



FINAL

DHS Children, Adults and Families
Child Welfare Advisory Committee
December 12, 2007

Members

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| <input type="checkbox"/> Dana Ainam | <input checked="" type="checkbox"/> Leslie Currin | <input type="checkbox"/> Jean Lasater | <input checked="" type="checkbox"/> Pam Patton | <input type="checkbox"/> Christine Stetzer |
| <input checked="" type="checkbox"/> Janet Arenz | <input checked="" type="checkbox"/> Don Darland | <input type="checkbox"/> Phil Lemman | <input type="checkbox"/> Doug Poppen | <input checked="" type="checkbox"/> Judy Stiegler |
| <input checked="" type="checkbox"/> Mike Balter | <input type="checkbox"/> Sara Gelser | <input checked="" type="checkbox"/> Benjamin Hazelton | <input checked="" type="checkbox"/> Angela Sherbo | <input type="checkbox"/> Ruth Taylor |
| <input checked="" type="checkbox"/> Iris Bell | <input checked="" type="checkbox"/> Cathy Kaufmann | <input type="checkbox"/> Jerry Moore | <input type="checkbox"/> Becky Smith | <input checked="" type="checkbox"/> Nan Waller |

DHS Staff

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| <input type="checkbox"/> Bryan Johnston | <input type="checkbox"/> Jim Neely | <input checked="" type="checkbox"/> Toni Peterson | <input type="checkbox"/> Debbi Kraus-Dorn |
| <input checked="" type="checkbox"/> Mickey Serice | <input type="checkbox"/> Nancy Keeling | <input type="checkbox"/> Madeline Olson | |

Guests: Bruce Goldberg MD, Christine Stolebarger, Michelle Cole

Minutes Recorded By Pam Pearson

OVERVIEW OF AGENDA

Today's meeting was conducted via conference call.

- Stiegler: Because the agenda is abbreviated and time is limited, we will be able to take questions from CWAC members only. That is a logistical decision only and not intended to be disrespectful of interested parties who are joining us today. There is one correction to the agenda. The Policy Option Package discussion is for POPs for the 2009 legislative session, not the February 2008 session. CAF's interim assistant director, Bryan Johnston, is not able to attend today's meeting. We had originally planned to introduce Bryan and have him and Bruce share their thoughts and vision for the future of DHS. We chose not to hold a regular 3-hour CWAC meeting without Bryan. We changed the meeting to a conference call so as to not cancel the meeting altogether. Bruce offered to participate in this call to fill CWAC in on what has been happening from his perspective. Bruce and Bryan are both scheduled to attend the January 9 meeting, and we will plan to have the total discussion about where CAF and CWAC are going at that time.

Interplay of Committees

- Goldberg: He extended his apologies to CWAC for not being as good a communicator as he should have been. He talked with some CWAC members before and after Ramona Foley announced her retirement, but not all. He will

make an effort to do better in the future. One concern he has heard is about DHS' value of CWAC. Wants CWAC to know that he and Bryan both value the committee and recognize the time commitment given by the members and their wide range of expertise. He heard other concerns about how CWAC fits in with other committees and work groups being formed.

We have a lot of work to do around staffing, safety, visitation, practice and other day-to-day issues in order to create a system in which we can keep children from entering foster care and help children thrive when they are in the system. He has attempted to turbo-charge some of those efforts. Bryan Johnston agreed to help out on an interim basis and one of the work groups is to help prioritize issues for him. This work group has perspectives in child welfare, self sufficiency and vocational rehabilitation, plus agency employees. It has a direct connection with CWAC because Angela Sherbo and Don Darland are on the work group.

There have been questions about the work group's charge to help in the recruitment of a permanent assistant director. It will not be the only group giving input on recruitment, but it will advise on the right process to use.

Another work group will be looking at the CIRT process to see what we have learned over the last two years and how to improve it. This group is chaired by Pete Shepherd and will report to CWAC. CWAC members are part of this work group.

A third group is working on broad recommendations on the continuum of child safety and, again, includes CWAC members.

Questions and Discussion

- Arenz: Thanked Bruce for making it a priority to talk with CWAC today. What were the compelling factors CAF was having to address that resulted in these work groups and changes?
- Goldberg: In talking with child welfare field staff and community partners, he found that we were changing our practice to the Oregon Safety Model without as much investment in training as we should have made. At the same time, we were making staffing changes. Day-to-day needs in the local offices were impacted. Other issues have risen around psychotropic medications, face-to-

face visits, and the implementation of a new TANF program. All of this transition along with a change in leadership needs to be appropriately managed and organized.

- Bell: Asked about the small group looking at the recruitment of the assistant director as opposed to the overall recruitment process.
- Goldberg: The work group has met once to outline its work. One task will be to advise on the recruitment process. We have no firm plan at this time. He wants to do a national search. The work group can help develop the process to do that search.
- Balter: Asked if CWAC was part of the problem because he sees that these topics are ones on which CWAC should have been advising. Is willing to step aside if Bruce wants to reorganize CWAC. CWAC has studied some of the issues Bruce mentioned and he sees that the committee has had little impact on CAF. He puts this idea on the table in case DHS wants to look at the structure of CWAC and its role. To him, it appears that a decision was made that CWAC was part of the problem.
- Goldberg: Sees it differently than what Mike described. The issue is not CWAC being part of the problem, but how to use the expertise of the members most effectively. The committee does not need to go away in any shape or form. This will be a great discussion to have when Bryan can be here in January.
- Stiegler: CWAC has been discussing this same thing over the last several months. We are developing a process by which to be most effective in our advisory capacity. Circumstances can happen to “upset the apple cart” or Bruce could reconfigure the committee, but it is a legislatively mandated committee. Mike Balter voiced frustrations we’ve experienced for some time, but her hope is that the work done in the last few months is moving us to be more vibrant and effective.
- Arenz: The CWAC Future Issues Work Group (FIWG) has been the venue to bring issues to CWAC for direction and action. It might be good to check how we are focusing our conversations in FIWG and translating to CWAC. The action and implementation piece that follows CWAC recommendations is what still needs work. CWAC is a fabulous group; we just need to develop the follow-through on communicating to CAF and CAF communicating to CWAC if a recommendation is accepted and implemented. If a recommendation is not implemented, CWAC needs to know the reasons why.

- Goldberg: This follow-through and reporting is the relationship between the committee and CAF assistant director. Now is a good time to look at the expectations on both sides – the advice and follow-through.
- Stiegler: We have identified processes to be more effective in this feedback loop on both sides.
- Balter: Historically, CWAC is behind in the information flow; receiving information after a decision has been made or is well down the road. That has led to some of the questions about where CWAC has influence and the committee's role. The newly formed groups will report back to CWAC, but at what stage? What influence will CWAC be able to have?
- Arenz: CWAC members are participating in the work groups, but what is the process for the work to come back to CWAC and for CWAC to be able to make recommendations?
- Goldberg: That is the point of having CWAC members on the work groups. It would be good to have them communicate back and forth between the work groups and CWAC. The role of CWAC is to monitor and advise on the follow-through.
- Bell: Are they representing CWAC or their individual areas of expertise?
- Stiegler: Are they on the work groups because they are CWAC members or because of their expertise and they happen to also be CWAC members?
- Bell: Is their CWAC membership secondary? Is their charge to represent their individual expertise?
- Goldberg: Sees them representing both.
- Darland: As one of those appointed to a work group, he sees himself not just as a foster parent. He is representing CWAC, but with limited expertise in the other members' areas. He would go to other CWAC members with expertise in certain areas if needed.
- Patton: CWAC has gone through a developmental process and clarified what the committee wants to be. Change takes time and is a process. CWAC and DHS Child Welfare are undergoing change at the same time. Suggested that the new assistant director be given information about the work of CWAC and what the committee currently is. CWAC does need to get information on these work groups, but also needs to continue to work on the issues it has been addressing, and not stop when a system change or crisis occurs.
- Arenz: Asked that the January CWAC agenda include updates on these work groups.

- Stiegler: Rather than CWAC members providing the updates, it would be better to have Bryan or Bruce give the update, followed by an opportunity for the CWAC participants to add their comments. The official reporting should come from Bryan, Bruce or the work group chair. Reporting to CWAC and gauging our reaction should be part of the DHS process.
- Arenz: CWAC has some well-crafted documents that clarify our charge and how we address issues. They need to be shared with Bruce and Bryan to show the work we have done and how we can be a conduit.
- Stiegler: We will make sure they get our bylaws, operating procedures and principles document with an introduction to the work we have done.

ACTION: The January 9, 2008, CWAC agenda will include an update on the interplay of committees by Bruce Goldberg and Bryan Johnston. CWAC participants will be given the opportunity to follow with their comments.

ACTION: CWAC bylaws, operating procedures and principles will be sent to Bruce and Bryan. Judy Stiegler will cover them with an introduction of the work the committee has done.

Workload and Caseload Study

- Goldberg: One issue on which he would like short-term help from CWAC is DHS' work in transforming ourselves into a more efficient organization. Fariborz Pakseresht is forming a small group to meet with an outside consultant, McKinsey and Company, Inc. The group will be asked to look at the consultant's methodology and model to see if we are approaching it in the right way. The analysis will be brought to CWAC.
- Stiegler: Is this a reconstitution of the previous group Clyde Saiki chaired on staffing and workload?
- Goldberg: No. We now have outside expertise doing a formal workload and staffing study.
- Peterson: The previous group was formed to look at the recommendations of the National Resource Center on Organizational Improvement.
- Pakseresht: This is follow-up to a 2005 budget note and will include a report to the Legislature in February 2008. The staffing and workload study is part of the DHS transformation project. We will continue to look at child welfare, but this short-term work is to look at workload vs. caseload. We want to measure work rather than cases because we recognize some cases are more difficult than

others. Would like a few interested CWAC members to meet with McKinsey and Company, Inc., to go through their model and what the end product might look like if we continue down that path.

Interested Members: Mike Balter, Janet Arenz, Benjamin Hazelton

ACTION: An email will be sent to all CWAC so that those not attending today's meeting will be informed about this opportunity. (Completed 12/14/07)

Sensitive Review Committee

- Goldberg: A Sensitive Review Committee is being formed to review the Gabriel Allred case within a confidential setting to make recommendations on DHS child welfare practice. The recommendations will be shared with CWAC.

ACTION: The January 9, 2008, CWAC agenda will include an update on the Sensitive Review Committee.

Policy Option Packages

- Serice: We are at the brainstorming stage for POPs for the 2009 legislative session. A work sheet was emailed to CWAC this morning that members can use to submit their ideas. Questions 2-4 are most important, but we will accept just a brief statement about the concept at this time. They are needed by 1/14/08.
- Stiegler: We will add this to the January 9 agenda to share the concepts and give an opportunity to discuss/refine them.
- Serice: Will send a list of the concepts already on the wish list and a clarifying email to CWAC today.

ACTION: An email will be sent to CWAC inviting members to submit their ideas for POPs. It will include the current wish list. (Completed on 12/12/07.) The January 9, 2008, CWAC agenda will include an update on the POPs.

Meeting adjourned.