OREGON CHILD ABUSE HOTLINE ANNUAL REPORT

August 2019-December 2020

Oregon Department of Human Services

CHILD WELFARE DIVISION

Oregon Child Abuse Hotline

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A note from the district manager

Last year, the Oregon Child Abuse Hotline (ORCAH) first annual report outlined the progress achieved in August 2018 through August 2019. This report will pick up where that one left off and provide updates through December of 2020.

The 2020 year brought incredible challenges for all of us. Oregonians felt the affects more than ever with:

- Staggering rates of COVID-19
- Racial injustice and social awakenings
- Devasting wildfires
- Physical distancing, and
- Distance learning for many school districts.

Social service systems needed to step up even more and collaborate with partners to create resilience in our communities. ORCAH staff continues to embrace this challenging and evolving time in our work while ensuring our response to Oregonians remains unchanged.

Despite all of these challenges, ORCAH met many goals outlined in our first annual report as follows:

- Workforce stabilization: 129.5 screeners and 35.5 office specialists hired, onboarded and trained.
- Answering all calls in less than four minutes at least 95% of the time.
- The abandonment rate of calls consistent with the national average of 3-5%.
- Enhancement of a District 2 – Multnomah County hotline workgroup, addressing racism, to a committee that addresses diversity, equity and inclusion both in the ORCAH workplace and how ORCAH facilitates work, now known as the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee.
- Development and implementation of a Safety and Wellness Committee.
- Staff development to include advanced training and support of two staff attending the Metro Leadership Class.
- Expansion into additional office space on the first floor of the ORCAH facility.

- Development and implementation of a performance management system aimed at increasing the ability to provide for safety, consistency and customer service.
- Implementation of a full quality assurance program.

Oregon families are juggling a lot right now. Unfortunately, this can create environments that put some children at risk of abuse. ORCAH found that child abuse reporting decreased at times due to the lack of routine contact with children by mandatory reporters, specifically the education community, childcare and medical providers. As a response to this decrease, ORCAH collaborated with many key partners to develop and update tools and resources to engage children and families during this challenging time. Every Oregonian plays a critical role in helping children at risk of child abuse and parents in need of support.

The COVID-19 pandemic taught us that at times, ORCAH needs to push forward long-term goals in an emergent way. It also taught ORCAH to focus on the critical nature of the work, which is to be responsive to Oregonians reporting child abuse. While this perfect storm of factors will have lasting effects on communities, these issues provide an opportunity to learn, re-evaluate and evolve.

As ORCAH lays closure to the last year, the leadership team is taking time to reflect on the critical needs and stories of resilience and grit shared by the workforce. ORCAH is in awe of the dedication, commitment and exceptional leadership showed during the last year. Recognizing and honoring the important experiences allows greater freedom for the desired future. Thank you for being a part of ORCAH's journey by continuing to support our efforts to ensure the safety of Oregon's children.

Kristen Khamnohack
ORCAH district manager

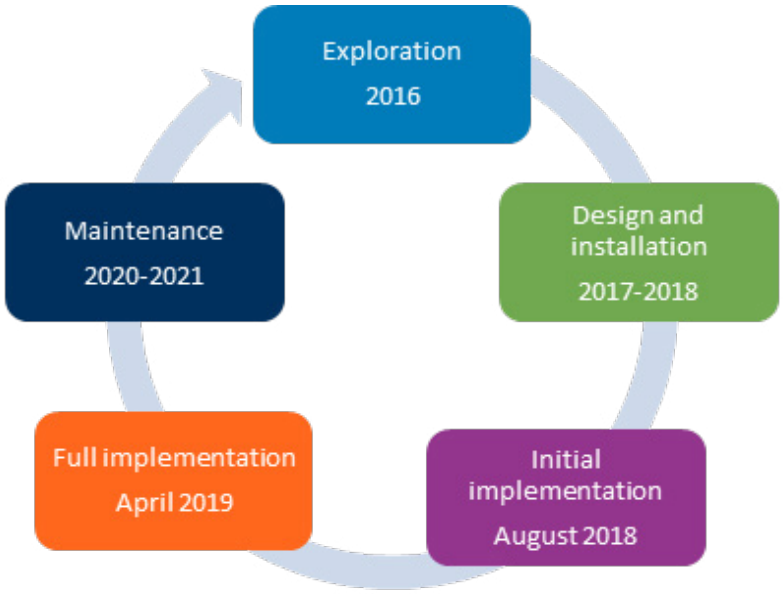
Implementation

Implementation process update

The Oregon Department of Human Services (ODHS) began the process of centralizing our child abuse reporting system in 2016. ORCAH has structured work to use implementation science which estimates the change process will take up to five years for maintenance and full integration into a Child Welfare system. The timeline for full implementation is dependent upon several major facets:

- Hiring
- Onboarding
- A transition of workload
- Adequate screening coverage
- Rule
- Procedure
- Training execution
- Facility and infrastructure development, and
- Quality assurance.

Figure 1: ORCAH implementation process



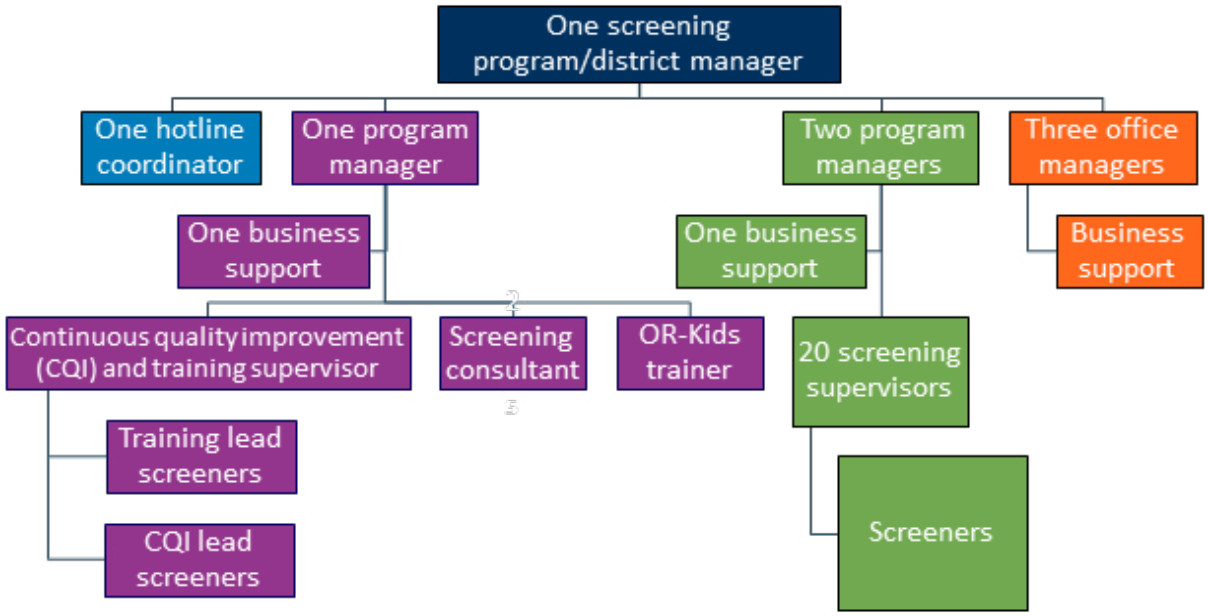
As demonstrated in Figure 1, ORCAH began early implementation in August 2018 when a few staff began taking calls for two Child Welfare Districts in the state. Over the next eight months, the rest

of the state's child abuse hotlines transitioned to ORCAH. On April 8, 2019, ORCAH began taking calls 24 hours a day, 365 days a year. ORCAH entered the maintenance phase in 2020 and will consider full implementation complete by the end of 2021.

One of ORCAH's primary goals last year has been to stabilize hotline operations as ORCAH enters the maintenance phase. ORCAH made progress in this area due in part to ORCAH's unique organization. ORCAH, in contrast to the other 16 Child Welfare Districts that provide child welfare services, conducts program and operations under one organization and one Screening Program district manager. This allows for the program and operations to work hand-in-hand. This structure creates distinct roles that support all the work at ORCAH. This single leadership structure includes training and continuous quality assurance that supports increased accuracy and reduced bias in screening decisions. Also, it affords opportunities for performance management and quality assurance which increase the ability of ODHS to provide consistent practice and customer service while reporting data internally and externally.

The last 16 months brought about great change and evolution at ORCAH. The organizational structure and integration of the program and operations mitigated these challenges. Program decisions included operational input and vice versa. Program staff met operational needs as needed. Staff decided together and to meet the priorities set forth by ORCAH and ODHS leadership.

Figure 2: ORCAH organizational structure



The organizational chart (Figure 2) above represents the last 10 months. Updates are underway. Early in the new year, ORCAH will add:

- One screening supervisor
- Several new screeners
- Five business support staff, and
- A hiring, training and retention supervisor.

In our efforts to build the centralized hotline envisioned almost five years ago, we continue to grow and right size our workforce based on our ever increasing needs and demands.

Performance management

Another important part of ORCAH stabilization has been to develop and implement a performance management system. In summer 2019, Governor Brown gave an executive order that facilitated ORCAH to work with a consulting firm, Alverez and Marsal (A&M), to build a data-informed performance management system that provides regular objective feedback at all levels of the hotline. ORCAH worked with A&M to develop and use a performance management tool known as the balanced scorecard. Balanced scorecards provide regular data-informed feedback to staff, supervisors and managers about the extent to which the individuals and the organization are meeting performance goals. Goals are based on the organization's mission and vision. At ORCAH this includes:

- Efficiently screening reports of child abuse
- Completing screening reports, and
- Decisions with high quality.

The premise of the scorecards is that performance excellence is achieved when ORCAH balances the efficiency and quantity of our work with quality. Quality and efficiency sit side-by-side as on a scale. When one receives too much focus, the other suffers, throwing the scale out of balance. The goal is to evenly achieve the goals of both for the best outcomes.

ORCAH's balanced scorecards are named CARE Cards: Criteria to Achieve Response Excellence. This title was chosen and recommended by our partners with Service Employees International Union (SEIU), with whom ORCAH collaborated when the performance management system was developed and implemented. Cards are provided to supervisors and screeners. The cards are used in clinical supervision to support the decisions made together about areas of focus. ORCAH leadership is also provided a CARE card that provides information about the hotline and whether it is meeting the set expectations. ORCAH leadership uses the information from the CARE Card, and other data reporting, to:

- Evaluate performance
- Set goals and expectations
- Tailor training and coaching for staff, and
- Provide progress updates to ODHS leadership.

Screening program

The Screening Program describes the work that goes into developing and implementing screening practice. It includes:

- Analysis of statute and development of screening rules
- Developing screening procedure and practice guides
- Training for staff including required initial training and training for continued growth
- A continuous quality improvement program
- Performance management tool development and use
- Data reporting and analysis, and
- Consultation to staff for consistent use of the rule, procedure and practice guides.

Below are some of the areas of focus for the screening program last year.

Senate Bill 155

Senate Bill 155 (SB 155) was signed into law in July 2019. The bill outlined requirements to investigate allegations of child abuse in education settings. The bill provided direction about assessment or investigation of all third-party abuse reports by either ODHS or law enforcement. A report of child abuse, as defined in Oregon Administrative Rule (OAR), is third party when the alleged perpetrator is not a parent, caregiver, guardian, or other member of the alleged victim's household, and who is not responsible for the alleged victim's care, custody, and control.

Historically, these reports of third-party abuse were cross-reported to law enforcement and not assessed by Child Welfare. Because of SB 155, the Office of Training, Investigations and Safety (OTIS) (housed within ODHS but separate from Child Welfare) took responsibility for:

- Educational setting abuse reports
- Abuse in childcare facilities, and
- Childcare providers.

ORCAH provides initial screening. ORCAH then transfers the reports to the OTIS for expanded screening and decision making.

In late 2020 work began on the final implementation of the bill related to third-party abuse reports. ODHS determined Child Welfare would screen and assess third-party abuse reports when the alleged perpetrator had a relationship with the alleged victim based on the familial relationship. The details of this rule revision will be in the updated OARs, 413-015-0100-413-015-0310, and

the Child Welfare Procedure Manual. OTIS will investigate the rest of the reports. Included in rule revision is the transfer of the Office of Developmental Disability Service (ODDS) and Oregon Youth Authority (OYA) foster homes from Child Welfare assessment work to OTIS. This new process goes into effect on March 1, 2021, effectively implementing all of SB 155.

Oregon Administrative Rule updates

The OAR provides requirements for state agencies to ensure adherence to federal and state statutes. Also, OAR provides requirements necessary to administer state business and services not be directly addressed by statute. ORCAH updates the OAR:

- As the statute is updated, and
- As needed for consistent and efficient delivery of state services.

The screening OAR has not been updated since April 2019 when ORCAH began its role as a fully centralized child abuse hotline for Oregon. OAR is being updated to align the Child Welfare rule with the OTIS rules under Senate Bill 155. The changes affect:

- Third-party abuse
- Abuse in an educational setting, and
- Which agency assesses ODDS and OYA foster homes.

The OAR will reflect the change that all reports of abuse, which includes third-party reports, either:

- Child Welfare will assess, or
- OTIS will investigate.

ORCAH is updating the rule and procedure to include legal guardians in the third-party abuse definition. This future update clarifies the language of child caring agencies to fit changes in statute. These changes will go into effect on March 1, 2021.

Procedure updates

The Child Welfare Procedure Manual provides guidance and instruction to Child Welfare staff about how to do the work required by the OAR. The manual is on the ODHS website and includes 10 chapters. Chapter 2 is all about screening practice and expectations. In 2020, ORCAH made many screening program practice improvements during centralization. Updates made in 2020 included:

- Screener, supervisor and program manager roles in screening align with centralization.

- Expanded screening to align with practice developed during centralization such as:
  - » Customer service and trauma-informed reporter engagement
  - » Stages of a screening interview
  - » Clearly defined domains
  - » History review at screening
  - » Use of data analytics, and
  - » How to document a report in OR-Kids (ODHS Child Welfare's information System for case management).
- Clarified duplicate report identification.
- Added considerations for new allegations on an open assessment or case.
- Determined the sufficiency of a report of abuse.
- Added a definition of racial disproportionality.
- Resolved inconsistencies and conflicts within the procedure and allegations of abuse considerations.
- Clarified the Family Support Services process when someone other than the child or young adult asks for Independent Living Program (ILP) services on their behalf.
- Added CARE Cards to promote learning and set up performance standards.
- Enhanced direction about a screener's role in administering the Indian Child Welfare Act (ICWA).
- Clarified ORCAH's responsibility creating of the Sensitive Issue Report.
- Updated child fatality handling at the screening with the Child Welfare child fatality protocol.
- Updated screening extension guidance.
- New notices to reflect centralized practice.
- Updated screening practice involving third-party abuse reports (including educational providers).

ORCAH continues to develop procedures to facilitate SB155 implementation that began in January 2020. In winter 2020, ORCAH created a process to accept a report about:

- A child caring agency
- An educational provider, and
- Abuse reports involving child care.

ORCAH initiates these reports and quickly transfers them to OTIS for further information gathering and screening decision making. ORCAH is developing procedures to initiate abuse reports on:

- ODDS-certified foster homes
- OYA foster homes, and

- Some third-party abuse.

There will be a similar assignment to the OTIS for completion. March 1, 2020 is the target implementation completion date for SB155.

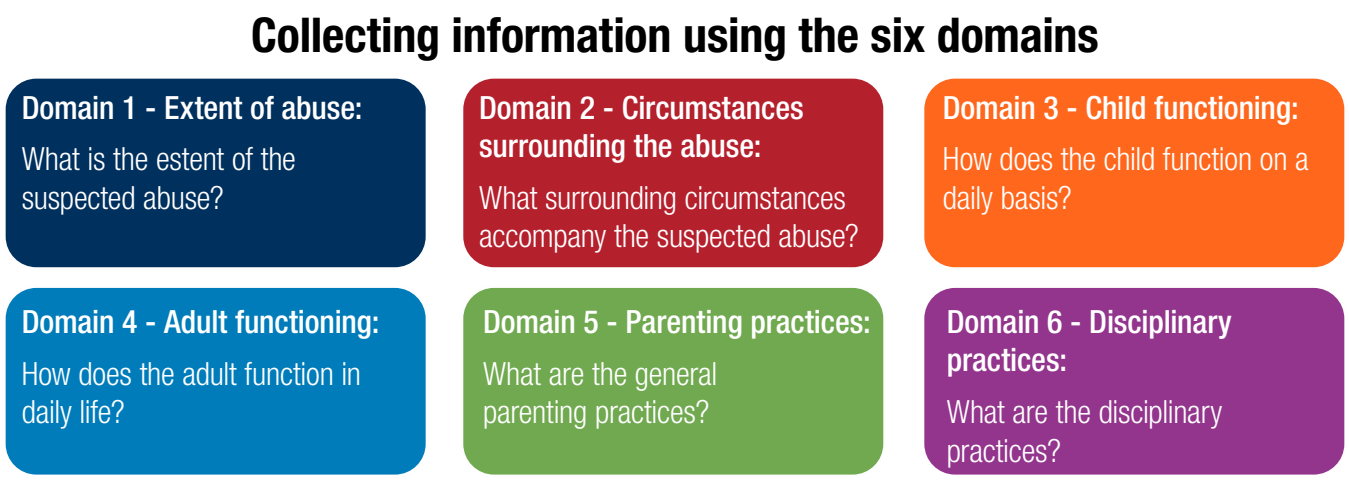
Screening assessment information collection

When centralization began, ODHS worked with national child welfare consultants from Action for Child Protection to incorporate Oregon's child welfare practice model into screening. This included the screening assessment. The screening assessment includes information collection specific to the extent and circumstances of the alleged abuse reported and family functioning. Screeners were trained, during the initial stages of implementation, to collect and document information across six domains:

1. Extent of the abuse
2. Circumstances surrounding the abuse
3. Adult functioning
4. Child functioning
5. Parenting practices, and
6. Disciplinary practices.

ORCAH analyzes this information and uses it to inform screening decisions.

Figure 3: Six domains of information collection



The original training curriculum developed in collaboration with Action for Child Protection directed screeners to:

- Ask reporters about all family functioning domains, and
- Then document the domains as separate narratives.

This practice continued for the first year after the hotline was fully centralized. Screeners gave feedback that:

- Reporters often had little information about certain domains, and
- Other information might apply to multiple domains.

Both screeners and field caseworkers asked for an alternate format for documenting domain information to make the reports easier to complete and review.

There were also child safety implications to contact response times and sufficient report documentation. Screeners used valuable time organizing and separating the domain information. ORCAH determined this did not meet expectations of documentation efficiency. This increased the average time to report completion. It also negatively affected screener availability to respond to waiting callers.

In the first quarter of 2020, ORCAH leadership transitioned from requiring documented narratives of all six domains of family functioning in every screening report to requiring two:

1. Extent of abuse, and
2. Circumstances surrounding the abuse.

This was completed to address field and screener concerns:

- The difficulty of separating domain narratives at the screening report level, and
- The time needed for full report documentation and how to decrease it.

At the same time, it ensured that screeners collected and documented enough information.

ORCAH now directs seasoned screeners, when information is likely to inform the screening decision, to consider collecting and documenting information about the additional four domains of:

1. Adult functioning
2. Child functioning
3. Parenting practices, and
4. Disciplinary practices.

Screeners-in-training continue to learn and practice information gathering and documentation about the six domains to help them:

- Delineate parts of the report, and
- Develop critical thinking skills around this work.

Upon completion of the Screening Training Academy, new screeners begin practicing incorporating additional domain information under the circumstances around the abuse. Regardless of experience level, ORCAH expects screeners to ask and document information on all reports about:

- Power and control dynamics, and
- Native heritage.

Child Safety Program Partnership

The sister program to Screening Program is the Child Safety Program. The Child Safety Program:

- Is in the Office of Child Welfare Program of ODHS, and
- Oversees all programmatic work related to:
  - » Child Protective Services, and
  - » Child safety.

Before centralization, screening fell under the umbrella of the child safety program. ODHS made an intentional decision to separate the Screening Program from the Child Safety Program during the planning stages of centralization to achieve the goals of a child abuse hotline that provides consistent and robust screening practice.

The Screening Program and the Child Safety Program have enjoyed a strong partnership since the beginning of ORCAH. This partnership was strengthened further last year by working hand-in-hand to consider programmatic changes and decisions that affect both screening and Child Protective Services (CPS). There have been joint efforts to:

- Review procedure updates
- Practice guide development
- Make critical case decisions
- Update the OAR, and
- Increase communication between ORCAH and CPS.

Data analytics

The Office of Research, Reporting, Analytics and Implementation (ORRAI) developed data analytics (DA) tools for several Child Welfare programs. The Screening Program was the first to receive and put its tool to use. To make screening decisions, screeners:

- Gather information
- Search history
- Research Child Welfare rule, and
- Look at criteria with DA.

The use of DA in child welfare is relatively new. Several jurisdictions in the nation use a DA tool when screening. At ORCAH, the DA tool helps inform screening decisions, it does not direct them. Screening decisions must align with the statute and administrative rule. If the call meets the criteria, the screener must assign the report. To find out if the report meets assignment criteria, screeners conduct a screening assessment. The assessment includes:

- Information collected from the reporter
- A review of child welfare history, and
- A review of other relevant databases.

If it is not clear if the report meets the criteria to assign, after gathering all the information, the screener uses DA scores to help inform their decision.

ORCAH has been using the DA tool for two years; having started with a small group of screeners in December of 2018 and training the rest to use it over eight months. ORCAH has found the tool helpful in several ways:

- It guides screening decisions when a screener is unsure of the appropriate screening decision
- It confirms a screening decision making a screener more confident in the direction they make, and
- It is useful in reconsidering a screening decision when the scores conflicts with what a screener believed to be the appropriate course of action.

In any of these scenarios, the screener consults with their supervisor or a program consultant to check their thinking and ensure they make the right decision.

ORRAI evaluates data regularly to determine the effectiveness of the tool. Due to the nature of the algorithm applied in the tool, the data analysis will not be complete until the tool has been in use by all screeners for two years, until fall 2021.

Hotline operation

Staffing, hiring and onboarding

Retention at ORCAH remains high. Since ORCAH hired the first staff in mid-2018, the retention rate has been 76%. Some turnover is expected. ORCAH continues to:

- Promote from within
- Welcome lateral and promotional hires from Child Welfare offices around Oregon, and
- Benefit from bringing new employees to ODHS.

ORCAH increased the number of employees at all levels. Interviewing, onboarding and training have moved online via virtual platforms since March 2020. Innovation and access to improved technology made it possible for ORCAH to continue onboarding new staff throughout the year and this will continue in 2021. New staff reported positive experiences with remote training. Supervisors are impressed with how prepared new staff are when they graduate from training. Once new staff go to their units after training, at a minimum they have:

- Weekly supervision from their manager virtually, and
- Daily huddles with their unit.

More than 20 screeners took part in training in summer 2020. In November 2020, 160 people applied for screening positions. Sixty applicants were offered interviews for 15 positions. In February 2021, ORCAH will onboard new screeners and business staff hires from late 2020. ORCAH hopes to move onboarding back to the office in late 2021.

Law Enforcement Agencies Screening Unit

In June 2020, ORCAH created a Law Enforcement Agencies (LEA) Screening Unit reviews law enforcement police reports received through cross-reporting requirements. The unit was initially comprised of:

- Five screeners
- One business staff
- One paralegal, and
- One supervisor.

To meet the work demand, in August 2020 the unit expanded to include another screener. Again, in December ORCAH added two more screeners for a total of eight screeners. Since June 2019,

ORCAH has received 14,091 Law Enforcement Reports. ORCAH does not document a portion of these reports for various reasons.

For example, a report may:

- Not be a report of alleged child abuse
- Contain duplicate information, or
- Not involve an Oregon child.

Reports that result in a documented screening report are:

- Assigned for a CPS assessment, or
- Closed at screening if they do not meet the criteria for an assignment.

Those reports not documented, ORCAH returns to the Law Enforcement Jurisdiction for record-keeping and disclosure purposes. The supervisor of the LEA unit also serves as a liaison between law enforcement and ORCAH, troubleshooting and problem solving as needed.

The pandemic and the year's events in response to racial injustice events created challenging resource depletions for many law enforcement agencies. These challenges have resulted, occasionally, in delayed or bundled cross reporting by several jurisdictions. This means ORCAH periodically receives hundreds of police reports at once, some of which can be up to six months old. For comparison, a typical day will bring between 100-200 police reports into ORCAH's police report queue. When sent bundled, ORCAH can receive more than 600 at a time, besides the daily amount. This causes delays in getting all reports, current and bundled, screened and if need be, assigned for CPS Assessment. The LEA supervisor and ORCAH leadership have been in communication with these jurisdictions to collaborate in resolving this issue.

2020: A year of challenges

COVID-19

As with all ODHS offices, the COVID-19 pandemic shaped ORCAH's year. In March, ORCAH, with help from ODHS leadership, implemented its Continuity of Operations Plan (COOP). ORCAH mobilized 95% of staff to work remotely within days to address concerns about the spread of COVID-19 in a call center environment. This included deploying laptops, cell phones and connecting everyone to ORCAH servers through ODHS secure network, eventually transitioning everyone to Virtual Private Network (VPN) for a secure direct connection. ORCAH updated the COOP to include schedule adherence and call coverage.

Technology played a large role in ORCAH's successful transition to remote working. At first, ORCAH transitioned screeners to the use of state-issued iPhones for call. This required the phones to link with the OpenScape Voice call center software ORCAH uses. When iPhone use for calls presented challenges in dropped calls, screeners could their Unify desk phones to their remote locations and connect through VPN. To provide supervision, team meetings, training, etc. ORCAH made use of platforms such as:

- Skype
- Zoom
- Adobe Connect, and
- Microsoft Teams.

The transition to remote working has been successful in preventing workplace outbreaks of COVID-19. ORCAH had two COVID-19 positive exposure concerns. These did not result in a widespread transmission. The pandemic caused other challenges for ORCAH, as it has many workplaces across the state. Staffing levels were affected by exposure concerns and school and childcare closures with staff members needing to provide care and schooling for their children and loved ones. The stress of the pandemic challenges us all. ORCAH is not immune from that. ORCAH's staff members and leadership team have increased our focus on:

- Self-care
- Staff well-being, and
- Trauma-informed approaches to the daily work.

The pandemic created a situation in which children were no longer seen regularly by mandatory reporters such as:

- Educators
- Childcare providers, and
- Medical personnel for well-child checks.

The closure of schools and resulting distance learning affected reporting the most as educators provide the largest number of reports to ORCAH during school sessions. This trend has been noted nationally and has received much attention from Child Welfare agencies and communities. ORCAH responded by providing educators with a Guidance for Helpers in a Virtual Environment document. This document provides guidance and tips for engagement and relationship building with children and their families while connecting remotely.

Being an anti-racism organization

Summer 2020 provided an opportunity to strengthen the discussions of racism in our work at ORCAH. ORCAH was thankful to have our efforts and discussions supported by Child Welfare and ODHS leadership. In late 2019, Child Welfare provided supervisors around Oregon copies of White Fragility by Robin DiAngelo. ORCAH used this book as a framework for leadership to examine their actions and guide ORCAH staff towards ORCAH being an antiracist organization. ORCAH intends to serve the community and our employees more equitably and knows this must come from multiple perspectives. To help provide more equitable services to Oregonians, every month leadership will continue to have educational conversations to strengthen understanding of racism, discrimination, bias, inclusion and accessibility.

The ORCAH Diversity, Equity and Inclusion Committee has renamed itself Inclusion, Diversity, Equity and Accessibility (IDEA) to include “accessibility.” The 2020 year was a busy for the committee. The committee confirmed Community Agreements early in the year and is now using the Community Agreements to open nearly all meetings at ORCAH. Later in 2020, IDEA established its charter and began taking part in statewide equity and inclusion committee events. IDEA continues to hold monthly meetings for staff at ORCAH and has increased the number of sub-groups meeting regularly. IDEA publishes a newsletter for ORCAH staff. IDEA has partnered with other ORCAH committees to take the lead on providing ORCAH staff with a culture survey to compare with a similar survey provided in 2019.

Oregon wildfires

September 2020 brought devastating wildfires to Oregon. ORCAH office is in the Portland Metro area and was not affected by evacuations. However, many ORCAH staff live in outlying areas and were working remotely. Several ORCAH employees were under evacuation orders. Staffing fluctuated due to evacuations. However, the ability to answer calls and take screening reports was not affected. ORCAH staff quickly came together to support one another. Staff developed and used a web-based application to share needs and offers of help (for example a barn to house livestock, a van to move belongings and a spare room to stay in).

ORCAH documentation guide

ORCAH has continued to make progress in our documentation by improving the consistency and efficiency of screening reports. Screeners were trained to collect demographics and specific information from reporters to include:

- Information about the extent and circumstances of the alleged abuse, and
- Other areas of family functioning that inform screening decisions.

As screeners adjusted to this practice, many developed tools and templates to enhance their efficiency. To achieve consistency, ORCAH needed to develop one tool for all screeners.

ORCAH's work with A&M in 2019 included developing a single documentation tool in an Excel worksheet. However, screeners who tested it soon gave feedback that Excel was a difficult platform to navigate while interviewing a reporter. In Spring 2020, ORCAH began collaborating with partners at OR-Kids to develop a web-based application that interfaces directly with OR-Kids, called the ORCAH Documentation Guide (ODG). Starting in August 2020, screeners began to document information gathered from reporters in the ODG during the call and send it to OR-Kids.

The ODG Report Template is programmed to produce a consistent narrative format that populates directly to the OR-Kids Screening Report page. The ODG Report Template guides screeners to collect and document:

- All required identifying details about a participant, and
- Whether a child or young adult participant has Alaskan Native or Native American ancestry.

The ODG Report Template includes individual text boxes to document:

- The extent and circumstances of the alleged abuse, and
- Each of the domains of family functioning.

The text boxes include interview question prompts to aid the screener in information collection. ODG stores the reports even after submission to OR-Kids. The ODG Dashboard allows screeners to search for all pending and submitted reports. Work is visible to other staff to ensure against creating duplicate reports.

ODG is undergoing continuous improvement. ORCAH progressively develops features in collaboration with the OR-Kids technical team. ORCAH leadership asked for feedback from screeners and considered user needs. Leadership reviewed and prioritized feedback to improve usability, with the primary goal to improve documenting in child abuse report for:

- Child safety
- Consistency
- Efficiency, and
- Equity.

Participant matching is a project goal expected to significantly improve the efficiency of report documentation. This will allow ODG to search and match participants identified by the reporter with any known participants in OR-Kids. Participant matching in the ODG will increase the speed and accuracy of participant search and retrieval. In November 2020, Child Welfare leadership paused the technology development resource for this project due to other Child Welfare program priorities. This project will pick up again in early 2021.

Law Enforcement Data System

The Child Welfare Division centralized utilization of the Law Enforcement Data System (LEDS) along with ORCAH. Child Welfare uses LEDS for:

- Screening
- CPS, and
- Foster care certification.

There are LEDS operators in child welfare branch offices who run LEDS during business hours for CPS and certification. ORCAH currently runs LEDS for the entire state Monday through Friday from 5 p.m. to 8 a.m. and all weekends. ORCAH also runs LEDS for all assigned screening reports regardless of day and time. ORCAH currently has 16 LEDS staff. ORCAH has been building capacity to run LEDS statewide 24/7 for all needs. ORCAH will be able to provide this service beginning in February 2021. A statewide business protocol for requesting and running LEDS is in development.

Training

ORCAH is unique in that ORCAH has a training program. Staff needs to complete mandatory training that all Child Welfare staff must complete. However, ORCAH's Training Program provides screening-specific training this includes:

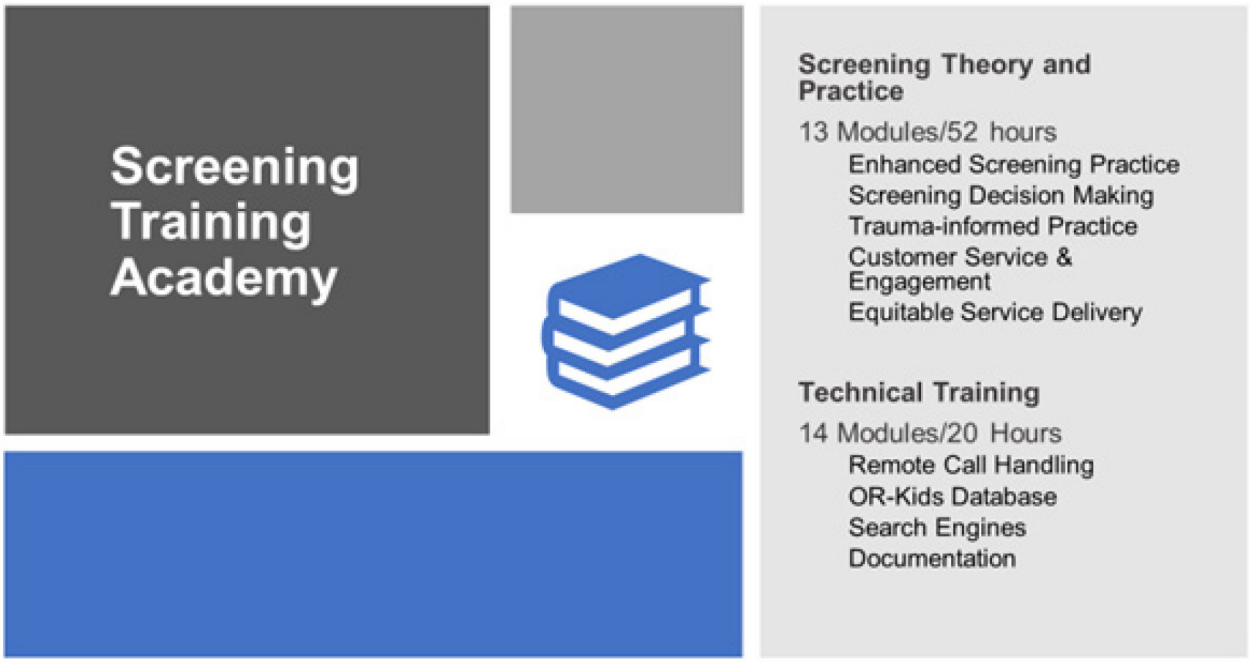
- Screening Training Academy (STA)
- Business Staff Training Academy (BSTA), and
- Training Blocks (ongoing training for staff).

The program has:

- A hotline coordinator
- Two hotline consultants
- One OR-Kids trainer
- One training supervisor, and
- Two lead screeners.

Screening Training Academy

Figure 4: Screening Training Academy information



ORCAH developed the Screening Training Academy through an implementation subcommittee in partnership with:

- Action for Child Protection
- Portland State University, and multiple
- Child Welfare programs.

The goal of the Screening Training Academy remained constant in 2020: to train all screeners and supervisors to the same practice standards regardless of prior agency or screening experience. Expected outcomes for academy participants include an ability to:

- Understand how to attend to child safety issues
- Provide excellent customer service, and
- Consistently gather, analyze and document information.

Planning for and providing the Screening Training Academy proved challenging in 2020 given the constraints of remote work. The consultant and training team devoted most of May and June to transitioning the classroom and technology modules to an online curriculum for remote delivery. The team structured the training schedule to include extra time for:

- Community team building, and
- Technology breaks to accommodate needs that come from spending multiple hours each day online in training.

Twenty-three participants completed a three-week academy using the Adobe Connect platform in July. To provide the greatest opportunity for success in learning the course material through that platform, participants had an orientation to the Adobe Connect platform at the beginning. Throughout the remote classroom experience participants received instruction, support and guidance from the training program team, which includes:

- Three hotline consultants
- Three lead screeners, and
- The OR-Kids trainer.

As in the previous year, the screening theory and practice modules focused on:

- Customer service
- Types of calls and callers
- Legal definitions of abuse
- Trauma-informed practice
- Use of data analytics

- Information collection across the six domains of family functioning, and
- Consistent decision making and professional documentation.

The screening theory and practice modules expanded in 2020 to incorporate training to all screeners during training blocks and coaching sessions, including:

- An overview of domestic violence with emphasis on seeking information about power, and
- Control dynamics and the unique consideration of new allegations on open assessments or cases.

Each module included considerations of service equity and exploration of the potential affects of implicit bias on service delivery. Besides the consultant instruction, participants received training from the agency and community experts on the topics of:

- Child abuse forensic examinations, and
- The Indian Child Welfare Act.

The pace of screener hiring slowed in the early part of 2020. This led to a need for a temporary training plan for six screeners until the full training academy began in the summer. To provide a practice foundation the screeners completed a rapid onboarding program in mid-March. Rapid onboarding expanded from the four-hour classroom training offered in 2018 and early 2019 to a three-day, 14-hour online theory and practice training. The rapid onboarding cohort also received an abbreviated technology training with instruction in use of:

- OR-Kids
- OpenScape, call center software application, and
- Search engines routinely used by screeners.

This cohort completed the full academy in July.

ORCAH is moving into the maintenance phase of hotline centralization. Hiring continues to slow as allotted positions filled. Turnover is minimal. The consultants are exploring a transition from larger academy cohorts to onboarding and training of one or two screeners at a time. The training academy will continue to evolve to meet future training needs.

Business Staff Training Academy

Figure 5: Business Staff Training Academy

Child Welfare has prescribed training paths for supervisors and caseworkers, including weeks-long training cohorts provided by Portland State University Partnership trainers. New supervisors and caseworkers benefit from:

- Receiving standardized training, and
- The opportunity to build a community with other new staff in similar positions.

Agency business staff, on the other hand, has traditionally received informal training in their branch without the benefit of:

- Standardized, role-specific curriculum, or
- Connection to other staff doing like work.

ORCAH management identified a need to provide training for business staff with an Office Specialist II classification to ensure consistency across:

- Various tasks completed, and
- Shifts worked.

In response, ORCAH developed the state's first comprehensive, program-specific Business Staff Training Academy (BSTA). The BSTA has inspired other areas of the agency to begin building their curricula to provide formalized training for field business staff.

ORCAH offered the first BSTA in Fall 2019. The BSTA consisted of several hours of:

- Classroom lecture and practice, and
- Technical training in the ORCAH computer lab.

The first two classroom modules included an introduction to:

- The mission of Child Welfare and the hotline
- Types of callers
- Customer service best practices, and
- Confidentiality.

Technical training involved orientation to the:

- OR-Kids database
- ORCAH website resource
- Geographic Information Systems address lookup tool, and
- OpenScape Voice phone application.

All business staff working then for ORCAH completed the academy, regardless of their experience level.

ORCAH evaluated the BSTA and expanded the curriculum based on feedback from staff from the first cohort. Modules guide:

- Access and use of the business staff protocols
- Completion of notifications, and
- Use of the LEDS to complete criminal history checks.

Each module had extra emphasis on:

- The values of service equity, and
- A trauma-informed approach in all work completed at ORCAH.

Technical training expanded to offer more intensive practice using the OpenScape Voice application and online resources. BSTA helps prepare staff to cover the reception queue and answer caller questions.

After the order to work remotely due to COVID-19, the academy structure was also updated to allow for remote facilitation and delivery. As with the Screening Training Academy, the training schedule was adjusted to include extra time for:

- Community team building, and
- Technology breaks to accommodate needs that come from spending multiple hours each day online in training.

The ORCAH training program facilitated two remote academy sessions in August and December 2020. Due to the expanded curriculum, experienced business staff completed the academy again to ensure they received the same instruction as new staff. Feedback from the academy has been positive.

The future state of BSTA will likely mirror the STA in that large cohorts are less likely to occur. The training program will explore how to transition the curriculum to support effective learning for staff hired one or two at a time.

Training blocks and coaching sessions

The Screening Program quickly identified more training needs beyond the initial academy. Two ongoing training formats were developed in consultation with Action for Child Protection to ensure screeners received continued education opportunities:

1. **Training blocks** offered to all screening units in two-hour sessions, and
2. **Coaching sessions** offered to all screening units in one-hour sessions.

Coaching sessions were discussions or guided practice offering screeners opportunities to take a deeper dive into specific practice areas.

For the first several months, the training block and coaching session topics were different. Toward the end of 2020, the Screening Program decided to have the training block and coaching session in any given month cover the same topic. This change is tied to an adult learning principle that learners need multiple exposures to ideas before they can:

- Internalize the ideas, and
- Apply them consistently in their work.

Topics covered in 2020 were:

Training blocks:

- SB155 and OR-Kids Changes (January)
- Two Domain documentation (January)
- Domestic Violence (April)
- New allegations on open assessments and cases/Locating safety plans in OR-Kids (May)
- Indian Child Welfare Act with Tribal Affairs Unit (June)
- Updated Procedure Manual Review (July)
- ORCAH Documentation Guide (August)
- Trauma-Informed Approach (September)
- Chronic Neglect (October)
- QPR: Question, Persuade and Refer (suicide prevention training) (November)

Coaching sessions:

- Domestic Violence report example review and discussion (April)
- Documentation sufficiency (May)
- OWL Navigation and Exploration (June)
- Equity in Procedure (July)
- CQI Live Call Review Tool Discussion (August)
- Third-party reports (September)
- Person-first language (October)
- QPR review and practice (November)

Mandatory Reporter Training Project

Over the past year, ODHS has renewed its commitment to ongoing community education through the Mandatory Reporter Training Project. In the spring, ORCAH released a new training video. Over the summer and fall months ODHS, in collaboration with partners, revised and developed more:

- Tools
- Resources, and
- Guides.

Equity in ORCAH service to families and children and decreased racial disproportionality are goals to achieve together through mandatory reporter education. An important addition to our tools and resources includes a discussion of biases and ORCAH work towards anti-racism. ORCAH ensures that reporters only report suspected child abuse when reporters:

- Pause to check personal biases
- Recognize abuse
- Record what reporters observe, and
- Then determine whether a call to the Oregon Child Abuse Hotline should be made.

ORCAH has diligently worked toward enhancing Child Welfare staff knowledge and infrastructure for the delivery of Mandatory Reporter Training. In November and December caseworkers and field supervisors around the state engaged in a day-long "Train-the-Trainer" to build expertise in delivering the new Mandatory Reporter Training. Equitable delivery and consistent messaging to mandatory reporters lays the foundation for increased knowledge about:

- Their role in child safety, and
- Confidence in the reporting process.

Through centralizing training requests, ORCAH can uphold quality assurance of the tools that Oregon partners receive in training. Also, centralizing requests through ORCAH facilitates data collection to help:

- Understand the training and education needs of diverse communities across Oregon, and
- Analyze which districts are receiving community training.

This in turn allows ORCAH to gain an understanding about how this might influence reporting and assignments to CPS.

ORCAH believes in supporting families and promoting prevention. A user-friendly web portal allows staff to easily access and respond to Mandatory Reporter Training requests (see links below). The websites provide resources, prevention, and answers to frequently asked questions (FAQ).

Child Safety home page – https://www.oregon.gov/dhs/CHILDREN/CHILD-ABUSE/Pages/index.aspx

- What You Can Do About Child Abuse booklet is a companion to the video. The booklet further describes the ODHS process from screening through Protective Services along with resources and additional descriptions.
- There is a prevention and resources column on this page.
- FAQ –These FAQ cover the top 20 questions the hotline received, unrelated to suspected child abuse. FAQ provides the community with the appropriate avenue to communicate with ODHS or others to help them. Subjects include such topics as, "What is my caseworker's name?" or "How do I file for custody of my child?"

Mandatory Reporting of Child Abuse webpage and how to request Mandatory Reporter Training: https://www.oregon.gov/dhs/abuse/pages/mandatory_report.aspx

Continuous quality improvement program

ORCAH's Continuous Quality Improvement (CQI) Program is responsible for:

- Conducting quality assurance reviews of screening reports and live calls
- Managing and responding to the ORCAH Feedback Email Box
- Participation in Critical Incident Review Teams and Child and Family Service Reviews
- Performance Management (as described earlier), and
- Data analysis and reporting.

The goal of the CQI program is to ensure that ORCAH leadership and staff members have regularly available data-informed feedback to ensure service goals and performance measures are met. The program includes a CQI unit staffed by a supervisor and five lead screeners (quality assurance specialists).

Report quality assurance

ORCAH began conducting quality assurance (QA) reviews for screening reports in October 2019. The CQI Supervisor and leads with Action for Child Protection and the CQI/QA subcommittee (one of the seven subcommittees formed for hotline centralization) developed the QA tool and process. The CQI unit holds calibration sessions regularly to ensure consistent use of the tool and high inter-rater reliability. A calibration session consists of:

- All five of the lead screeners
- The supervisor of the lead screeners, and
- A hotline consultant.

During the session, they:

- Apply the tool to the same screening report
- Compare their answers, and
- Discuss disagreement until they all agree.

Inter-rater reliability calculations have showed the team's agreement is generally high. This means they use the tool and apply the measures consistently among themselves.

The CQI unit conducts, on average, two report QA reviews per screener per month. The reviews include:

- Evaluation of the sufficiency of the information in the report
- Technical aspects of the report (such as participant identification and case name), and
- Accurate screening decision making.

It does not review everything that can in a Screening Report. However, it does provide a comprehensive overview of the more important aspects and the critical decisions screeners make. Screeners and their supervisors are get a copy of each review to discuss in supervision. They also get monthly information in their CARE Cards about the overall results of their QA reviews. On average, most screeners have:

- Met or exceeded the quality expectations set forth by the CARE cards, and
- Shown month-to-month they make good decisions based on the information available to them.

Call quality assurance

ORCAH reached the goal of conducting Call Quality Assurance Reviews in September 2020. ORCAH developed the call QA tool and process similarly to the report QA. The CQI unit conducts call QA reviews and screening supervisors conduct one for each of their screeners each month. The review includes evaluation of:

- Questions screeners ask
- Skill in guiding the call through a screening assessment using various interview techniques, and
- Provision of customer service, cultural sensitivity and trauma-informed screening.

ORCAH has not been able to record calls at this point. Therefore, supervisors listen to calls in real time, unknown to the screener (they can be alerted ahead of time, the day of, if they wish). Calibration sessions and inter-reliability calculations are conducted across the supervisor and CQI teams monthly. This is similar to calibration sessions for the report QA. The evaluators:

- Listen to the same call at the same time,
- Completed the tool
- Then compare answers with the screener, and
- Come to an agreement.

Inter-rater reliability has been high for this process as well. The information is kept in a PDF copy of the review for the screener and their supervisor. The overall average performance is kept in CARE Cards.

The long-term goal of the CQI program is to conduct three Call QA reviews and three Report QA reviews per screener per month. This goal has not been met consistently. CQI is an emerging focus for ODHS Child Welfare in general. However, ORCAH has not yet been granted position authority to hire for this work. Therefore, to complete this work ORCAH has taken from its pool of positions for screening:

- Four full-time equivalent (FTE) screener positions, and
- One supervisor position.

A fully funded CQI program that meets the goals set forth would likely require more resources. Meanwhile, ORCAH is proud of the work that has and continues to be accomplished with its resources.

Feedback email box

ORCAH launched its feedback email box (Feedback.OregonChildAbuseHotline@dhsoha.state.or.us) in December 2018. The email box is a valuable part of ORCAH's CQI Program. It was set up anticipating the community's need to provide feedback and ask questions. As screening shifted away from local offices, the email box helped facilitate communication with Child Welfare staff across the state. The CQI unit manages and responds to this email box Monday through Friday from 8 a.m. to 5 p.m. generally within two business hours of receipt of an email. In 2020, ORCAH processed just over 400 emails per month, with the highest receipt of 533 emails in January 2020.

Most feedback in the last 16 months has come from Child Welfare offices and includes:

- Questions about screening
- Feedback about the screening report
- Feedback about the screener's customer service, and
- Feedback about something the person believes the screener put incorrectly into the report.

The CQI team:

- Analyzes the feedback
- Uses rules and procedures to determine if the feedback is accurate, and
- Provides a response to the sender.

If the CQI team agrees that a screener made an error or they should reconsider a decision, the team tells the screener and their supervisor. The team tracks the types of feedback and the extent to which feedback results in correcting a report or change of screening decision. ORCAH uses the data to inform communication, tips, training and coaching needs.

Critical Incident Review Teams

Oregon Revised Statute requires a Critical Incident Review Team (CIRT) to convene when:

- A child death occurs, and
- ODHS reasonably believes the death was the result of abuse, and
- The victim, their siblings or other children living in the household was involved with ODHS within the 12 months preceding the death.

ORCAH's CQI program manager and consultant take part in the CIRT process by:

- Reviewing prior screening reports using the Report QA tool, and
- Taking part in the CIRT meetings to:
  - » Discuss the case, and
  - » Explore opportunities for system improvement.

The CIRT process provides an opportunity for cross program collaboration and ORCAH-specific systems improvement. It has resulted improvements, such as:

- Reinforced training for screeners around domestic violence, and
- Updates to procedures to include specific guidance.

Child and Family Service Reviews

Child and Family Service Reviews (CFSRs) are a federal review process that evaluates the extent to which a child welfare agency receiving federal funds is meeting the expected outcomes the federal government has set. The first measure of these reviews involves the timeliness at which Child Protective Services makes face-to-face contact with children named in an assigned screening report. ORCAH recognizes timeliness to assignment affects the ability of the assigned CPS to meet this expectation. Therefore, ORCAH takes part in this process each month. For each of the CFSRs, ORCAH:

- Receives the list of cases
- Reviews any assigned reports for those cases from the period under review, and
- Evaluates whether ORCAH assigned those reports promptly.

ORCAH CQI:

- Took part in all the reviews for 2020
- Reviewed 250 assigned screening reports, and
- Found that assignments were timely 92% of the time.

Data reporting and anaylsis

From the onset of the hotline centralization project, ODHS and ORCAH leadership places a high value on continuous quality improvement using data analysis to inform the process. ORCAH relies on both qualitative and quantitative data to measure progress and identify growth opportunities

ORCAH's early data collection and analysis began in the fall 2018. Screening program consultants worked with ORCAH leadership to determine:

- What data would be important, and
- How to best pull and provide the data internally to ORCAH and externally to stakeholders.

ORCAH's first data reporting began with daily data reporting of measures such as:

- Call wait times
- Call volume
- Service levels (the rate at which screeners answer calls in a set timeframe), and
- Abandonment rates (the rate at which calls disconnect while waiting on hold).

Within a few months, ORCAH was providing monthly reports that included additional data such as:

- Rates of assignment to CPS
- Assignment volume by the day and hour, and
- The extent to which ORCAH was meeting its goals for the timely assignment.

External data reports have standardized over 2020. ORCAH routinely supplies weekly and monthly dashboards, as well as quarterly reports to Child Welfare leadership and community partners. The dashboards and reports update leadership on key data including:

- Hotline contact volume
- Call wait times
- Reporter types
- Screening workload, and
- Volume of reports assigned to CPS for assessment.

ORCAH publishes these reports on the agency intranet. They are also available for review as needed. The team provides weekly data to screening supervisors to:

- Manage workload and screener performance, and
- Maintain and update the CARE Cards every month.

The team responds to data requests made both internally and externally to ORCAH and ODHS regularly, having responded to over 40 requests in the last year.

Discovery

In December 2019, under the sponsorship of the ODHS Director, ORCAH engaged in a collaborative root cause analysis called Discovery to:

- Address high call volume, and
- Explore whether it is possible to reduce assignment rates.

Those who took part in this process included:

- ORCAH leadership and CQI
- Child Safety Program representatives
- Field leadership representatives
- Permanency program representatives
- Members of the ODHS Continuous Improvement Program
- One of the Child Welfare deputy directors, and
- An external consultant with expertise and experience in rapid process improvement work.

The team met for several months. Some outcomes included:

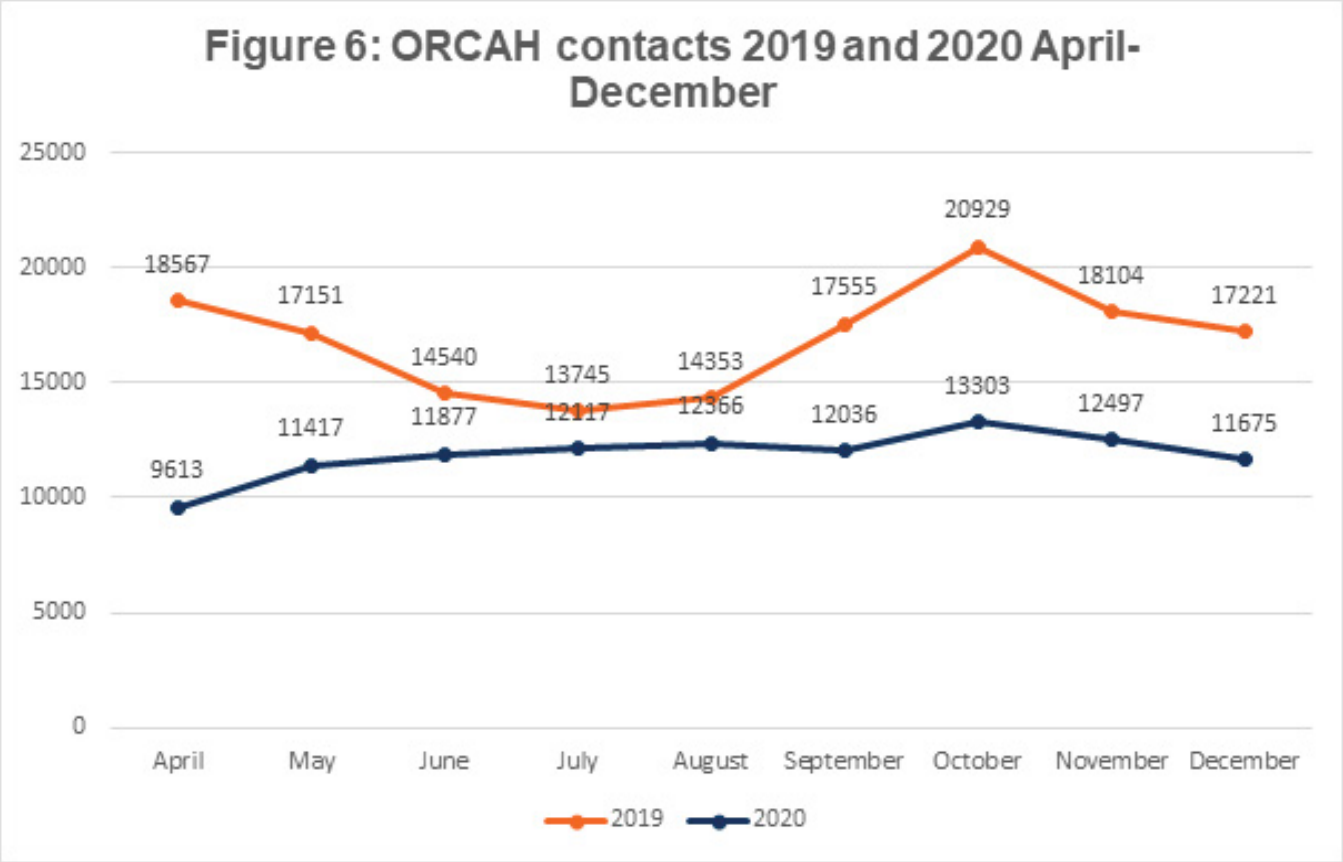
- An evaluation of the data regarding the types of non-abuse calls with the intention to provide education to community partners about calling their local child welfare offices instead of ORCAH when appropriate
- Added a Reception Queue for Non-Abuse Calls
- Developed a Business Support Staff Academy
- Screening Process Mapping & Improvement
- Updates to External Website & Child Abuse Reporting Tools

ORCAH data

As mentioned previously, ORCAH provides weekly and monthly dashboards and quarterly data reports to internal and external stakeholders. For more information about how to receive those reports, please email the ORCAH feedback email box (Feedback.OregonChildAbuseHotline@dhsoha.state.or.us).

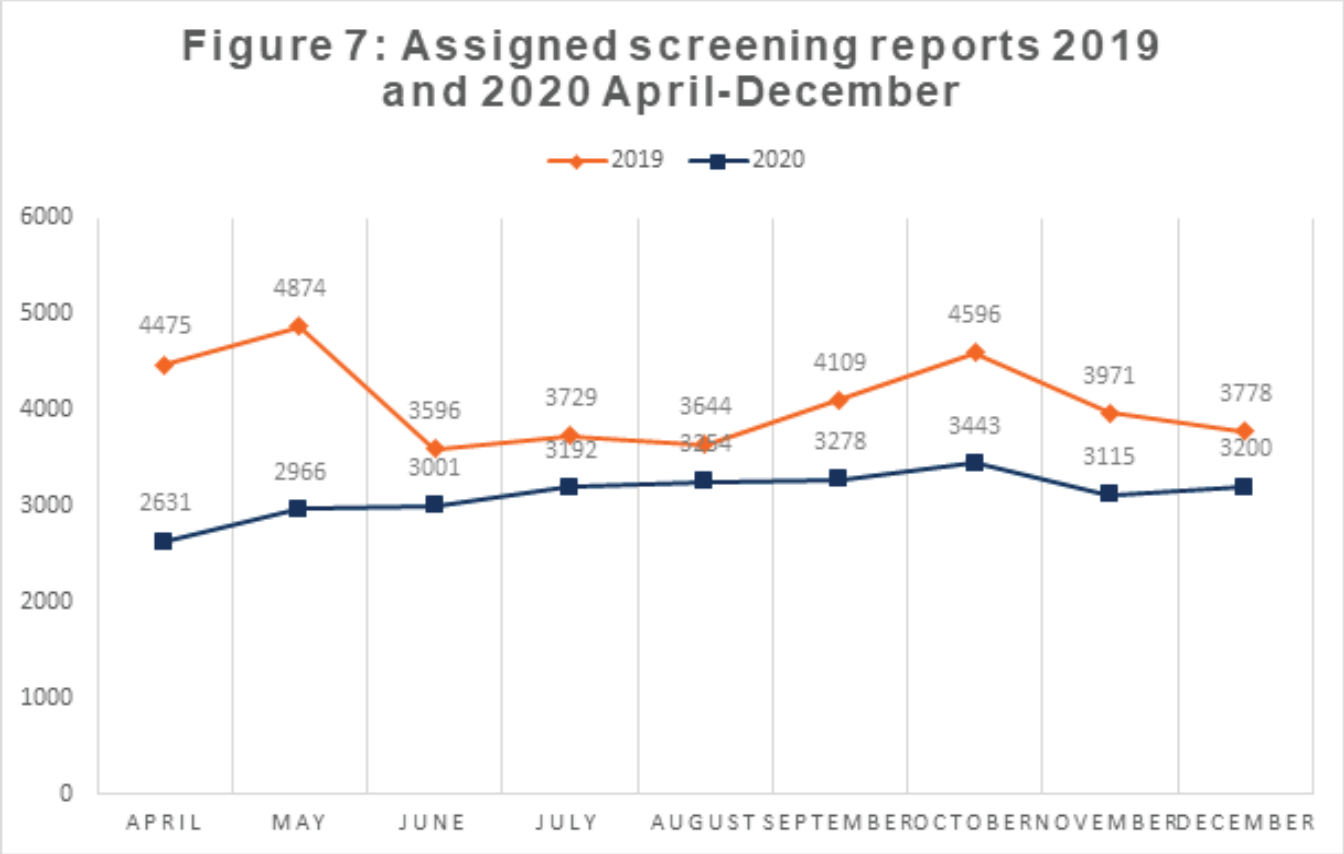
For this annual report, ORCAH provides an overview of the data comparing the work between 2019 and 2020, which demonstrates the affect the pandemic has on child abuse reporting in

Oregon. The data only reflects April through December for both years because ORCAH was not fully centralized until April 2019.

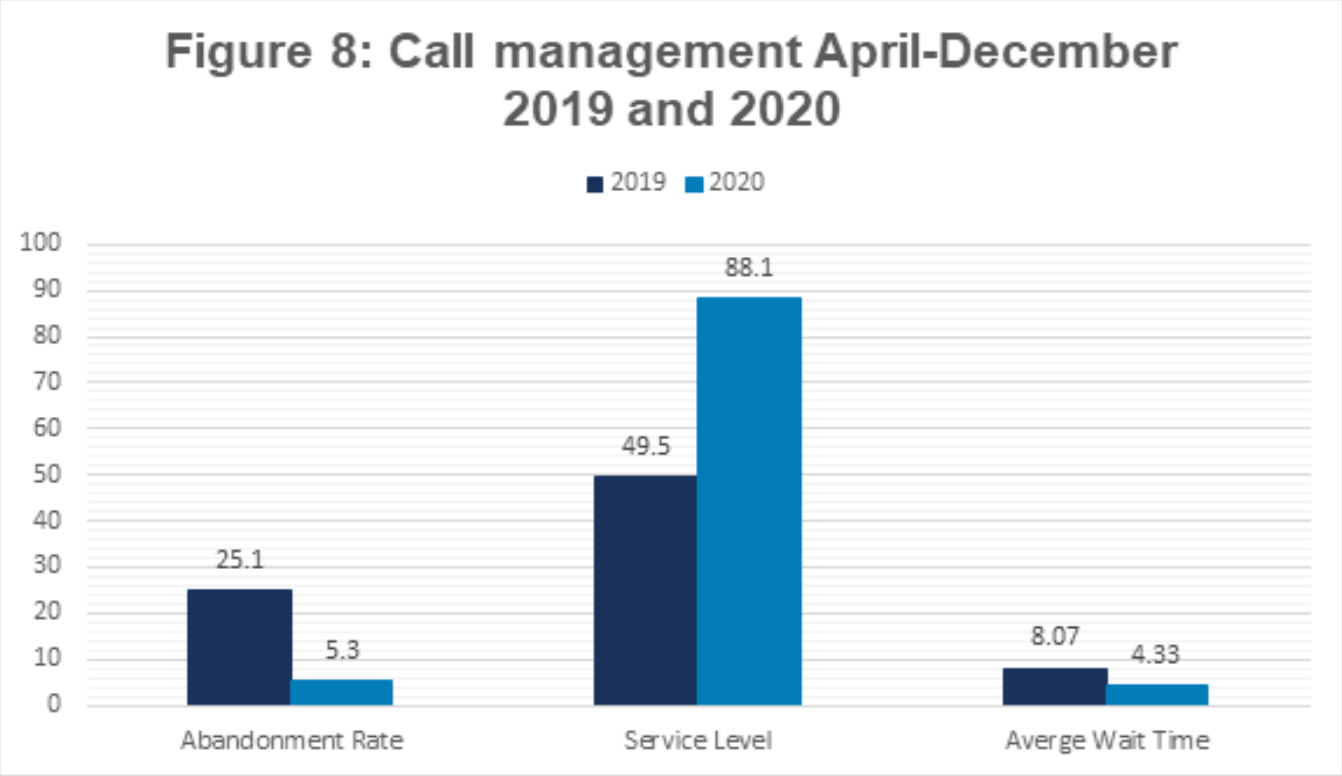


Contacts are Calls and Cross reported Police Reports. However, ORCAH could not track Cross Reported Police Reports until June 2019. Therefore, the April and May 2019 data points are calls only.

To understand the comparison of call volume from year to year, it is helpful to consider the calls not answered before caller disconnected (abandoned). ORCAH cannot capture data about how many callers call back. However, anecdotally, ORCAH knows that many do call back repeatedly to make their report. Therefore, the total calls shown in the preceding graph (answered and abandoned) represent the number of calls received. However, it does not necessarily represent the number of callers or reporters that call to report abuse each month. In April and May of 2019, ORCAH had a high number of abandoned calls.



Approximately 60% of ORCAH calls result in some documentation of a report of concern or information on a case. The other 40% are calls are not about abuse (i.e. looking for the name of a caseworker, general child welfare questions, etc.). Therefore, the call volume is not representative of the volume of Reports of Abuse. Figure 7 represents the number of screening reports assigned to CPS for assessment. Assignment rates (percent of screening reports assigned to CPS vs. closed at screening) during the period under review in 2019 averaged 54.53% and in 2020 averaged 53.73%.



Abandonment rates refer to the extent to what percentage of callers hang up while waiting on hold. Service levels are the extent to which ORCAH is meeting its goal of answering calls within a set amount of time (four minutes). Though there are outlying maximum wait times (180 minutes in 2019 and 122 minutes in 2020), average wait times (minutes) are a better measure of ORCAH's overall call volume management.

In closing

As ORCAH reflects on the continued progress, and with goals clearly outlined, ORCAH realizes there may be new challenges and obstacles to overcome in the coming year. ORCAH has experienced and adapted to the culture of change while also taking stock of many lessons learned. As ORCAH moves forward with the last year of implementation, ORCAH continues to depend on the patience and input of staff, stakeholders and the community. ORCAH looks forward to and welcomes your continued feedback, ideas and input.

Here are ORCAH's goals in the last stage of implementation and into the 21-23 biennium:

Operations and staffing

- Stabilize workforce with permanent positions and shift schedules.
- Maintain low turnover.
- Develop a strategic plan for using real-time data to predict and inform workflow management based on volume and staffing levels to achieve consistency in addressing attendance as it affects wait times and timeliness to an assignment.
- Create a solution for the business support staff task spreadsheet and find a way of tracking work completed by business support staff.
- Maintain a regular schedule for communication, both internal and external, that includes weekly leadership emails, all staff meetings, newsletters, and dashboard reports.

Staff training

- Expand training evaluation measures.
- Create and facilitate external learning opportunities (cross-pollination) for screeners.
- Create and facilitate learning opportunities for Child Welfare staff to familiarize them with Screening.
- Create and facilitate Supervisor Academy.
- Support facilitator development for Train-the-Trainer of Mandatory Reporter Training.
- Standardize lead worker onboarding/training process.
- Develop and implement a sustainable plan for Screening Training Academy and Business Staff Training Academy remote delivery.
- Align ORCAH Training program with Child Welfare Training and Workforce Development Unit.
- Input all ORCAH training in iLearn so employee training records will reflect ORCAH training for staff.

- Develop and implement a sustainable plan for Training Block and Coaching Session delivery that includes independent study between Training/Coaching months to reinforce learning.
- Mandatory Reporter train the trainer for Child Abuse Assessment Centers designated staff statewide.

CQI and program

- Strategic management of CQI work to accomplish five QA per screener per month (calls and reports) representing a statistically significant sample size.
- Engage Child Safety Program in CQI process.
- Complete work with ORRAI for automated dashboards.
- Replicate ORCAH dashboards in SharePoint.
- Begin and complete work with ORRAI for automated CARE Card production.
- Align the ORCAH CQI program with Child Welfare CQI efforts.
- Increased comfort in the use of performance management measures by supervisors and staff.
- Update Screening Rule and Procedure.
- Collaborate with OTIS to transfer Third Party abuse screening and investigation.
- Update case naming tree.
- Explore Structured Decision-Making tool at Screening.
- Continue national peer-to-peer opportunities.

Technical

- Update and maintain Continuity of Operations (COOP) Plan.
- Transition staff to a single device.
- End former regional hotline ported phone lines to have one standing phone number to report child abuse.
- Increase language access for callers.
- The ORCAH Documentation Guide will replace OR-Kids Screening Report.
- Collaborate with OR-Kids to develop an online reporting tool for Child Welfare workers in the first phase and mandatory reports in the second phase.
- Expansion of ORCAH OWL resources including a page for all ORCAH Committees.
- LEDS checks for the entire state, 24/7/365.
- Revisit call recording proposal for quality assurance purposes.

Inclusion, Diversity, Equity and Accessibility Committee and Safety and Wellness Committee

- The DEI Committee is renamed the ORCAH Inclusion, Diversity, Equity and Accessibility Committee (IDEA).
- IDEA Committee completes and submits documentation of the committee's charter & mission to OEMS for formal recognition and support outside of ORCAH.
- Complete IDEA Strategic Plan and Annual Report.
- IDEA committee re-deploying annual survey as a measurement tool to assist in increasing sense of inclusion among employees that self-identify as members of marginalized communities.
- Translation of "What you can do about child abuse" and "Child Abuse Reporting Guide" into Vietnamese, Chinese, Arabic, Spanish and Russian.
- Improved stability with the Safety and Wellness Committee.
- Develop a formal staff recognition program.
- Develop trauma-informed workplace guidance.

Contributors to this report include

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Oregon Department of Human Services

CHILD WELFARE DIVISION

Oregon Child Abuse Hotline
1-855-503-SAFE (7233)

Alternate format language: You can get this document in other languages, large print, braille or a format you prefer. Email Feedback. OregonChildAbuseHotline@dhsoha.state.or.us or contact the Oregon Child Abuse Hotline at 1-855-503-SAFE (7233). We accept all relay calls, or you can dial 711.

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