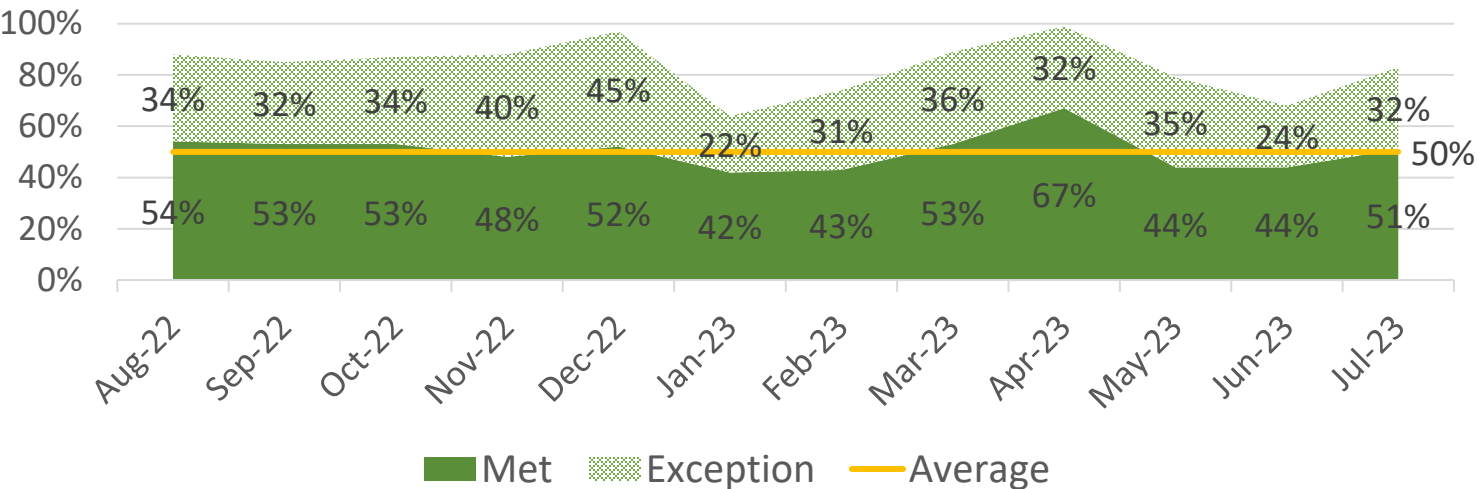
Perm in 12-23 months

Perm in 24+ months

Caseworkers are meeting with parents at least monthly, often having other points of contact in-between. Caseworkers are planning intentional connection points with parents, meeting them in spaces they feel safe and are ready to engage. Caseworkers are building trust and relationship with parents to have deeper conversations so that underlying factors are addressed in the plan and parental capacities are better understood.

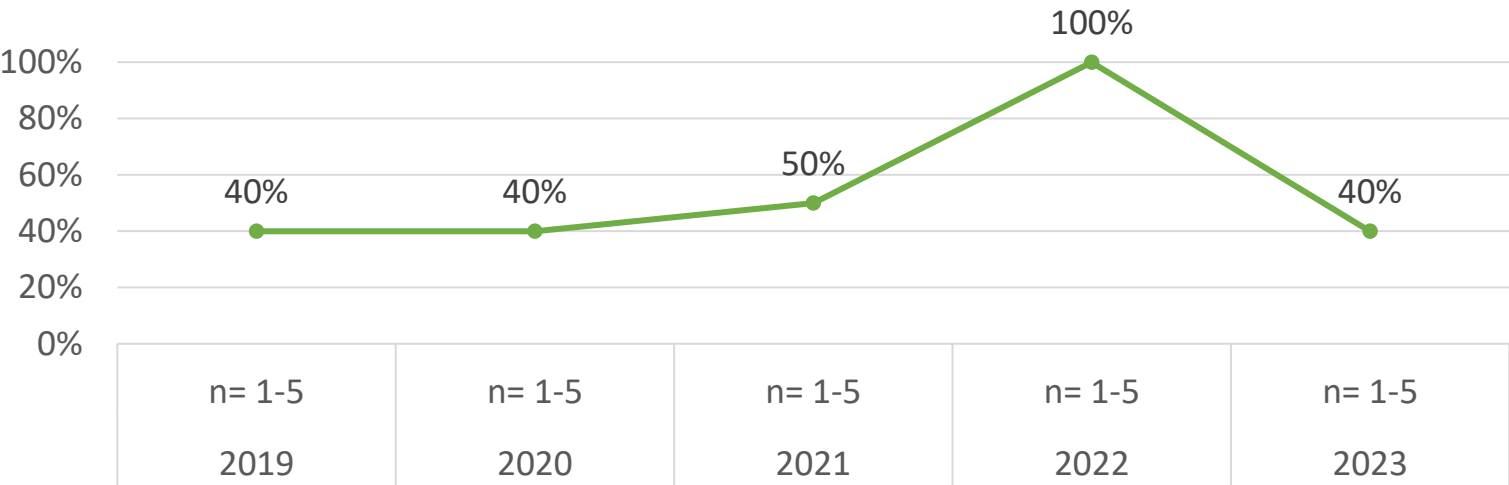
A look at the big picture shows that yearly average for face to face with parents is happening 50% of the time, with an additional 33% of parent contact not met due to approved exception (average through the PUR). Case reviews look at both the frequency and the quality of the contact between caseworker and parent; the data below and to the right shows the quality of contact with parents monthly for the past 5 years.

Big Picture: Monthly Face to Face Contact with Parents



Source: ORKIDS BI WB-5001-S, archived

Deep Dive: Monthly Face-to-Face Contact with Parents

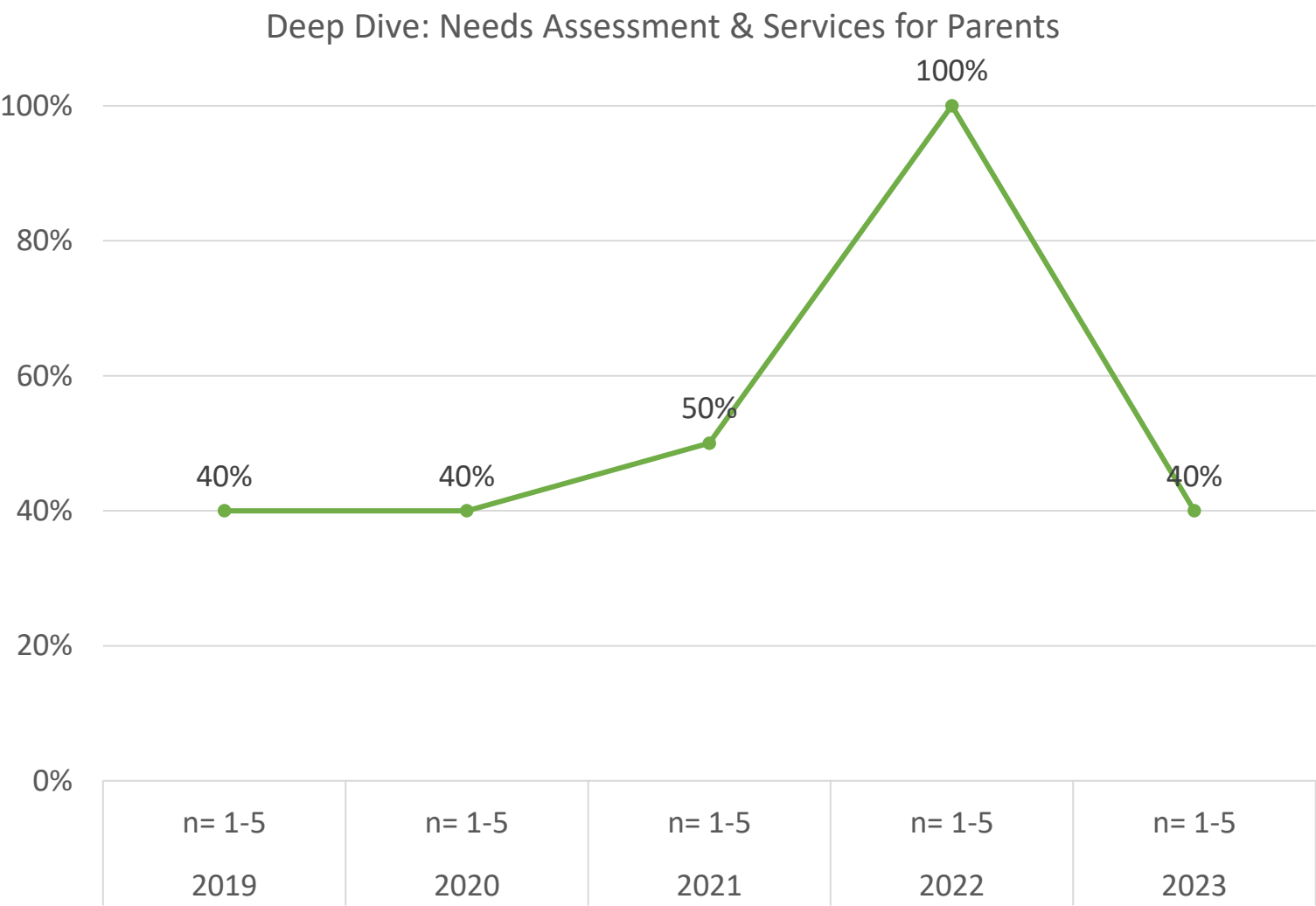


Lead Measure: Needs Assessment & Services for Parents

- Recurrence of MalTx
- Reentry to sub-care
- MalTx in sub-care
- Placement Stability
- Perm in 12 months
- Perm in 12-23 months
- Perm in 24+ months

By working collaboratively with parents, caseworkers are gathering information about the parents’ capacities and working to understand underlying causes and factors. This capacity assessment helps caseworkers find the right services to support parents and enhance capacities needed to ensure child safety.

The case review data shows performance trends regarding efforts to assess parents’ needs and provide services in the cases reviewed for which the measure applied over the last 5 years.



Source: CFSR Item 12b

Lead Measure Face-to-Face: Child

Recurrence
of MalTx

Reentry to
sub-care

MalTx in
sub-care

Placement
Stability

Perm in 12
months

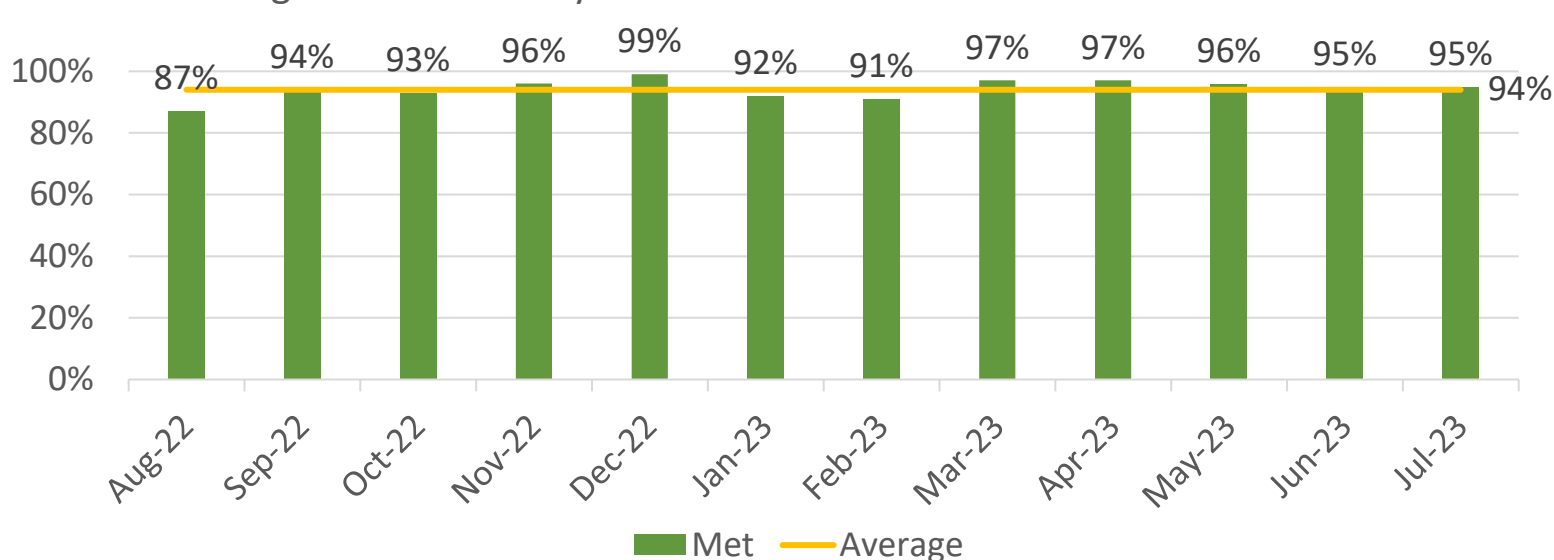
Perm in 12-
23 months

Perm in 24+
months

Caseworkers see children on their caseloads at least monthly, meeting in their home at least every other month. During these contacts, caseworkers are reviewing the child's sleeping area and environment, and speaking with the child alone to provide time for the child to share anything they may not want to share with caregivers present.

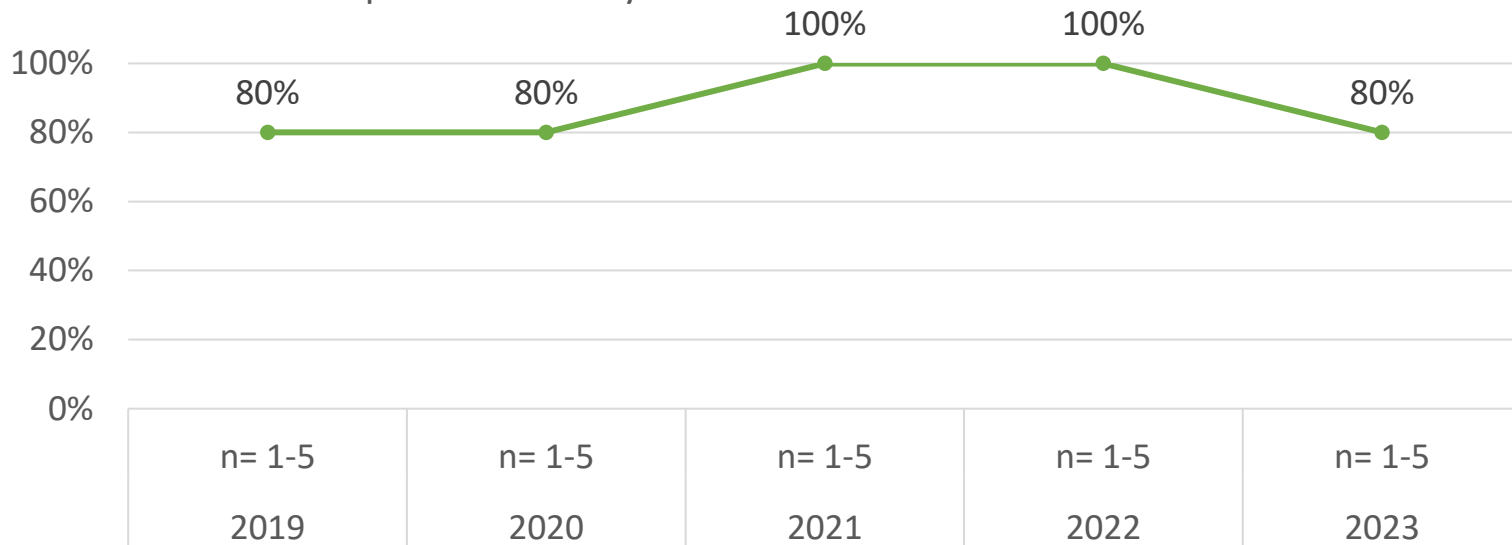
A look at the big picture shows that monthly face to face with child is happening 94% of the time (average through the PUR). Case reviews look at both the frequency and the quality of the contact between caseworker and child; the data below shows the trend of Lincoln County's practice of frequent and quality monthly Face to Face Contact with Children for the past 5 years.

Big Picture: Monthly Face to Face Contact with Children



Source: ROM IC.10

Deep Dive: Monthly Face to Face Contact with Children



Source: CFSR Item 14

Lead Measure: Needs Assessment & Services for Child

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

Perm in 12
months

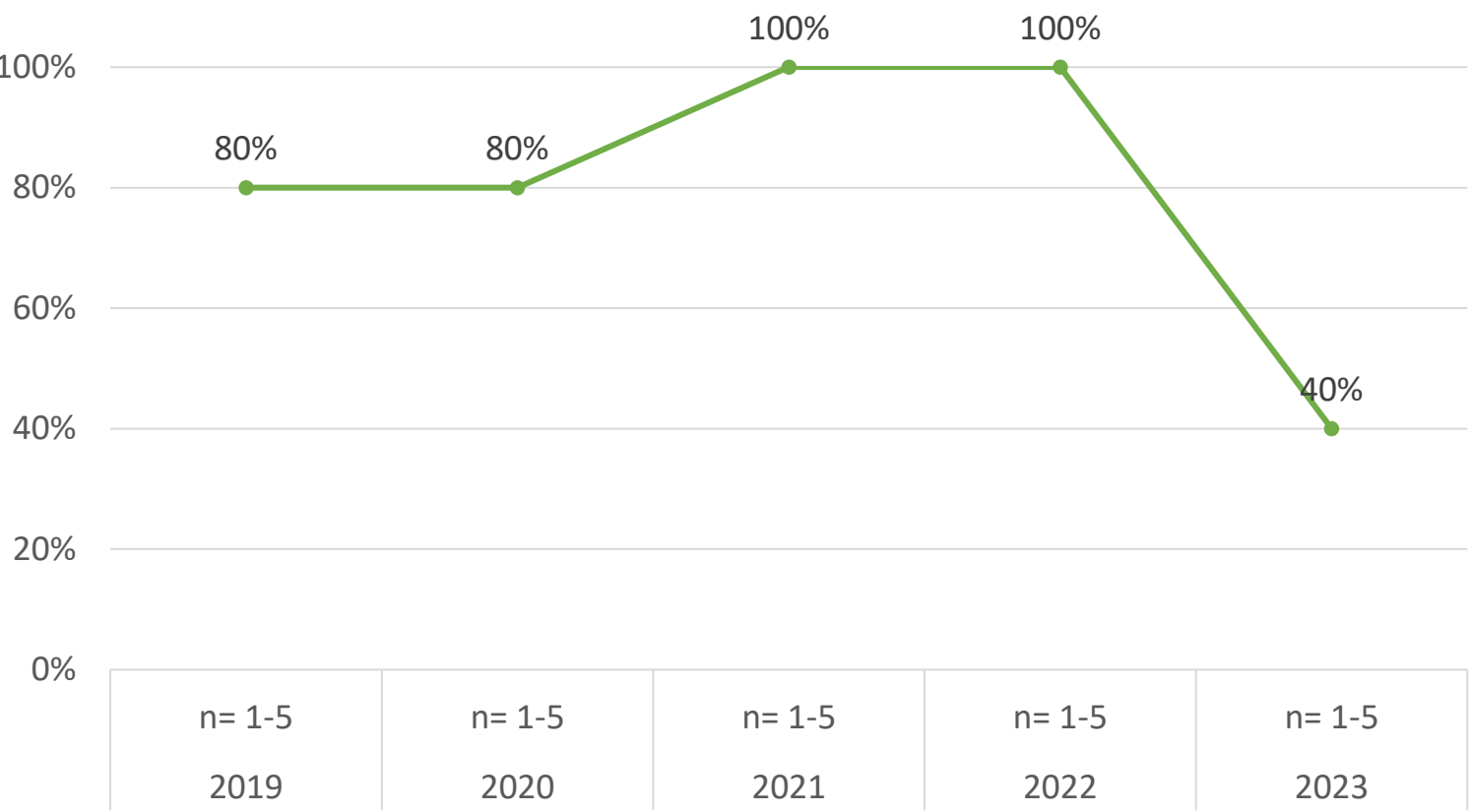
Perm in 12-
23 months

Perm in 24+
months

Caseworkers are partnering with children’s providers to understand the needs of the child around social relationships, activities and recreation, and day to day material needs. Caseworkers ensure that children over 14yo are referred for the Independent Living Program and supports to ensure they are successful as young adults. Caseworkers are informally evaluating children during their home visits and referring children for formal assessments, designed to both understand the needs of the child and to help outline a plan for caregivers to follow

The case review data shows performance trends regarding efforts to assess children’s needs and provide services in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Needs Assessment & Services for Children



Source: CFSR Item 12a

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

Perm in 12
months

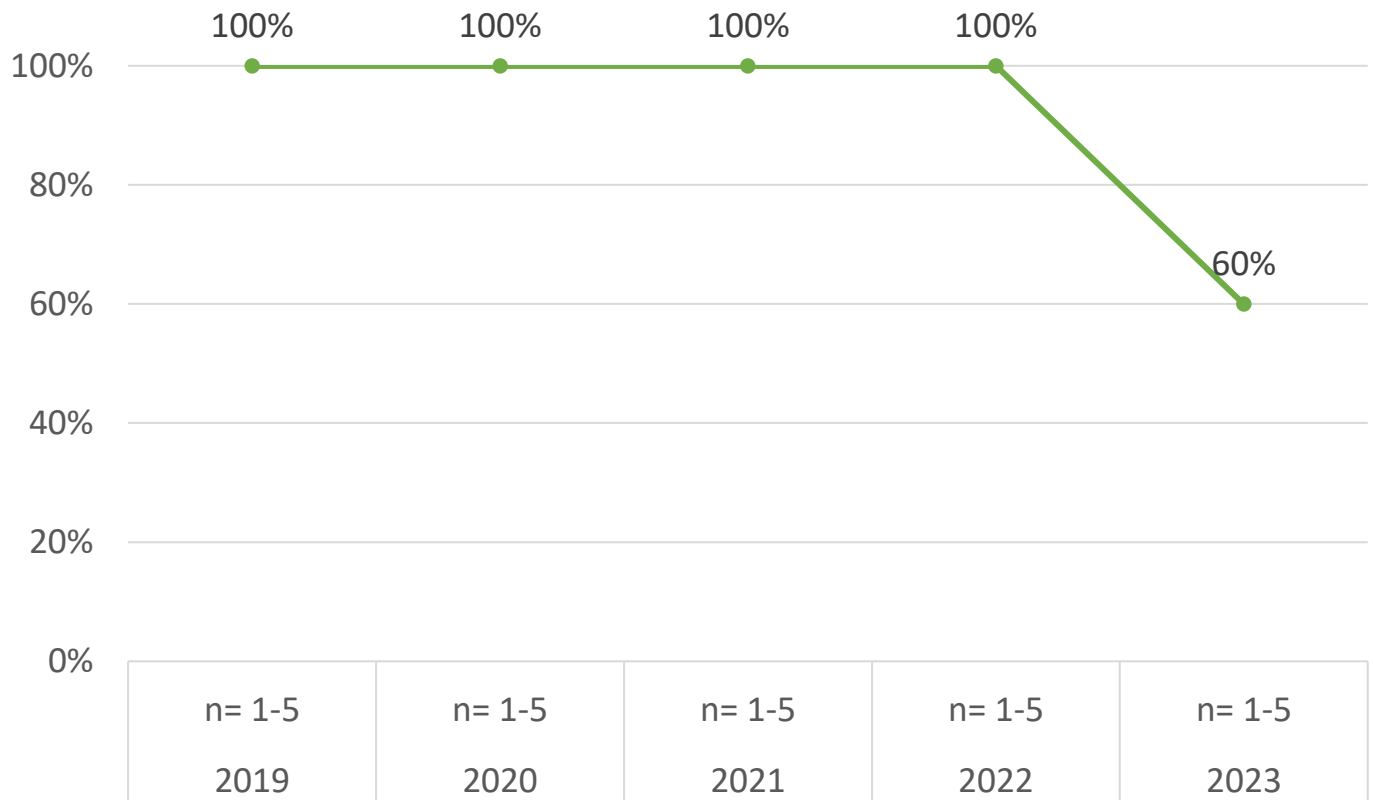
Perm in 12-
23 months

Perm in 24+
months

When children are placed in substitute care, caseworkers work alongside Resource Parents and partners in the child's school systems to ensure all educational needs are met, both initially and ongoing. This includes attending and supporting the child's IEP meetings and goals.

The case review data to the left shows performance trends regarding efforts to meet children's educational needs in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Educational Needs Met

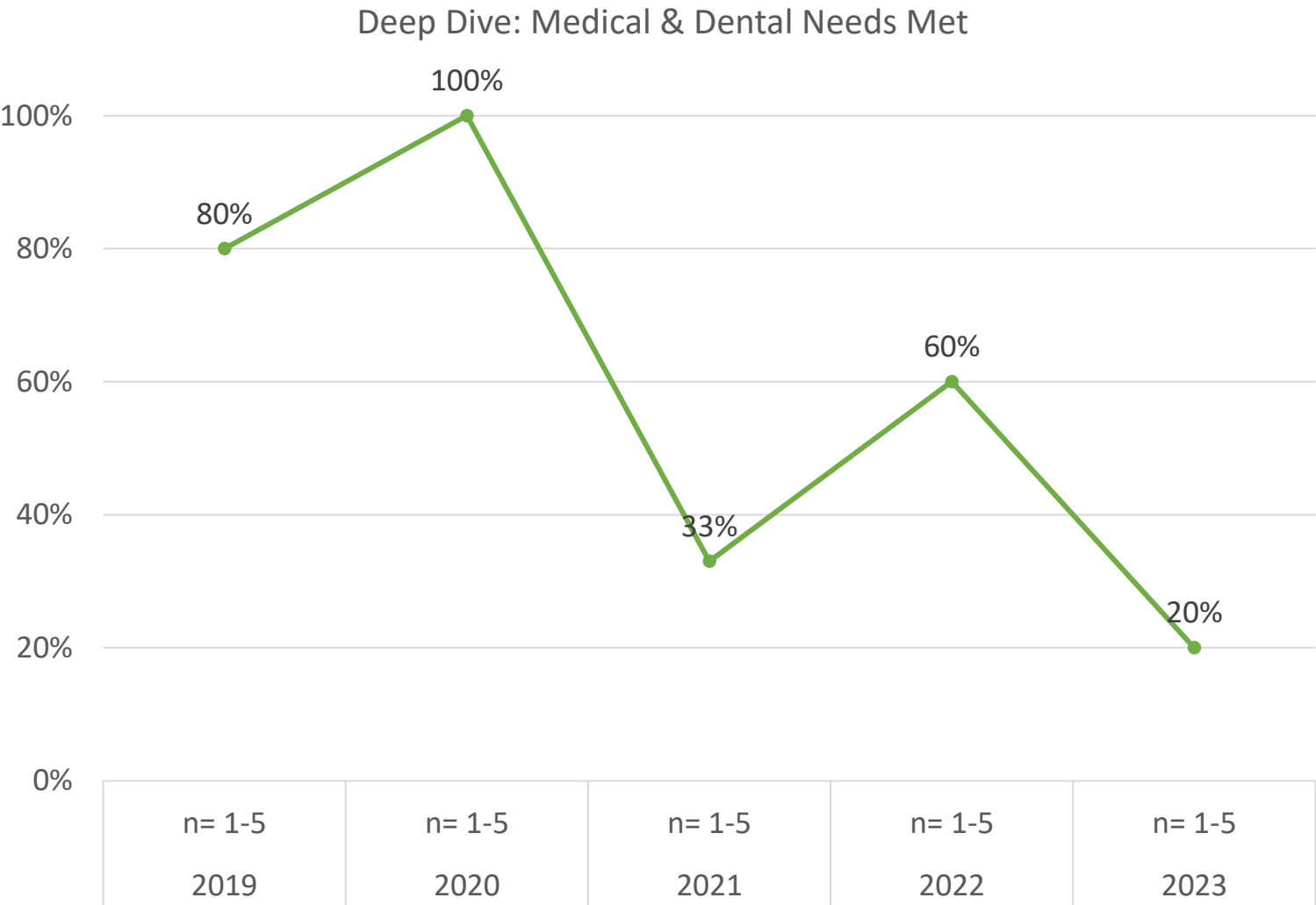


Source: CFSR Item 16

- Recurrence of MaTx
- Reentry to sub-care
- MaTx in sub-care
- Placement Stability
- Perm in 12 months
- Perm in 12-23 months
- Perm in 24+ months

Caseworkers and Resource Parents ensure the child’s medical and dental needs are being met both upon the child’s initial placement in substitute care and ongoing. Children are being seeing for well-child visits, having dental cleanings, and are up to date with immunizations. Resource Parents fill out medication logs for any prescribed non-psychotropic medications.

The case review data to the right shows performance trends regarding efforts to meet children’s medical and dental needs in the cases reviewed for which the measure applied over the last 5 years.



Source: CFSR Item 17

Lead Measure: Child Well-Being Measurement: Mental Health

Recurrence
of MaTx

Reentry to
sub-care

MaTx in
sub-care

Placement
Stability

Perm in 12
months

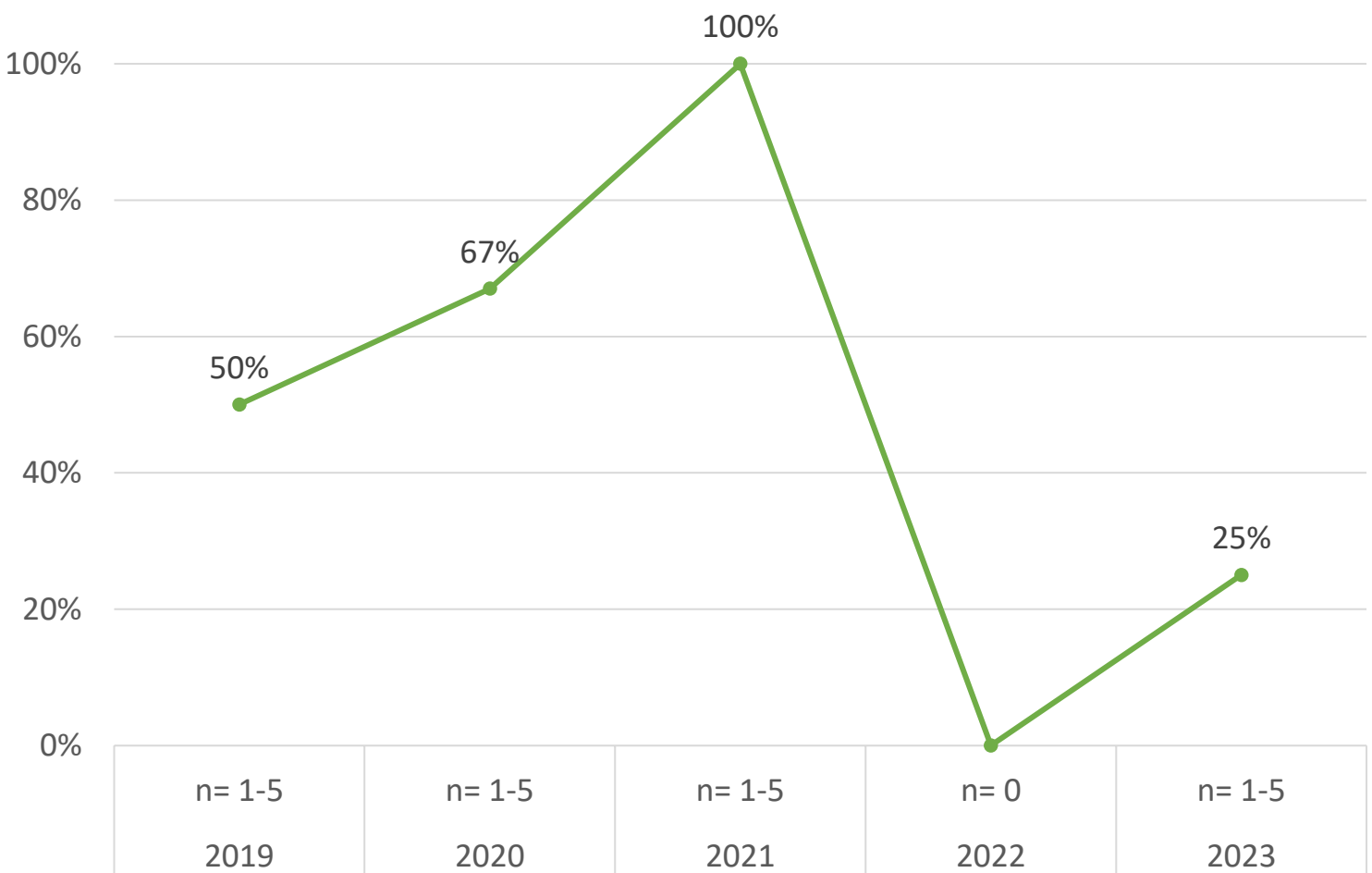
Perm in 12-
23 months

Perm in 24+
months

Caseworkers and Resource Parents also partner to ensure children's mental health needs are met, as being placed in substitute care in and of itself is traumatic. Caseworkers and Resource Parents are ensuring children are getting regular and ongoing assessments and then being connected to the necessary services. If a child is prescribed psychotropic medications, the Resource Parent tracks these on a medication log and sends them to the agency.

The case review data to the left shows performance trends regarding efforts to meet children's mental health needs in the cases reviewed for which the measure applied over the last 5 years.

Deep Dive: Mental Health Needs Met



Source: CFSR Item 18

Lag Measure Performance Table

Federal Measurement	OR	Lincoln County	Federal Standard	By how much?
Recurrence of Maltreatment	10.8%	12.8%	9.7%	Over the federal standard by 3.1%
Re-Entry into Substitute Care	11.1%	6.7%	5.6%	Over the federal standard by 1.1%
Maltreatment in Care	11.99	9.2	9.07	Over the federal standard by 0.13
Placement Stability	5.37	8	4.48	Over the federal standard by 3.52
Permanency in 12 Months	37.7%	48.4%	35.2%	Over the federal standard by 13.2%
Permanency in 12-23 Months	46.5%	66.7%	43.8%	Over the federal standard by 22.9%
Permanency in 24+ Months	46%	56%	37.3%	Over the federal standard by 18.7%

Lag/Lead Measure Matrix				Lag Measures							
				Re- MalTx	Re-entry	Mal Tx FC	Place stability	Perm 12 mo	Perm 12-23 mo	Perm 24+ mo	
Lead measures			Site Performance								
Timeliness of Initiation of Investigations	Qualitative		20%								
	Quantitative		53%								
Efforts to Prevent Removal			75%								
Sufficiency of Information Gathered for Assessment			25%								
Risk & Safety Assessment			20%								
Safety Threat Identification Accuracy			50%								
M2HN Identification Accuracy			100%								
Accuracy and Sufficiency of Ongoing Safety Plan			43%								
Appropriate & Timely Permanency Plans	Qualitative		100%								
	Quantitative		20%								
Child & Family Involvement in Case Planning			40%								
Efforts to Achieve Permanency			75%								
Preserving Cultural Connections			100%								
Stability of Substitute Care Placement			75%								
Needs Assessment & Services for Resource Parents			50%								
Initial placement with kin or kith	Qualitative		100%								
	Quantitative		47%								
Placement with siblings			100%								
Family Time with Parents and Siblings			50%								
Relationship of Child in Care with Parents			50%								
Monthly FTF with Parent	Qualitative		40%								
	Quantitative		50%								
Needs Assessment & Services for Parent			40%								
Monthly FTF with child	Qualitative		80%								
	Quantitative		94%								
Needs Assessment & Services for Children			40%								
Timeliness of Jurisdiction			64%								
Educational Needs of the Child			60%								
Medical & Dental Needs of the Child			20%								
Mental Health Needs of the Child			25%								

Active Efforts	Means affirmative, active, proactive, thorough, and timely efforts intended primarily to maintain or reunite an Indian child with his or her family. Active efforts must involve assisting the parent or parents or Indian custodian through the steps of a case plan and with accessing or developing the resources necessary to satisfy the case plan. There is not standardized measurement tool; as each family's needs are unique and active efforts are expected to meet those needs.
APPLA	Means "Another Planned Permanent Living Arrangement", which is a permanency option for foster youth, only when other options such as reunification, relative placement, adoption, or legal guardianship have been ruled out
ASFA	Means "Adoption and Safe Families Act" and refers to federal guidelines and timelines that child welfare agencies are required to meet
Assignment	Means that a call to the hotline is determined to be suspicious for child abuse and will require further investigation. The Oregon Child Abuse Hotline (ORCAH) screeners will assign the case to the geographically appropriate site or branch for assessment by a Child Protective Services caseworker
CFSR	Means "Child and Family Services Review" and refers to reviews that are conducted annually to help states improve safety, permanency and well-being outcomes for children and families who receive services through the child welfare system
Concurrent Plan	Means an approach that seeks to eliminate delays in attaining permanency for children and youth in foster care. Effective implementation requires comprehensive and early assessment. It involves identifying and working toward a child's primary permanency goal (such as reunification with the birth family) while simultaneously identifying and working on a secondary goal (such as guardianship with a relative). (source: childwelfare.gov)
CPS	Means "Child Protective Services" and refers to a specialized social service program that Child Welfare provides on behalf of children or, when applicable, young adults who may be unsafe after a report of abuse is received
CPS Disposition	Means a determination that completes a CPS assessment. Dispositions are discussed in OAR 413- 015-1000 and include founded, unfounded/unsubstantiated, and unable to determine
CQI	Continuous Quality Improvement
Cultural Heritage	Means the language, customary beliefs, social norms, and material traits including, but not limited to, the dress, food, music, and dance of a racial, religious, or social group that are transmitted from one generation to another
Disproportionality	Children of Black or African American and American Indian or Native Alaskan families are brought to the attention of Child Welfare agencies and placed in substitute care at a rate that is higher than to their representation in the population of a community

Permanency in 12 Months	This measurement captures the percent of children who leave substitute care to a lasting family setting in a 12mo period. This is most often reunification; a safe return home within 12 months of their entry to substitute care.
Permanency in 13-23 Months	This measurement captures the percent of children who leave substitute care to permanency in a 13-23mo timeframe.
Permanency in 24+ Months	This measurement captures the percent of children who leave substitute care to permanency in 24mo timeframe or longer.
Placement stability	Is a Federal Measure which shows the rate of placement moves 1,000 per day of foster for all children who <i>entered care</i> in a 12-month target period. Unit of analysis is the placement move and days in removal episode during the 12-month target period
PM	Means “Program Manager” and refers to a Child Welfare staff who manages a particular child welfare program and/or a child welfare program in a certain district
Qualitative	measuring, or measured by the quality of something rather than its quantity.
Quantitative	measuring, or measured by the quantity of something rather than its quality
Recurrence of Maltreatment	Recurrence of Maltreatment measures the rate at which children who were victims of a founded investigations were then named as victims of a subsequent founded abuse report within a 12mo timeframe.
Re-Entry to Substitute Care	Re-entry to Substitute Care measures the rate at which children who have already been placed in in substitute care and were returned home within a 12mo timeframe are placed in substitute care again within a subsequent 12mo timeframe of that initial return.
Resource Parent	Means a person who operates a home that has been approved by the Department to provide care for an unrelated child or young adult placed in the home by the Department
Root Cause Analysis	Means a factor that caused a nonconformance and should be permanently eliminated through process improvement. The root cause is the core issue—the highest-level cause—that sets in motion the entire cause-and-effect reaction that ultimately leads to the problem(s).
SNAP	Means Supplemental Nutrition Assistance Program and refers to the federally funded program that offers nutrition assistance to eligible individuals and families

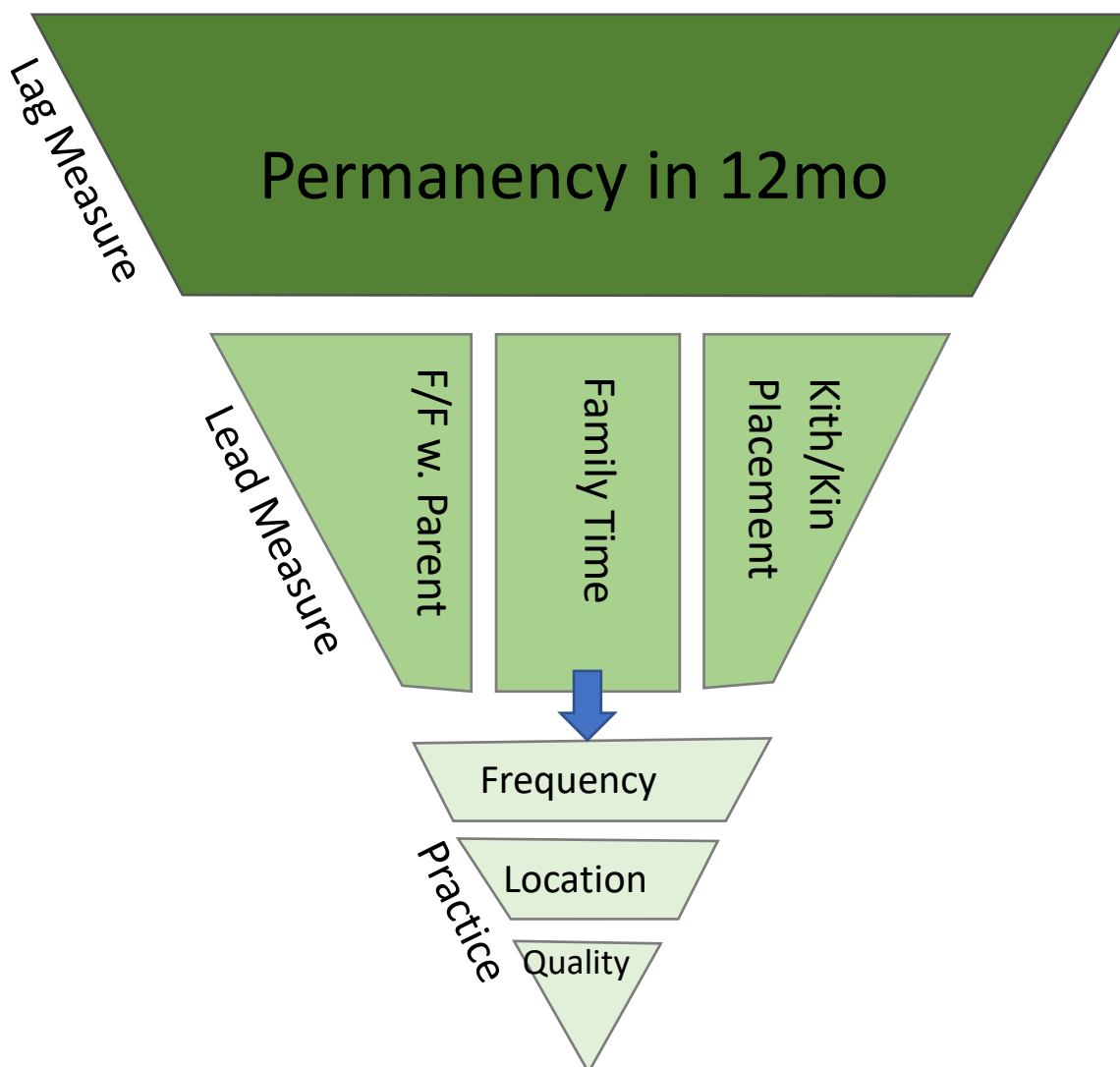
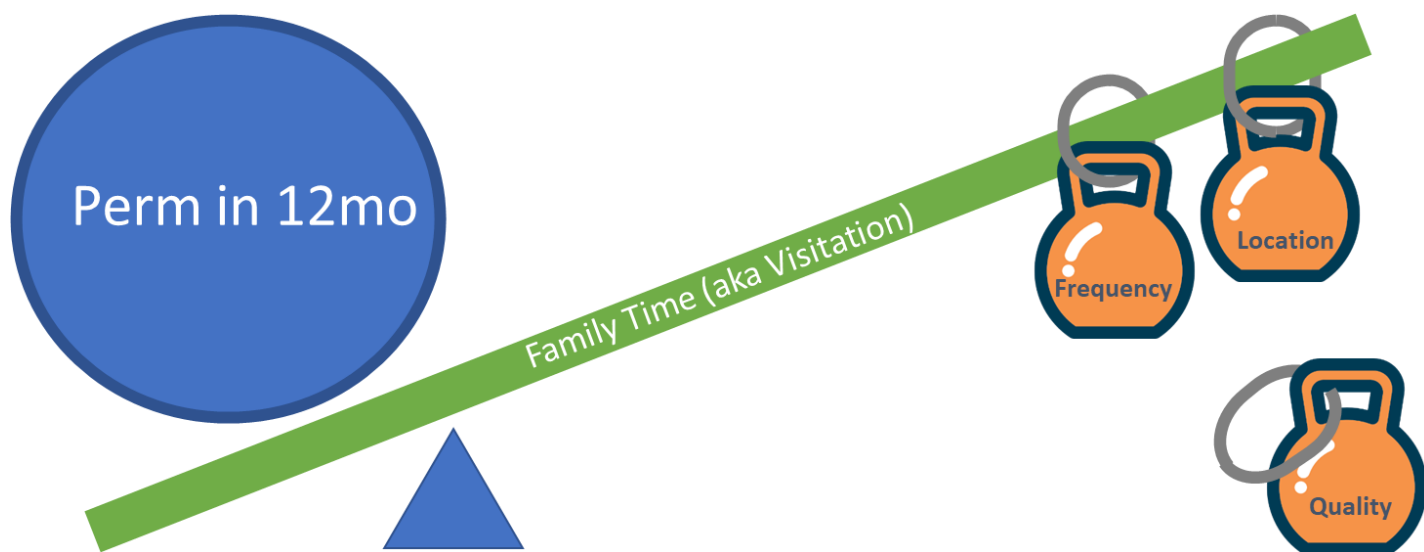
DM	Means “District Manager” and refers to the staff member who manages Child Welfare & Self Sufficiency Programs for the district
Family First/FFPSA	Mean “Family First Prevention Services Act” and refers to a federal act which aims to preventatively preserve families
Family Time	Means time during which children/youth who are place in foster care spend with their parents, siblings, and other important members of their families
Fidelity Reviews	Means the review process that CW completes to audit the quality of casework in order to assure case practice is true to the Oregon Safety Model (OSM)
Founded	Means the determination, or disposition, following an investigation by Child. Protective Services, which means there is “believable evidence” that child abuse or neglect
ICWA	Means “Indian Child Welfare Act” and refers to the United States federal law that governs jurisdiction over the removal of Native American children from their families in custody, foster care and adoption cases
IEP	Means “Individualized Education Plan” and lays out the special education instructions, supports, and services a student needs to thrive in school
In Home	Cases in which child welfare caseworkers offer support and services to address safety concerns while the children remain in the family home.
JCIP	Means “Juvenile Court Improvement Program” and refers to a federally funded project to improve court practice in child abuse and neglect cases.
Lag Measure	Means a historical measure of performance; for our purposes, the lag measures are the performance measures that are federally tracked.
LEA	Means Law Enforcement Agency
Lead measure	Means the highest leverage actions or activities that can accomplish goals and contribute to the performance of the lag measures.
M2HN	Means “Moderate to High Needs” and refers to families where family behaviors, conditions, or circumstances are occurring now and over the next year without intervention, are likely to have a negative impact on a child’s physical, sexual, psychological, cognitive, or behavioral development or functioning.
Maltreatment in Substitute Care	Measures the rate at which there are founded investigations of abuse once a child is in a substitute care placement.
ORCAH	Means Oregon Child Abuse Hotline and refers to the division of Child Welfare responsible for receiving and assigning for investigation community reports of child abuse
ORICWA	Means “Oregon Indian Child Welfare Act” and refers to Oregon’s Law which upholds the Child Welfare Vision for Transformation principles and values where children thrive by growing up in a family, community relationships are valuable, self determination is fostered, and prevention efforts are critical to maintaining the family unit

SSP (Self-Sufficiency Program)	Means Oregon's Self-Sufficiency program, which is meant to provide a safety net, family stability and a connection to careers that guide Oregonians out of poverty. It consists of: Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Employment Related Day Care (ERDC), Temporary Assistance for Domestic Violence Survivors (TA-DVS), Refugee Program, and Runaway and Homeless Youth.
TANF (Temporary Assistance for Needy Families)	Means Oregon's program that provides cash benefits to low-income families with children. These benefits help meet a family's basic needs like food, clothing, rent and utilities while they work toward self-sufficiency
TPR	Means "Termination of Parental Rights" and refers to any action which results in the termination of the parent-child relationship
Unable to Determine	Means there is some indication abuse occurred, but there is insufficient information to conclude there is a reasonable cause to believe abuse occurred
Unfounded	Means there is no evidence abuse occurred, also known as unsubstantiated
Vision for Transformation	Means Oregon's plan for change that is based on a belief that children do best growing up in a family and on values related to honoring and supporting cultural wisdom, building community resilience and voice, and ensuring the self-determination of our communities. of color

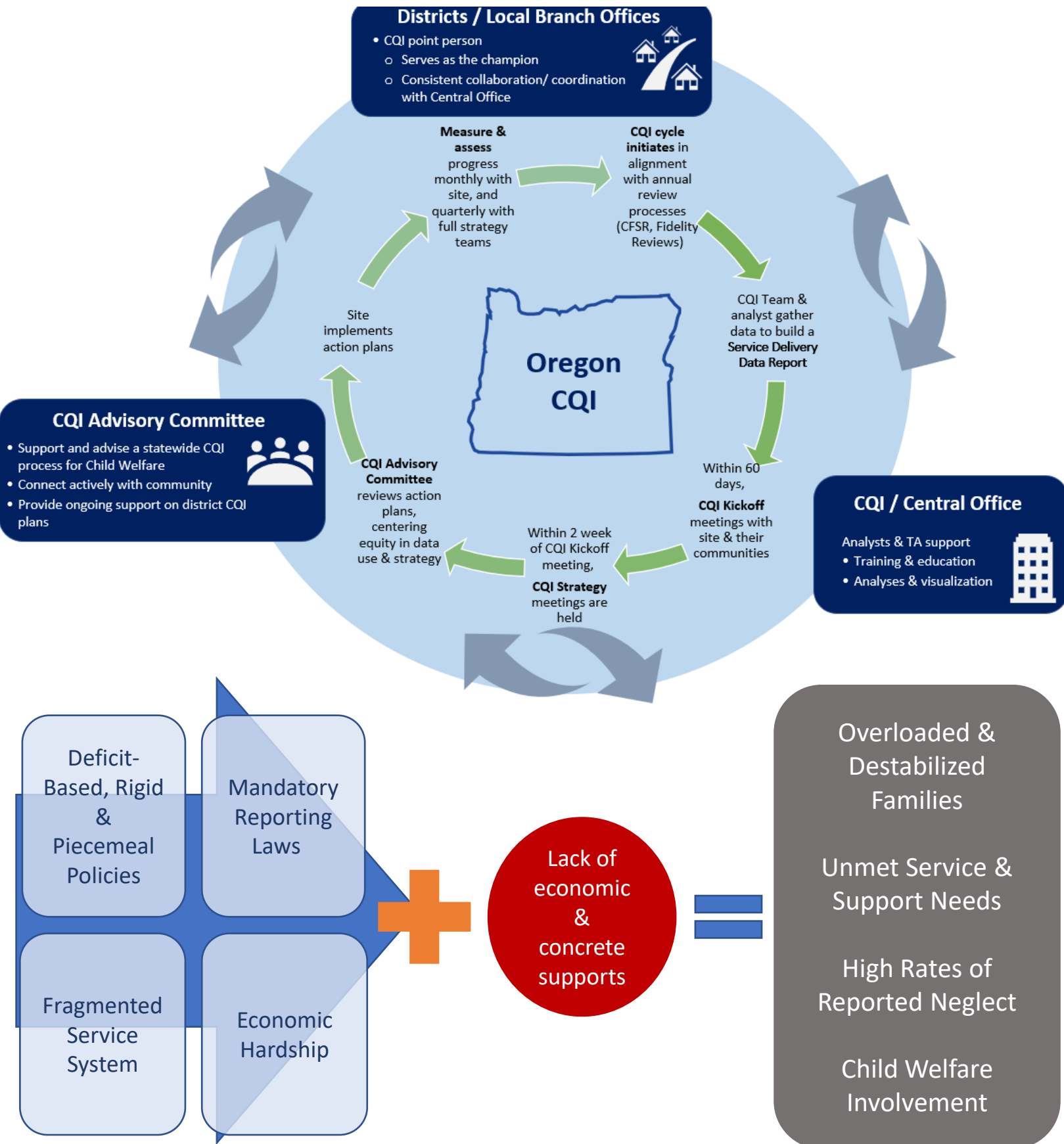
Helpful links

Federal Measures Dashboard	https://www.oregon.gov/dhs/data/pages/cw-fpms.aspx
Vision for Transformation	https://sharedsystems.dhsoha.state.or.us/DHSForms/Served/de2445.pdf

Appendix A



Appendix B



Source: Chapin Hall, April 2022