

# Executive Summary: Oregon Department of Human Services, Office of Child Welfare Programs



Capacity Building  
CENTER FOR STATES

## Background

The Capacity Building Center for States (Center) has partnered with the Oregon Department of Human Services, Office of Child Welfare Programs (ODHS CW) to develop work plans to address practice model fidelity by strengthening its training infrastructure and selecting and implementing a statewide coaching model as a tool for practice improvement. Additionally, ODHS CW desires to incorporate the voice of those with lived experience, specifically youth and parents, into a system where their voices are contributing to program and policy decisions that impact case, organization, and system levels.

When Child and Family Services Review (CFSR) qualitative and quantitative data were examined, fidelity to the Oregon Practice Model was identified as a barrier to timely permanency. Practice is inconsistent across the districts and, when agency staff are not appropriately applying the practice model components to fidelity, reunification can be delayed because children remain in care who could otherwise return home safely. Conversely, practice inconsistency can also delay moving to the concurrent plan if workers are not able to articulate what efforts have been made to assist in changing protective capacity, and why those efforts were unsuccessful. ODHS CW was applying the Replicable Recovery and Reunification Interventions for Families (R3) coaching model in one area. Since funding for this grant has ended, ODHS CW now wants to determine if this model should be scaled statewide or if another coaching model should be implemented. Oregon is seeking to identify a model that is culturally responsive and aligned with their safety and practice models.

Currently, ODHS CW has a training unit responsible for coordinating internal infrastructure to respond to training and workforce development needs. The training unit relies heavily on training and workforce development activities provided through a contract with Portland State University and individual contractors. The training unit has identified the need for coaching for the training team on: working together, identifying and navigating system barriers, clarifying roles and responsibilities within the training unit, creating a clear plan for training, and standardizing workforce development activities to make them responsive, accessible, efficient, and timely. Staff on the training team currently require coaching and support to develop a well-articulated and documented plan that also includes the proposed coaching model work.

ODHS CW plans to engage in deeper problem exploration to create an infrastructure for a child welfare system that includes the voices of youth and families with lived experience and shares decision-making power. Representation is intended to include black, indigenous, people of color, people with disabilities, and LGBTQ populations.

## Project Descriptions

### Project 1: Statewide Coaching Model

- ▶ Project timeframe: October 2021 through September 2022
- ▶ Project description: The Center will provide consultation and coaching to ODHS CW on development and implementation of a statewide coaching model. The goal of this intensive project is to select and implement a statewide coaching model as a tool for practice improvement.
- ▶ Project connection to CFSR Outcome(s) or Systemic Factor(s): During a review of CFSR data, fidelity to the Oregon Practice Model was identified as a barrier to timely permanency.
- ▶ Center team:
  - Liaison/Project Leads, Tasha Toebben and Christine DeTienne, are responsible for oversight of service delivery.

- Evaluation Coach, to be determined, is responsible for evaluation planning and monitoring.
- Coaching subject matter expert (SME), Ellen Smith, is responsible for deploying coaching expertise in the selection of a statewide coaching model.
- Family Consultant, to be determined, is responsible for coaching the jurisdiction to build skills on family engagement and use of the model.

## Project 2: Training Infrastructure

- ▶ Project timeframe: July 2021 through December 2021
- ▶ Project description: Through coaching and consultation, the Center will support the ODHS CW training unit in exploring the agency’s existing workforce development strengths and identifying opportunities for improvement. This support includes developing a theory of change and supporting the assessment of readiness for implementation, including clear roles and expectations, feedback loops, logistics, and a training infrastructure plan. The goal of this brief project is to ensure workforce development needs are consistently identified, addressed, and communicated to agency staff and that there is a documented process for ongoing development of the training unit staff to meet these needs.
- ▶ Center team:
  - Liaison/Project Leads, Tasha Toebben and Christine DeTienne, are responsible for oversight of service delivery.
  - Training Infrastructure SME, Emily Katz-Moffatt, is responsible for coaching the jurisdiction in identifying training unit infrastructure.

## Project 3: Expand Participation of Youth and Families With Lived Experience

- ▶ Project timeframe: July 2021 through March 2022
- ▶ Project description: The Center team will focus on enhancing the involvement of youth and families with lived experience with ODHS CW and provide coaching and consultation to conduct problem exploration, develop a theory of change, and add additional parent representation to the existing Parent Advisory Council. The goal of this project is to incorporate youth and parent voice into daily work and policy revisions.
- ▶ Center team:
  - Liaison/Project Leads, Tasha Toebben and Christine DeTienne, are responsible for oversight of service delivery.
  - Family consultant, to be determined, is responsible for coaching the jurisdiction to build skills in family engagement.
  - Young Adult Consultant, to be determined, is responsible for coaching the jurisdiction to build skills in youth engagement.

## Review by Federal Partners/Ongoing Federal Communication

- ▶ On January 27, 2021, the Center Liaison met with Children’s Bureau (CB) Regional Office Specialist Summer Puckett, CFSR Lead Diane Shimizu, and representatives from the state to discuss agency priorities. After this discussion, an initial work plan was drafted and sent for review by CB and the state on April 12, 2021. The CB Regional Office Specialist and the state provided comment and a second draft was shared with CB and the state on June 9, 2021.
- ▶ On June 16, 2021, feedback was received from the state and incorporated into the work plan and the final draft was sent to the federal team on June 17, 2021. No further feedback was received.
- ▶ The Center Liaison will continue to update the Regional Office on work plan progress alongside ODHS CW project leads through monthly meetings during the timeline scoped and email communication as needed.