

OKDHS Child Welfare Assessment Recommendations

	Children's Rights	(Allegations)			
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>	Plaintiff Children are Victimized while in DHS Custody P. 21	DHS places plaintiff children in dangerous and inappropriate homes and facilities while in DHS custody. P. 28	DHS's Dangerous Monitoring and Oversight Practices of Foster Homes and Facilities harm Plaintiff Children and expose them to imminent risk of harm. P. 35		
<i>Number of Available Foster Homes</i>	Dangerous Failures in Oklahoma's Foster Care System Have Been Documented for Over Ten Years, yet DHS has failed to ameliorate them or Implement Necessary Reform P. 16	Failures in the Operation of the Oklahoma Foster Care System P. 21	DHS's failure to develop and maintain a sufficient number and array of foster care placements P. 24	DHS fails to provide adequate foster care maintenance payments for the care of Plaintiff Children. P. 38	
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>	DHS frequently moves children from one inappropriate placement to another, causing them severe emotional and psychological harm. P. 30				
<i>Number of children in shelters and how long the children remain there</i>	DHS houses plaintiff children in dangerous and inappropriate placements that fail to provide adequate protection to meet their needs. P. 24	DHS unnecessarily institutionalizes plaintiff children in dangerous and inappropriate emergency shelters for extended periods of time. P. 25			
<i>Permanency</i>	DHS prevents plaintiff children from maintaining critical family ties while in State custody. P. 32	DHS fails to plan for and take mandated steps to find permanent and safe homes and exits from State custody for plaintiff children. P. 40			
<i>Adoption</i>					

OKDHS Child Welfare Assessment Recommendations

	Children's Rights	(Allegations)			
Performance Areas	Recommendations ==>				
<i>Reasonable caseloads for child welfare workers</i>	DHS's failure to adequately monitor the safety of children in DHS custody subjects plaintiff children to harm or imminent risk of harm. P. 33	Excessive Caseloads, Inexperienced Caseworkers, Inadequate Supervision, High Turnover and Inadequate Training threaten basic child safety. P. 33			
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>	DHS fails to arrange mental health services for Plaintiff Children. P. 41	Plaintiff Children are denied adequate and effective legal representation in the juvenile courts. P. 42	Breach of the Oklahoma State Plan Contracts Harms Plaintiff Children. P. 43		

OKDHS Child Welfare Assessment Recommendations

	Viola Miller					
Performance Areas	Recommendations ==>					
<i>Overall</i>	Oklahoma should initiate a comprehensive business process analysis and redesign of the child welfare system with the ultimate “product” being the safety, permanency, and well-being of children. Restructuring without systemic culture change is no more than logistics. In contrast, a product-based business process analysis will be founded on a thoughtful outcomes-based approach to service delivery.					
<i>Child Protective Services</i>	DHS should carefully monitor and refine the implementation of its dual-track CPS system in accordance with best practice standards.					
<i>Prevention Services</i>						
<i>Child and Abuse Neglect in Care</i>	DHS should develop an integrated, comprehensive system of reporting, tracking, and monitoring outcomes, in particular the abuse and neglect of all children in care.	CPS should begin joint investigations with the Office of Client Advocacy for all abuse and neglect reports involving custody children in congregate care. The findings of these investigations should be included in KIDS and reported to the federal government.				
<i>Number of Available Foster Homes</i>	DHS should develop and implement a dual certification program for foster and adoptive families to support a network of family-based placement services that are most likely to result in permanency, and to minimize placement instability.	DHS should implement a continuous state, county, and community-based resource home needs assessment, including generic, targeted, and child-specific goals and strategies.	DHS should develop, implement and monitor a plan for recruitment and retention of resource homes based on goals established from the needs assessment and should engage current resource families in this work.			
<i>Frequency and continuity with which child welfare case workers visit children</i>						
<i>Number of placements that children experience</i>	DHS should develop and implement a dual certification program for foster and adoptive families to support a network of family-based placement services that are most likely to result in permanency, and to minimize placement instability.					

OKDHS Child Welfare Assessment Recommendations

	Viola Miller					
Performance Areas	Recommendations ==>					
<i>Number of children in shelters and how long the children remain there</i>	DHS should immediately develop and implement a plan to eliminate the use of emergency placements (particularly shelters), and reallocate those resources to develop an adequately funded, supported, and monitored placement system.					
<i>Permanency Adoption</i>						
<i>Reasonable caseloads for child welfare workers</i>	DHS should abandon its antiquated workload analysis and develop a sustainable approach to workload management. This approach must not only include adherence to acceptable caseload standards, but it must also establish a mechanism for ensuring equity in assignment. Use of aggregate data and averages to determine caseload compliance must cease. Caseloads can only be managed at the individual staff level.	DHS should initiate a “right sizing” initiative and seize the opportunity to reallocate staffing to child welfare as necessary.	DHS should ensure the presence of a sufficient number of caseworkers and supervisors at all times by developing strategies to mitigate vacancies and turnover.			
<i>Organizational Structure</i>	DHS should develop a dynamic leadership team to drive the child welfare change initiative over the coming years. The systemic reform needed will require strong leadership with a clear vision of work that is child-centered, family-focused, strengths-based, and culturally responsive.	DHS should develop well-defined responsibilities and accountability for every position in the child welfare system, and set clear goals and objections for its child welfare staff.				
<i>Continuous Quality Improvement processes</i>	DHS should implement a child welfare Performance Quality Assurance (PQA) office answering directly to top child welfare leadership. This office must have as much independence from bureaucratic interference as possible. The PQA should include the use of a standardized quality services review process for measuring the casework and outcomes of individual custody children. This office should also provide leadership for the implementation of a continuous quality improvement process that involves all staff across the agency as well as stakeholders outside the agency, including providers, community partners, service recipients, and foster parents.	DHS should implement a Quality Services Review (QSR) for evaluating cases of children in custody, which should include external reviewers along with DHS staff.	DHS should implement a process to ensure that QSR recommendations are followed and action steps implemented.	PQA should become the repository for all contracts and provider monitoring information. It should regularly review all information available on each provider to determine the safety and well-being of children, and should make recommendations in writing regarding the continuation of contracting based on the information reviewed.		

OKDHS Child Welfare Assessment Recommendations

	Viola Miller					
Performance Areas	Recommendations ==>					
<i>Training / workforce development</i>	DHS should develop an enhanced professional development program that is integrated and monitored; based on accepted principles of adult learning, including coaching and mentoring; and focused on outcomes for children and families.	DHS should develop a more integrated approach to professional development in cooperation with the state's university system.	DHS should develop specific curricula for both pre-service and in-service training for the child welfare workforce.	DHS should continue to enhance its child welfare supervision training curriculum, including a performance competency evaluation.	New worker training should require successful completion of a performance competency evaluation prior to caseload assignment.	DHS should ensure that private provider caseworkers meet the same professional development standards as the public system staff.
<i>Other</i>	DHS should implement a high-quality data management system. This system must be staffed with the expertise necessary to ensure data integrity, and must allow the use of data reporting and analysis to inform decision-making and evaluate agency effectiveness on measurable outcomes.	DHS should establish and monitor performance outcome measures for both public and private service providers and hold both accountable for those outcomes.	DHS should implement performance based contracting.	DHS should ensure that all private agency monitoring and licensure information is integrated and used to inform contract decision-making.		

OKDHS Child Welfare Assessment Recommendations

	Hornby-Zeller				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child protective Services</i>	The Legislature should review the proposed Title 10 revisions to ensure that the sole criterion for removal of a child from his or her home is an imminent safety threat.	The Legislature should modify Title 10 so that DHS is involved with the police in all removals of children from their homes and so that the authority for “standing orders” is eliminated	DHS should contract with District Attorneys (DAs) to represent DHS in deprivation proceedings	DHS should establish one centralized hotline number for all reports of the abuse and neglect of children within the Child and Family Services Division and strongly consider whether vulnerable adults can be included as well.	DHS should simplify and clarify the definitions of Priorities One and Two and the criteria for investigations versus assessments; modify response times; and modify the daily contact rule.
<i>Prevention Services</i>	DHS should increase the use of court-supervised in-home placements for children who otherwise would have been removed but the safety issues have been resolved.	DHS should shift funding from out-of-home care to in-home services to support the families where children are not in imminent danger. DHS should increase the numbers and kinds of in-home services available based on an Area-level needs assessment (see Recommendation 18) and the use of evidence-based practices.			
<i>Child abuse and neglect in care</i>		DHS should streamline its licensing processes. At a minimum it should develop a single process for resource families or Bridge homes which includes all foster and adoptive families. At a more ambitious level, it should look at consolidating the requirements if not the staff for all home-based licensing within the agency, across the divisions of child care, developmental disabilities and child and family services. In addition, families who are licensed to provide one service such as child care should not be excluded from providing another such as foster care, although limits should be maintained on the number of children a family can care for at a time			

OKDHS Child Welfare Assessment Recommendations

	Hornby-Zeller				
Performance Areas	Recommendations ==>				
<i>Number of available foster homes</i>	DHS Area Directors should work with their recruitment staff to develop a resource recruitment plan based on the number of children in non-relative care and the projected foster family turnover, which meets the standard of two available beds per child.	The legislature should provide foster families with an increase both in the daily rate and in their ability to be reimbursed for clothing when a child newly comes to the home, even if the initial \$150 has already been spent elsewhere on the same child in another placement. Additionally, there should be some provisions for transportation reimbursement based on the requirements of the service plan, unless the family is receiving a difficulty of care payment.			
<i>Frequency and continuity with which child welfare case workers visit children</i>	Caseworkers should be required to visit with children privately at least every few months, and preferably at every visit. (
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>	DHS should phase out the two large publicly funded shelters, Laura Dester and Pauline E. Mayer, and replace them with emergency foster homes when alternative placements such as neighbors and relatives cannot be found.	The Commission on Children and Youth should assume responsibility for licensing all congregate out-of-home care facilities operated directly by DHS.			
<i>Permanency</i>					
<i>Adoption</i>	DHS should move the SWIFT Adoption workers to the Field Operations Division and integrate them into the agency's local offices.				

OKDHS Child Welfare Assessment Recommendations

	Hornby-Zeller				
Performance Areas	Recommendations ==>				
<i>Reasonable caseloads for child welfare workers</i>	The Legislature and the Governor should provide a consistent means of funding salary increases for DHS staff based on performance.	DHS should experiment with recruiting staff with different demographic characteristics to determine which groups are more likely to stay with the agency longer periods of time.			
<i>Organizational Structure</i>	Area offices should assume direct responsibility for functions which cross county lines.	Within Oklahoma and Tulsa Counties only, DHS should replace the positions of County Director and field liaison with programmatic directors for each of the programs within the Human Services Centers	The central office program divisions should conduct a periodic statewide services needs assessment and allocate funding to each Area office for contracted services, and the Area offices should assume responsibility for deciding which contracts to fund within their boundaries.	DHS administrators should act with greater speed to correct personnel performance problems, especially among Area and County Directors whose positions are unclassified.	
<i>Continuous Quality Improvement processes</i>	The Continuous Quality Improvement unit within CFSD should review its instrument and procedures to ensure a focus on the quality of casework, including the soundness of assessments and decision-making, and DHS should develop a clear structure of accountability based on the results of those reviews, including both positive and negative sanctions.				
<i>Training/workforce development</i>	DHS should revise its training materials to create a formal curriculum which provides information in a logical order and helps workers gain the competencies they need to perform their jobs at a high level.	DHS should ensure that every worker receives job-specific training as soon after starting a position as possible.			
<i>Other</i>	DHS should develop a Passport Program for foster children similar to those developed in Texas and Washington.				

OKDHS Child Welfare Assessment Recommendations

	Robin Arnold Williams				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>	Continue progress meeting federal expectations in the area of monthly visitation between case workers and children.				
<i>Number of placements that children experience</i>	Continue to develop and implement a broader array and depth of necessary services to address needs of children and families who come into contact with the child welfare system as well as support foster and kinship providers. Specific priority should be placed on expanded quality placement options and supports to provide safety of children in out of home care, continue to reduce utilization of shelter care, and improve placement stability.				

OKDHS Child Welfare Assessment Recommendations

	Robin Arnold Williams				
Performance Areas	Recommendations ==>				
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>					
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>	Increase the number of staff and continue to improve the experience level and practice competencies of staff responsible for day to day work on child welfare cases.	Improve the tracking, reporting and management of child welfare caseload and workload to assure effective allocation and utilization of available staff resources.			
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>	Continue to execute the established Continuous Quality Improvement (CQI) case review process to provide both quantitative and qualitative performance data and take steps to improve the CQI case review process with respect to involvement of outside individuals and entities, transparency of results, and more formalized feedback and follow up processes.				

OKDHS Child Welfare Assessment Recommendations

	Robin Arnold Williams				
Performance Areas	Recommendations ==>				
<i>Training/ workforce development</i>	Fully integrate the Child Welfare Practice Model into all training, policy, practice and performance expectations of child welfare staff at all levels and of management staff who supervise or provide support services to them.				
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

	Kathryn Simms				
Performance Areas	Recommendations ==> ("Findings" in this case)				
<i>Overall</i>					
<i>Child Protective Services</i>	The findings of the assessment review indicate that the appropriate response to address allegations of safety threats was not consistently taken by OKDHS staff. The review sample was very small so the issues concerning safety threats and response timeframes were noted in only four cases, and in none of those cases were injuries to the child victim alleged or found to have been present during the assessment.				
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>	The types of abuse/neglect that were most frequently substantiated in the Part II review sample were threat of harm and failure to protect. In 80% of the Part II investigations, the action taken in response to the findings of the investigation was to make a placement change for the child. Further action, such as referral back to the child's permanency worker or the Resource Family Specialist for services or a written plan of compliance was recommended in only 7 of the investigations. Only 10 homes had children who remained in the home following the substantiated investigation.	There were concerns noted in the case reviews specifically: <ul style="list-style-type: none"> ☐ the history of prior reports regarding the foster parents in the sample; ☐ the referrals that were assigned as assessments; ☐ some instances of delayed initiation of assessments or investigations; and ☐ some cases in which safety threats were not accurately identified. These concerns, however, did not represent a system wide failure to protect children's safety. While there were some errors in decision-making and there was not timely response in every case, this was clearly not a pattern or evidence of disregard for the safety of children.	The review findings did indicate a concern with the assignment of the reports as assessments, only four reports were correctly assigned as assessments. As expected, the most frequent issues in the reports of abuse or neglect that were assigned as assessments were lack of supervision and threat of harm. There were, however, also allegations that involved injuries and actions of the foster parents that posed safety threats to children under the age of three. Based on the OKDHS policy concerning assessments, 13 reports should have been assigned for investigation rather than assessment.	The majority of children who remained in the foster home following the substantiated investigation had previously received good care in the foster home and the allegations were such that the children could remain safely in the home if follow-up services were provided to the foster parents.	
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					

OKDHS Child Welfare Assessment Recommendations

	Kathryn Simms				
Performance Areas	Recommendations ==> ("Findings" in this case)				
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>					
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

	Chadwick Trauma				
Performance Areas	Recommendations ==>				
OVERALL	<p><u>Integrate a Screening Tool Designed to Assess a Child's Trauma History into Child Welfare Practice:</u> This may be a tool focused specifically on trauma or embedding questions related to trauma into the current child welfare assessment. A screening tool or process is effective for a number of reasons: 1) It ensures that the worker has a complete understanding of the trauma that a child has experienced, which may help direct a more effective case plan. 2) It aids the worker in embedding a "trauma lens" into their work, as it helps the worker to see a child's reactions in relation to trauma (where appropriate) and apply the training and education that they have received on trauma to a specific case, and 3) It helps the worker determine if a child needs to be referred for trauma-specific treatment.</p>				
<i>Child Protective Services</i>					
<i>Prevention Services</i>	<p><u>Structured Assessment for Birth Parents:</u> While the system is aware that many parents involved with the child welfare system have had their own trauma histories, it does not appear that there is any sort of structured assessment or referral process for birth parents. In recent years, it has become increasingly clear that helping birth parents address and work through their own trauma plays a critical role in helping families involved with the child welfare system.</p>	<p><u>Address Psychological Safety:</u> Continue to address psychological safety in very active and concrete ways throughout a child and family's involvement with the child welfare system.</p>			
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					

OKDHS Child Welfare Assessment Recommendations

	Chadwick Trauma				
Performance Areas	Recommendations ==>				
<i>Number of placements that children experience</i>	<p><u>Trauma Training for Resource Parents:</u> Although child welfare workers and supervisors identified resource parent training as a strength, the youth and resource parents themselves expressed a need for more training specific to trauma for substitute caregivers. Implementation of Caring for Children who have Experienced Trauma: A Workshop for Resource Parents (NCTSN) would improve the resource parent's ability to manage trauma reactions and therefore increase stability and well-being for children in care. The Foster Parent Newsletter Regarding Trauma-Informed CW Practice could be used to educate resource parents statewide.</p>				
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>	<p><u>Increase Training for Birth Parents:</u> While the results of the current assessment suggest that staff members actively engage with birth parents and recognize that many of them have experienced their own trauma, the results also suggest that there is no mechanism in place to provide training and education to birth parents on understanding trauma and working with their children regarding trauma behaviors and reactions. It is recommended that training for birth parents on trauma become embedded in the service plan to increase the likelihood of successful and permanent reunification.</p>				
<i>Adoption</i>					

OKDHS Child Welfare Assessment Recommendations

	Chadwick Trauma				
Performance Areas	Recommendations ==>				
Reasonable caseloads for child welfare workers	<p><u>Provide Increased Staff Support to Decrease Staff Turnover, Secondary Trauma, and Increase Stability and Support for Families:</u> One of the great challenges to becoming a trauma-informed child welfare system is providing support to the child welfare workforce. Due to the increasing demands of time, high caseloads, and decreased funding, coupled with the emotional toll it takes to work with traumatized children and families on a daily basis, turnover rates for workers are high. Traditionally, training designed to address secondary trauma has focused primarily on providing workers with strategies on how to take care of themselves once they leave the office. However, this has not proven to be enough. There is a need to integrate self-care strategies into the daily practice of workers and to address vicarious trauma on an organizational level. This includes integrating processing of challenging cases into supervision, providing training on secondary traumatic stress and related coping skills during initial training and ongoing staff training, and utilizing a curriculum designed to address secondary trauma in child welfare workers.</p>				
Organizational Structure					
Continuous Quality Improvement processes					
Training/workforce development	<p><u>Increase Training:</u> The theme of “increased training” emerged multiple times in both the focus groups and within responses on the TSRT. Large scale efforts related to trauma training are recommended to be initiated across the system, including child welfare staff, mental health providers, and parents. The training should cover topics such as types of trauma, impact of trauma across domains, and how to effectively manage and address trauma.</p>	<p><u>Facilitate Agency Culture Change by Embedding Consultation and Education Related to Trauma into Supervision and Team Meetings:</u> While it is critical for individuals to receive training on trauma, it is only the first step. In order to support workers’ efforts to integrate trauma knowledge and awareness into their daily practice, it is vital to embed trauma language and discussion into existing supervision and team meeting structures.</p>			

OKDHS Child Welfare Assessment Recommendations

	Chadwick Trauma				
Performance Areas	Recommendations ==>				
Other	<p><u>Resource Lists:</u> Line workers and supervisors expressed a strong interest in having a list of the resources that are available in their community (particularly mental health programs that provide trauma-focused services for both adults and children) that is easy to access and use. While creating such a database may be time-consuming on the front end, it will help save time and create an infrastructure for appropriate treatment referral in the long run.</p>	<p><u>Promote Regular Communication and Care Coordination with Other Service Providers:</u> The results from the current assessment suggest that workers feel strongly that increased care coordination and communication across service systems is a key component of a trauma-informed child welfare system. They identified that, while they feel it is important to increase this communication, it is somewhat challenging to work with other systems. Therefore, there are a number of strategies that may be used to increase coordination across systems: (1) Collaborate with mental health partners to provide cross-trainings to judges, schools, etc., on the topic of trauma and its impact on children; (2) Utilize a trauma-informed court report; (3) Conduct family team meetings that include all individuals who work with the child and family in the same meeting; and (4) Conduct multi-disciplinary team meetings regarding a specific child or case that includes individuals from multiple systems at the table, discussing the best ways to support the child and family.</p>			

OKDHS Child Welfare Assessment Recommendations

	OKDHS STRATEGIC PLAN 2011-2016				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>	Standardized intake process (OKHDS Abuse and Neglect Hotline);	Assessment of child safety and safety planning meeting.			
<i>Prevention Services</i>	Safe care is an evidenced based parent training curriculum for parents who are at-risk or who have been reported for child maltreatment.	Family functional assessment and behaviorally based case management;	Ongoing assessment		
<i>Child and Abuse Neglect in Care</i>	OKDHS child welfare staff conducts at least one monthly visit with children who are in out-of-home care. Contact guidelines focus on safety ,permanency, and well being.				
<i>Number of Available Foster Homes</i>	Family team meetings;	Bridge program	Case transfer meetings		
<i>Frequency and continuity with which child welfare case workers visit children</i>	Intentional visitation with child and parents;	ongoing assessment	OKDHS child welfare staff conducts at least one monthly visit with children who are in out-of-home care. Contact guidelines focus on safety ,permanency, and well being.		
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>	OKDHS is focused on safely reunifying families. Families receive serves focused on reducing risk and safety to their children.	Family engagement and involvement of extended family can often lead to safer and quicker reunification for children (family team meetings).			
<i>Adoption</i>	Concurrent planning				

OKDHS Child Welfare Assessment Recommendations

	OKDHS STRATEGIC PLAN 2011-2016				
Performance Areas	Recommendations ==>				
<i>Reasonable caseloads for child welfare workers</i>					
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>	Develop a statewide system for trauma informed child welfare system.	National Youth in Transition Database	Oklahoma Bridge to Independence Network to help youth in transition.		

OKDHS Child Welfare Assessment Recommendations

	Program Improvement Plan				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>	Revising policies and practices for screening allegations of maltreatment. P. 12	Revising policies and procedures related to prioritizing allegations of maltreatment and investigating complaints. P. 12			
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>	Developing and implementing county specific plans to increase resource availability. P. 12				
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>	Simplifying the individual service plan and implementing protocols to increase family involvement in all aspects of service delivery. P. 12	Implementing protocols to increase family (especially absent fathers) and tribal involvement in all aspects of service delivery. P. 12			

OKDHS Child Welfare Assessment Recommendations

	Program Improvement Plan				
Performance Areas	Recommendations ==>				
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>	Developing and implementing a supervisory case review protocol incorporating CFSR values and expectations. P. 12	Developing and implementing a peer case review which integrates the expectations of the supervisory review. P. 12			
<i>Training/workforce development</i>					
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

C	Oklahoma CFSR				
Performance Areas	Recommendations ==>				
Overall	<p>OKDHS plans to build on the group established to develop the Oklahoma Statewide Assessment prior to the Federal CFSR. The group's activities continued with the development of the Program Improvement Plan. While this group was not involved directly in the writing of the CFSP, information gathered by and from this group was used to develop strategies for the plan. OKDHS plans to enhance this process by creating a Child Welfare Steering Committee. Membership on this committee will include community stakeholders and OKDHS staff who have been involved in the statewide assessment and program improvement plan, as well as any additional interested parties to be identified in the future. OKDHS will invite more participation from tribes that will engage agency personnel, including individuals that have a stake in the child welfare system. P. 45</p>	<p>Technical assistance will be sought to assist the state in developing and convening an independent group that can and will make recommendations for the improvement of the State of Oklahoma's child welfare system. OKDHS will ask for technical assistance to focus on responsiveness at the local level. Most counties currently have some form of team developed but may be focused on individual cases. Counties need to be encouraged to develop teams that will have an impact in the community and make recommendation to OKDHS regarding services and to the court system regarding safety, permanency, and well-being. P. 45 As a result of the PIP, a strategy has been developed to increase the capacity of the county directors who are involved in their local community partnership boards. P. 46</p>	<p>Counties will encourage involvement by the tribes in planning, training, and other child welfare endeavors. Technical assistance from Program Staff, Office of Field Operations Division and Division of Children and Family Services will be available to train and facilitate meetings between tribes and local OKDHS offices. P. 46</p>	<p>Counties will be encouraged to include former and present children and families that have experienced the OKDHS child welfare system. This process has occurred in several counties but needs to be expanded. Youth panels have been found to be effective at the state and county levels. P. 46</p>	
Child Protective Services	<p><u>Centralized Hotline:</u> Implementation of the Centralized Hotline continues. The majority of the state is now being served by the centralized hotline. The remaining counties in northeast Oklahoma will be online soon. A second location at the Rogers County office, Claremore, Oklahoma has been secured to house the remaining members of the centralized hotline. This location will allow the remaining counties to be served. This second location will also provide a back up for the Oklahoma City facility should the need arise. P. 18</p>	<p><u>Assessment of Child Safety:</u> The CFSD, Permanency Planning staff are currently in the process of developing a workgroup of both CFSD and FOD staff to look at making adjustments to the AOCS for use in the on-going assessment of children and families. All of the Permanency Planning Core: Level 1 and 2 training sessions have been updated to offer case scenarios for staff to practice critical thinking skills in using the AOCS. P. 18</p>	<p>KIDS plans to have the Family Functional Assessment included in the September, 2011 KIDS release The workgroup that is reviewing the AOCS will also be looking at the FFA to determine if the tools can be merged into one for the purpose of ongoing assessments of safety and functioning of children and families. All of the Permanency Planning CORE level 1 and 2 trainings have been updated to allow staff opportunities to use critical thinking skills in assessing family functioning with practice case scenarios. P. 31</p>		
Prevention Services					
Child and Abuse Neglect in Care					

OKDHS Child Welfare Assessment Recommendations

C	Oklahoma CFSR				
Performance Areas	Recommendations ==>				
<i>Number of Available Foster Homes</i>	<p><u>Bridge:</u></p> <p>By definition, it is clear that the Bridge Model recruits, orients and supports traditional foster families, kin, and adoptive families. There is no distinction in approach. Oklahoma has implemented an assessment process that allows a family to be approved to provide care for children whether it is traditional foster care, kinship care or adoption. This integrated assessment includes both an initial and re-assessment tool to be utilized with all resource families to impact placement stability and time to permanency. OKDHS added a component addressing the protective capacity of resource families to the assessment guide. OKDHS will continue to evaluate the need for developing additional tools. It is anticipated that implementation of this process will reduce maltreatment in out of home care. P. 20</p>	<p><u>Bridge Recruitment:</u></p> <p>OKDHS is in the process of developing an Oklahoma specific recruitment and retention tool kit to be used in consultation with counties on developing localized recruitment plans with their community partners, while continuing to develop a consistent statewide plan with technical assistance from AdoptUSKids. Finally, the evaluation team continues to develop survey instruments to collect data on these initiatives as well as mine data from our KIDS database in order to track challenges as well as successes and continue to make adaptations to our efforts as needed. P. 20</p>	<p><u>Bridge Support:</u></p> <p>Mentoring and Support Groups – The Bridge Leadership team is planning on utilizing training clusters and the Office of Faith-Based and Community Initiatives to work on forming organic support groups of parents who experience pre-service training together. P. 29</p>	<p><u>Effectiveness:</u></p> <p>Survey instruments are also currently under development to evaluate the effectiveness of the Bridge Family Portal website. The website currently provides: an overview of what Bridge Families do, the Bridge Family Orientation training, FAQs for the Bridge philosophy, family support resources, useful forms, Bridge Family stories, Bridge best practices and principles, and videos / resources on foster care and adoption. P. 29</p>	<p><u>Effectiveness:</u></p> <p>We plan to use our SACWIS data to test the relationships between having contact with the Resource Support (Call) Center and the likelihood of being an approved home for all the different family types needed versus those families that are assisted in other ways (coming into a county office, internet, events, etc.). P. 29</p>
<i>Frequency and continuity with which child welfare case workers visit children</i>	<p>OKDHS plans to utilize an enhanced visitation model in ten select counties. These sites will conduct a self-assessment, identifying areas of strength and those needing improvement, to be addressed as part of the county program improvement plan. Training will be provided to these CW staff regarding the visitation protocol. The outcomes of this plan will be utilized to identify the resources necessary for statewide implementation. P. 30</p>				
<i>Number of placements that children experience</i>	<p>OKDHS plans to utilize an enhanced visitation model in ten select counties. These sites will conduct a self-assessment, identifying areas of strength and those needing improvement, to be addressed as part of the county program improvement plan. Training will be provided to these CW staff regarding the visitation protocol. The outcomes of this plan will be utilized to identify the resources necessary for statewide implementation. P. 30</p>				

OKDHS Child Welfare Assessment Recommendations

C	Oklahoma CFSR				
Performance Areas	Recommendations ==>				
<i>Number of children in shelters and how long the children remain there</i>	<p>The State of Oklahoma is addressing the emergency shelter issue on both a short and long-term basis. Both Oklahoma County and Tulsa County emergency shelters have enhanced and continue to enhance their service capacity for children. Medical and psychological assessments are conducted for each child and a developmental assessment is conducted on younger children. Oklahoma County shelter continues to transport children to their community schools to alleviate disruptions in their education. P. 44</p>	<p>As the rate of out of wedlock birth continues to grow, as do the removal rates for children under age one and the prevalence of drug affected-infants, reducing the use of emergency shelters will also require the development of special services primarily for infants. The vision includes development of implementation projects, which create standing capacity for emergency foster care homes that should virtually eliminate the need for shelter care for children under age five. OKDHS has had preliminary discussions with some providers who have expressed an interest in providing this service. The financial analysis has been preliminarily determined to be feasible for the projects. P. 44</p>			
<i>Permanency</i>	<p><u>Family Team Meetings:</u></p> <p>The FTM forms have been enhanced to include a closer look at sibling placement and at efforts to place siblings together if they have been separated. A focus has been placed on the need for every child to have frequent Family Team Meetings to improve family participation in decision making. This is being supported through CFSR Permanency Planning staff contacting Child Welfare field staff when a report indicates the child/family has not had an FTM and offering to assist with planning, coordinating and facilitating an FTM. P. 19</p>	<p><u>Concurrent Planning:</u></p> <p>OKDHS plans to revise and clarify the concurrent planning process and anticipates this will positively affect establishing permanency goals in a timely manner, attaining permanency goals timely, achieving adoptions timely, and ensuring long-term placement. On-going work with concurrent planning practices is provided through the use of Family Team Meetings and Permanency Roundtables. Both of these activities are focused on helping children achieve timely permanency, which includes a review of the Poor Prognosis Indicators. This information has been enhanced in the Permanency Planning CORE Level 1 and 2 training sessions to reinforce the need for early and periodic assessment for timely permanency. Oklahoma has three types of funded guardianships. The first is supported permanency using TANF funds, the second is Title IV-E funded guardianship and the third is a state funded program for those rare cases that guardianship is in the best interest of the child(ren), but the inability to meet the requirements of the other two programs, hinders the family's ability to obtain guardianship. P. 32</p>	<p><u>Broaden Service Array/Resource Development:</u></p> <p>OKDHS plans to approach the lack of services through implementing Resource and Capacity Development Plans within the individual counties of the state. Technical assistance will be accessed to gain information on how service array has been successfully improved in other areas of the nation. This will lay the foundation for providing individual counties with training and support in developing plans to increase services at the local level. P. 42</p>		
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					

OKDHS Child Welfare Assessment Recommendations

C	Oklahoma CFSR				
Performance Areas	Recommendations ==>				
Organizational Structure					
Continuous Quality Improvement processes	<p><u>Practice Model Guidebook:</u> Part of the OKDHS PIP is to provide an updated version of the Practice Model Guidebook. A workgroup of CFSR staff and FOD staff have met two times to discuss guidebook updates. These updates include changes to policy, new forms and reports, as well as new updates to KIDS. The OKDHS practice standards and practice model were reviewed by a tribal workgroup. This tribal workgroup provided feedback and input to enhance cultural awareness. These suggestions were submitted to the Practice Model Steering Committee. P. 18</p>				
Training/workforce development					
Other	<p><u>Collaborative Partnerships w/ Stakeholder Participation:</u></p> <p>The development of a statewide Child Welfare Stakeholder collaborative was identified as a strategy within Oklahoma’s Program Improvement Plan. During this process, major progress has been made. An already existing committee, which includes the membership desired for this collaborative, has indicated the interest and capacity to serve as the state-level community collaborative for child welfare. In addition, this collaborative has the ability to achieve state-level barrier "busting" in service array improvements. A final decision on their commitment will be made this month. In order to help inform the state-level collaboration of service array improvement needs at the local level, efforts are also being targeted at already existing local collaboratives. The Oklahoma Commission on Children and Youth has identified two staff members to help the local county collaboratives get the technical assistance they need to become better functioning collaboratives. P. 16</p>	<p><u>Communication:</u></p> <p>OKDHS has identified the need to improve communication within the Child Welfare system and between Child Welfare workers, tribes, and resource families providing care for the children placed in their homes. Enhanced communication will not only assist in identifying areas of concern in the home but will also add needed support for the families involved. OKDHS has recognized that there has been some confusion among Child Welfare workers regarding the difference between alleged policy violations and alleged abuse or neglect in out of home care. It is anticipated that increased communication will clarify this issue along with the centralized hotline. P. 22</p>	<p><u>Court Improvement Project:</u></p> <p>These two-day conferences will have workshops on numerous issues including safety, permanency, well-being, ASFA, Team Decision Making, etc. A presentation will be made at the annual Juvenile Judges Statewide Conference regarding the changing focus of CPS from incident based to an assessment model. OKDHS meets quarterly with the Juvenile Judges of the OK Supreme Court’s Juvenile Oversight & Advisory Committee for the purpose of exchange of new ideas, review of on-going joint training, and resolution of issues.</p> <p>Update: One yearly meeting was held on August 18 and 19, 2011. The agenda included the following presentations: “Adverse Childhood Experiences, the ACES Study”, “Understanding Historical Trauma”, “National Child Traumatic Stress Network”, “Trauma Informed Systems Project”, a panel of subject matter experts in trauma, and “Common Seeds Planted by Harvesters of Hope”. The Court Improvement Project anticipates an enrollment of approximately 600 attendees consisting of judges, district attorneys, CASA, PARB, private attorneys, and county OKDHS staff. P. 42</p>		

OKDHS Child Welfare Assessment Recommendations

	Casey Review of Safety Assessment Practices				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>	Consider revisions to the safety assessment tool to include (a) re-labeling of the eleven factors currently shown as “Safety Threats” to “Signs of Present Danger” and delinking them in analysis from the six questions designed to assess emerging danger over the thirty-day period of the investigation or assessment; (b) expand the discussion of vulnerability and guidance for its use in determining whether the child is safe or unsafe; (c) include the identified caregiver protective capacities in the determination of child safety rather than only in development of the safety response ³ ; and (d) determine whether the three different terms currently used to designate safety interventions (i.e., safety response, safety plan, voluntary safety plan) are adequately differentiated and understood by staff.	Develop, train and implement guidelines and expectations for assessing and responding to risk/needs, absent a safety response.	Re-evaluate the efficacy and need for court ordered services to prevent placement and insure that families’ needs are being addressed and child’s safety will not be diminished.		
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					

OKDHS Child Welfare Assessment Recommendations

	Casey Review of Safety Assessment Practices				
Performance Areas	Recommendations ==>				
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>					
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>	Explore ways to eliminate duplication in required CPS documentation, particularly with regard to the information contained in the Assessment of Child Safety and District Attorneys Report.	Consider conducting a brief workload estimation study of child protection casework and supervisor positions to inform future requests for positions and to support retaining staff even in the face of reduced caseloads.			
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>	Give priority to provision of coaching and mentoring support for caseworkers and supervisors, particularly in the areas of safety assessment and decision making, safety planning and monitoring, and family engagement.	Establish "Practice Model" specialists in each Area for ongoing training and consultation. (Note: This should be in addition to the Child Welfare Field Liaison.)			
<i>Other</i>	Consider revisions to the Practice Model Guide to clarify the agency's responsibility for providing services and possibly for obtaining court intervention in situations of high risk which do not, at the time of initial assessment, meet the criteria of <i>unsafe</i> .				

OKDHS Child Welfare Assessment Recommendations

	Lorrie Lutz				
Performance Areas	Recommendations ==>				
Overall	<p><u>Practice Standards:</u> Timeframe for consultation: 2006-2007 Efforts included the development and roll out of a set of 7 standards of practice that guide the work of the child welfare system in Oklahoma including their interaction with children and families, the community and one another. The Practice Standards include: P. 5</p> <ul style="list-style-type: none"> - Safety of Children in Foster Care - Practice Model 				
Child Protective Services	<ul style="list-style-type: none"> • Hotline (including the development of new screener questions and protocols for screening in and screening out; 	Safety Assessment including the development of a new Safety Assessment tool);	Safety Planning (including the development of a new Safety Planning tool);	Forensic interviewing and partnership with the MDT,	BRIDGE and Intentional Visitation practices (including an array of new tools to support minimizing child trauma during the placement process);
Prevention Services					
Child and Abuse Neglect in Care	<p><u>Safety of Children in Foster Care:</u> Timeframe for consultation: 2007 Efforts included review of assessment and re-assessment tools, home study processes, child-worker visitation policies and practice. P. 5 Recommendations:</p> <ul style="list-style-type: none"> • Enhancement of the home study tools to include a greater focus on prospective family motives, skills, protective capacities and supports; 	<ul style="list-style-type: none"> • Enhancement of the re-assessment tools to include a greater focus on child safety; 	<ul style="list-style-type: none"> • Modification of contracting requirements, ensuring that providers who complete the home studies are incentivized to complete throughout and accurate home studies; 	<ul style="list-style-type: none"> • Improvement of the consistency and thoroughness of the review process by OKDHS foster care licensing staff; 	<ul style="list-style-type: none"> • Reduction in the number of children placed more than 40 miles from home—thereby lessening the use of primary and secondary workers.
Number of Available Foster Homes	<p><u>Bridge:</u> Timeframes for consultation: 2005-2007 Efforts included development of a comprehensive and consistently applied approach to recruitment, orientation, training and retention of Bridge Resource Families. P. 5</p>	<p>A Bridge Resource Family is defined as a family who is committed and trained to:</p> <ul style="list-style-type: none"> • Provide temporary care, love and nurturance to the child and serve as a mentor actively helping the parent improve their ability to safely care for their children. • Stay connected and assist in the transition to reunification, legal guardianship or adoption to another family, and/or • Serve as the legal guardian for the child while maintaining a child's connection to kin, culture and community and/or • Adopt the child while maintaining a child's connection to kin, culture and community. 			

OKDHS Child Welfare Assessment Recommendations

	Lorrie Lutz				
Performance Areas	Recommendations ==>				
<i>Frequency and continuity with which child welfare case workers visit children</i>	BRIDGE and Intentional Visitation practices				
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>	<u>Concurrent Planning:</u> Timeframes for consultation: 2005. Efforts included review of existing policies and provision of training on concurrent planning to a cross section of OKDHS leadership and staff. P. 5	Concurrent Planning (including the development of a Concurrent Planning Decision Making tool)	Functional Assessment and Behaviorally Focused Individual Service Plans (ISP) (including the development of a new Functional Assessment and ISP);	Ongoing Assessment of Progress	Planning for Permanency (including the implementation of Permanency Pacts).
<i>Adoption</i>		Concurrent Planning (including the development of a Concurrent Planning Decision Making tool)			
<i>Reasonable caseloads for child welfare workers</i>					
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

	Schusterman					
Performance Areas	Recommendations ==>					
Overall	<p><u>Assessments and Treatment</u></p> <p>Increase the number and quality of professionals trained to work with child victims of trauma Why: In FY2010, 7,248 Oklahoma children were confirmed victims of abuse and neglect.</p>	<p>Mental health</p> <p>Why: Oklahoma ranks 46th in the nation for mental health services.</p>	<p>Sexual abuse</p> <p>Why: In FY2010, 744 children in Oklahoma had confirmed cases of sexual abuse.</p>	<p>Domestic violence</p> <p>Why: Domestic violence and child abuse research shows a co-occurring rate as high as 55%.</p>	<p>Substance abuse</p> <p>Why: An estimated 50 to 80 percent of children in state custody have a parent who abuses alcohol or other drugs. More than 71% of youth who use stimulants non-medically engage in other delinquent behaviors.</p>	<p>Early intervention and referral for treatment services</p> <p>Why: Immediate assessment and services give children and youth the best chance of surviving abuse and neglect.</p>
Child Protective Services						
Prevention Services						
Child and Abuse Neglect in Care	<p>Listen to children’s insights about conditions in the home, placement problems, and their needs</p> <p>Why: Children in the foster care system have expertise that comes only from experience. They should be heard and part of the solution.</p>					
Number of Available Foster Homes	<p><u>Foster Care</u></p> <p>Recruit, train, retain, monitor, and pay quality foster and kinship families</p> <p>Why: More diverse families with quality training, support, and fair pay are needed for foster children to overcome trauma.</p>					
Frequency and continuity with which child welfare case workers visit children						

OKDHS Child Welfare Assessment Recommendations

	Schusterman					
Performance Areas	Recommendations ==>					
<i>Number of placements that children experience</i>	Increase placement stability for foster children Why: In FY2010, 55.4% of Oklahoma children had three or more placements; 21.9% had six or more.					
<i>Number of children in shelters and how long the children remain there</i>						
<i>Permanency</i>	Increase frequency and quality of parent-child visitation Implement a reunification process that ensures a smooth and safe return to family Why: We need to make sure the 52% of children removed from their homes who are later reunified with their families don't come back into the system.	Prepare youth for successful living within the community after leaving state custody Why: In FY2010, 7% of youth in state custody aged out of the system with few permanent connections.	Funding for transportation, extracurricular activities, and a foster child's personal needs Why: At-risk youth who participate in even one extracurricular activity are less likely to drop out of school.			
<i>Adoption</i>						
<i>Reasonable caseloads for child welfare workers</i>						
<i>Organizational Structure</i>						
<i>Continuous Quality Improvement processes</i>						

OKDHS Child Welfare Assessment Recommendations

	Schusterman					
Performance Areas	Recommendations ==>					
<i>Training/ workforce development</i>	<p><u>Personnel</u></p> <p>Increase qualifications for child welfare workers and pay them a competitive salary Why: Currently, a new child welfare investigator must have a generic bachelor's degree and be on call 24/7. Beginning salary is only \$25,730 — well below the national average.</p>	<p>Increase and improve skills-based training for child welfare workers and management Why: A quality, trained workforce provides better outcomes for children.</p>	<p>Improve retention by addressing secondary trauma for front line workers Why: In FY2010, the turnover rate for entry level child welfare workers in Oklahoma was almost one-third.</p>	<p>Increase staffing levels within child protection-related public agencies Why: Provider-to-child ratios need to meet or exceed national standards.</p>		
<i>Other</i>	<p><u>Collaboration</u></p> <p>Within Oklahoma communities, public and private agencies and Tribes should work together in these ways:</p> <ul style="list-style-type: none"> - Meet regularly to facilitate communication - Train in multi-disciplinary settings - Share information <p>Why: Child welfare and community stakeholders have determined that collaboration is vital for permanency, safety and the well-being of children. Improve data coordination</p> <ul style="list-style-type: none"> - Registry of individuals convicted of crimes against children - Timely record-sharing when a child moves - Share information <p>Why: Lack of information sharing, such as diagnoses, may lead to long-term adverse consequences for a child.</p>	<p><u>Education</u></p> <p>Improve literacy and graduation rates Why: 70% of youth aging out of custody do not have a high school diploma or GED.</p> <p>Improve collaboration among child welfare, foster families and schools Why: Foster children often fall significantly behind in school because of poor communication and delays in getting paperwork.</p> <p>Promote the use and availability of online education Why: For many foster youth, online education is a viable alternative to disrupted traditional education.</p> <p>Priorities for Change Improving the Quality of Life for Children and Youth in the System</p>	<p><u>Advocacy</u></p> <p>Educate decision-makers about the Child Protection System Why: Informed leaders can invest wisely in programs and policies that impact whether our children and youth become tax payers rather than tax spenders.</p> <p>Educate legislators on the importance of expert input and public review before enacting laws affecting the Child Protection System Why: Oklahoma is in the top 5 states for child abuse and neglect deaths. Constituents need to elect lawmakers committed to legislating protection for at-risk children.</p>			

OKDHS Child Welfare Assessment Recommendations

	Foster Care Task Force				
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>	Child welfare history can be made available to appropriate approved organizations in approving foster homes/foster families.				
<i>Number of Available Foster Homes</i>	Increase support of quality foster parents through timely reimbursement rates, resource supports, quality training, customer service, targeted recruitment, and retention of quality homes.	Expand partnerships between state/tribal/public agencies and private sector resources for increased capacity and efficiency with proper court and agency monitoring and enforcement in foster care home recruitment, training and home studies	Extend Foster Care System Improvement Task Force until December 31, 2014.	Ensure that any changes to the foster care system be based on best interests of children and youth. Prior to legislative or policy changes to the foster care system an impact analysis from the affected parties should be sought and considered.	Expand partnerships (column c) in placement (not to include case management) and services to custody youth along a continuum of care, to include out-of-home placement, such as emergency foster care, traditional foster care, contracted foster care, therapeutic foster care, and kinship care or other services as might be authorized by DHS.
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					

OKDHS Child Welfare Assessment Recommendations

	Foster Care Task Force				
Performance Areas	Recommendations ==>				
<i>Permanency</i>	Expand partnerships between state/tribal/public agencies and private sector resources for increased capacity and efficiency with proper court and agency monitoring and enforcement in the involvement of community groups for local support, community resource development, and participation.	Child welfare history can be made available to any federally recognized tribe seeking to approve individuals as placement resources or appointed as legal guardians.			
<i>Adoption</i>	Enact legislation that eliminates jury trials for termination of parental rights.				
<i>Reasonable caseloads for child welfare workers</i>	Workforce development is critical in improving the level of service provided to our children and families. We must develop, recruit, retain and raise the rate of compensation and then tie salary increases to on-the-job performance to maintain a quality workforce.				
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					

OKDHS Child Welfare Assessment Recommendations

	Foster Care Task Force				
Performance Areas	Recommendations ==>				
<i>Training/ workforce development</i>	Workforce development is critical in improving the level of service provided to our children and families. We must develop, recruit, retain and raise the rate of compensation and then tie salary increases to on-the-job performance to maintain a quality workforce.	Require mandatory training and on-going consultation on trauma-based and trauma informed care for professionals responsible for meeting the specific needs of abused and neglected children to include all child welfare staff, judges, courts, district attorneys, providers, court attorneys, school personnel, CASA, foster parents, tribal social workers, law enforcement, PARB, child's attorney, shelter staff, etc. Increase the clinical consultant's model by adding 12 consultants statewide.			
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

	Larry Brown	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					

OKDHS Child Welfare Assessment Recommendations

	Larry Brown	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>					

	Shlomo Sawilowsky	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>					
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					

	Shlomo Sawilowsky	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>					

OKDHS Child Welfare Assessment Recommendations

	Fluke & Baumann	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Overall</i>					
<i>Child Protective Services</i>					
<i>Prevention Services</i>					
<i>Child and Abuse Neglect in Care</i>					
<i>Number of Available Foster Homes</i>					
<i>Frequency and continuity with which child welfare case workers visit children</i>					
<i>Number of placements that children experience</i>					
<i>Number of children in shelters and how long the children remain there</i>					
<i>Permanency</i>					
<i>Adoption</i>					
<i>Reasonable caseloads for child welfare workers</i>					

OKDHS Child Welfare Assessment Recommendations

	Fluke & Baumann	(This is a rebuttal to the V. Miller report.)			
Performance Areas	Recommendations ==>				
<i>Organizational Structure</i>					
<i>Continuous Quality Improvement processes</i>					
<i>Training/workforce development</i>					
<i>Other</i>					