OREGON CHILD ABUSE HOTLINE ANNUAL REPORT

2022

Oregon Department of Human Services

CHILD WELFARE DIVISION

Oregon Child Abuse Hotline

Table of contents

Manager's Message 3

Guiding principle 1: Supporting families and promoting prevention 4

Guiding principle 2: Enhancing staff and infrastructure 7

Guiding principle 3: Strengthening the structure of our system by using data and continuous quality improvement 12

Closing 18

Manager's Message

Oregon's Vision for Transformation is our roadmap to transforming the Child Welfare system to best serve children, young people, and families. The Vision for Transformation is built on core values, with equity at the center and a belief that children do best growing up in their family. As one of several programs within the Child Welfare Division, the Oregon Child Abuse Hotline (ORCAH) has been steadfast in operationalizing the Vision for Transformation.

ORCAH is the front door to the Child Welfare system. While ORCAH's mission is to receive reports of child abuse and provide excellent customer service with equitable and consistent decision-making to ensure safety for Oregon's children, we also provide a critical service to Oregonians seeking help and support for children and their families. ORCAH seeks to engage and partner with the mandatory reporter community, which makes up 80 percent of ORCAH's callers, to build capacity and pathways for families to receive needed supports. This includes identifying safety nets and primary preventive community-based services for families, before child abuse occurs, to improve outcomes for Oregon's children.

In 2022, ORCAH monitored, evaluated, and applied findings in the maintenance stage of implementation. This included efforts to stabilize our workforce, implementation of performance management expectations, operational strategies designed to improve caller experience and a full Continuous Quality Improvement (CQI) cycle that includes community voice. This allowed us to gain a better understanding of our key performance indicators; a clear assessment of fidelity to our program and practice; and a plan for evaluation to guide data-informed improvements and the outcomes associated, all while planning for 2023.

This Annual Report highlights how ORCAH carried out the Vision for Transformation in 2022 within the three guiding principles. Each guiding principle includes updates and specific strategies to improve our outcomes.

Thank you all for partnering with ORCAH and keeping children safe.

Kristen Khamnohack (she/her/hers)
Screening Program and ORCAH Manager
kristen.n.khamnohack@ODHS.Oregon.Gov

Michael Lemke (he/him/his)
ORCAH Business and Operations Manager
michael.y.lemke@ODHS.Oregon.Gov

Guiding principle 1: Supporting families and promoting prevention

Oregon's Child Welfare transformation is built on trauma-informed, family and community-centered and culturally responsive programs and services focused on engagement, equity, safety, well-being, and prevention.

Structured Decision Making® (SDM), Screening and Response Time Tool

ORCAH began updating its child abuse report screening practice and screening decision-making with the development of the Structured Decision-Making Tool (SDM) in July 2021. The intention of the SDM model is to increase equity, accuracy, reliability, and utility in the child abuse report screening decision process. In partnership with Evident Change, a nonprofit that uses data and research to improve social systems, ORCAH brought together stakeholders and community contributors to develop the SDM, Screening and Response Time Tool in September 2021.

The goals of SDM at Screening include:

1. **Increase consistency:** While centralization increased screening consistency, there is room for improvement. The SDM tool provides a clear path to decision-making that is based on Oregon Revised Statute and Oregon Administrative Rule.
2. **Safely improve efficiency:** Due to the clear path to decision-making, the SDM tool is expected to reduce the time it takes to make screening and response timeline decisions.
3. **Shared knowledge of screening decisions:** SDM provides accessible transparency regarding screening decisions to child welfare workers outside of ORCAH, which is expected to increase their understanding of and confidence in ORCAH decision-making.
4. **Equity/address disparity:** The increased consistency and objective application of abuse allegations is expected to decrease the disparity in screening decisions

The SDM Screening and Response Time tool was drafted in the fall of 2021 and inter-rater reliability (IRR) testing of the draft tool took place from November 2021 through December 2021. IRR testing provides a statistical analysis of agreement between raters, in our case, ORCAH staff. IRR testing at screening will provide data regarding the extent to which people who review the same screening report information make the same screening decisions (consistency). ORCAH presented proposed changes to screening practice and decision-making to the Rules Advisory Committee in February 2022. Finalization of the SDM Tool with the assistance of multiple contributors occurred in May 2022.

Contributors included:

- Office of Training, Investigation and Safety (OTIS)
- Oregon Tribal Nations
- Tribal Affairs Office
- Portland State University, Child Welfare Partnership
- Child Welfare Race and Equity Leadership Team
- Child Advocacy Intervention Centers
- Parent Mentor with Morrison Child and Family Services
- Parent Advisory Council
- Educators
- Mental Health Providers
- Child Welfare Executive Leadership
- Office of Child Welfare Programs
- District and Child Welfare Program Managers
- CPS Supervisor Representatives

Training on the use of the tool for all screening staff at ORCAH began in July 2022 when Oregon Administrative Rule and child abuse screening procedure were updated. ORCAH trained approximately 165 ORCAH staff and partners on the SDM tool in July. The implementation of the ORCAH SDM Tool began on August 1, 2022.

In 2023, ORCAH's SDM evaluation plan will be incorporated into our current Continuous Quality Improvement (CQI) program to measure progress toward reaching the goals of SDM. The evaluation plan will include data reporting, updates to our quality assurance process, updates to our feedback box data/process, focus groups, pre/post surveys, and inter-rater reliability testing.

Screening Data Analytics Tool

ORCAH used the Screening Data Analytics Tool since early 2019. There were several changes to the Screening Data Analytics Tool over the course of three years: the algorithm was updated for more distinct separation in risk levels, the assignment score was removed for easier interpretability, and extensive screening report reviews were completed to identify areas for improvement.

In the Spring 2022, ORCAH discontinued the use of the Screening Data Analytics Tool in preparation for the Structured Decision Making (SDM) tool to be implemented at ORCAH in the following months. After extensive analysis assessing integrating the Screening Data Analytics Tool with the SDM tool, it was determined that these two tools were incompatible for concurrent use.

Guiding principle 2: Enhancing staff and infrastructure

Oregon's Child Welfare transformation depends on a diverse, supported, skilled, respected and engaged workforce that reflects and embraces the communities we serve.

ORCAH Committees

- **Equity and Inclusion** - Seeks to address systemic issues that have disproportionately led to inequity within Child Welfare. The group seeks to find ways to create actionable items to create equity and safety for all races, genders, sexual orientations, socioeconomic statuses and people with disabilities within the ORCAH community, for all of Child Welfare employees and for the Oregonians we serve.
- **Safety and Wellness** - To ensure all ORCAH employees leave work each day grounded in knowing they are physically and emotionally supported. We believe employees working together can achieve a safe, healthful workplace. **Trauma Informed ORCAH**, a subcommittee was formed in acknowledgement of the difficult work that occurs and the impact it has on our staff.
- **Labor Management** - Explore workforce and operational strengths and challenges by problem solving and action planning for improvements, by supporting stability and workforce retention.

Through the work across multiple committees, ORCAH's retention rates improved over 2021 with turnover averaging 3 percent in 2022.

Operational Strategies

To better meet performance goals, ORCAH implemented a series of operational strategies to reduce wait times and improve timely assignment of reports of abuse. A series of contact targets and modifications of operational processes were implemented in early 2022:

- Targets for call handling based on shift length
- Handling of non-abuse calls by business staff
- Process changes for reports received from Law Enforcement
- Cross training business staff across the different threads of work

A committee of supervisors and staff reviewed the strategies in fall 2022 to examine the historical and current data to identify additional improvement opportunities while maintaining the improved service levels. Through this review, ORCAH made additional operational adjustments such as adding in additional time for report documentation during the latter part of a shift to ensure timely assignment of critical reports.

ORCAH plans to review the operational strategies twice a year with the next scheduled review occurring Spring 2023

ORCAH Training Program

ORCAH facilitates an internal training program that includes a Screening Training Academy for new screeners and a Business Staff Training Academy for new business support employees. In 2022, ORCAH partnered with the Training and Development Specialists from the Child Welfare Equity Training and Workforce Development Team to support the ORCAH training team successfully completing the ambitious training plan for 2022. The Business Staff Training Academy was presented by ORCAH's Training Team in collaboration with the ORCAH Office Managers. In addition, 2022 also saw the return of in-person training after the primarily remote delivery of training in 2021. The four Screening Training Academy sessions were presented to 38 new screeners, and the Business Support Training Academy was presented to six new Business Support Staff.

Screening Training Academy (STA)

Each Screening Training Academy consists of 80 hours of training, composed of 12 Screening Practice modules and 13 Technical Training modules, along with presentations from ORCAH's Continuous Quality Improvement unit and our partners at CARES NW and Oregon Tribal Affairs. Prior to the Screening Training Academy, new screeners complete an onboarding process, and after complete Post-Academy Coaching directed by ORCAH's Hiring and Training Supervisor and team of Coaching and Training Specialists. In total, the training process for new screeners is completed within 10 to 12 weeks.

Business Support Training Academy (BSTA)

In July of 2022 Business Staff Training Academy (BSTA) transitioned from remote training to in-person training. Since transitioning back to in person training, two BSTAs have been completed, five Office Specialists have been trained, totaling 31.50 hours of training. Newly hired staff are

in training for approximately 90 days. Our BSTA trainings are led by Lead Workers and Office Managers.

ORCAH Continuing Education, Training and Coaching

American Indian & Alaska Native Heritage Inquiry, Research and Documentation: In March 2022, screeners participated in a two-hour training block surrounding the inquiry, research and documentation of American Indian/Alaska Native heritage in partnership with the Tribal Affairs Unit.

Youth and Mental Health Suicide Prevention: In November 2022, a two-hour block of training was provided to all ORCAH screening workforce that included an interactive video focused on youth and mental health in partnership with the Child Fatality Prevention and Review Team and Lines for Life.

Mandatory Reporter Training (MRT)

During 2022, ORCAH received 136 requests for Mandatory Reporter Training, resulting in 1,193 individual Certificates of Completion. Requestors included social service agencies, schools, mental health providers, and others who work with children and families within our communities. Training materials are developed by ORCAH in coordination with other programs to ensure delivery of consistent messaging across the state.

Mandatory Reporter Train-the-Trainer

Facilitators of Mandatory Reporter training consist of designated Child Welfare staff and Child Advocacy Center (CAC) partners. The seven-hour course supports trainers in applying trauma-informed practices, conveying the ODHS Child Welfare role, Oregon Administrative Rules and reporting guidelines, building knowledge and confidence delivering MRT and facilitating discussions among trainees. In 2022, two sessions were held with 40 staff trained to deliver MRT. In total, 130 Child Welfare staff and 33 CAC partners across the state are prepared to deliver MRT training to their communities.

ORCAH Documentation Guide

To improve efficiency and consistency among screeners, ORCAH began developing a guided documentation tool called the ORCAH Documentation Guide (ODG). The first phase was carried out in 2020. ORCAH has continued to develop more functions within the ODG in 2021 and 2022 with continued feedback from users.

A few highlights on improvements from 2022:

- ODG Participant Matching – Provided the ability to search, match, update and save person management details for report participants
- History Review and Roles and Relationships – Provided the ability to see all pending and completed ORKids and ODG reports for all matched participants
- SDM and Decisions - Provides direct access to all Allegation abuse definitions so screeners, in real time, can compare Allegation definitions with the reported information to determine if the Threshold criteria is met

The development of these releases required a great deal of collaboration and strategy with partners at Evident Change and others to transform the method that screeners use to consider Allegation criteria and document Allegations. The SDM update automated the Response Time consideration and determination.

ORCAH also initiated collection of Fatality Prevention Data to coincide with goals of the Child Fatality Prevention and Review Program. Technical training for all ORCAH screeners was integrated directly into the SDM training material to align the new documentation method with the corresponding SDM practice shift.

Contact Center Improvements

2022 saw several enhancements and expansion of the contact center system, known as OpenScape (OSCC). The additions allowed for greater efficiency of system use for community members and staff. Several queues were introduced to provide needs for specific community groups. Other queues were introduced to automate business practices and simplify work processes.

- Medical Provider Queue – provides an option for medical personnel who need immediate assistance due to emergent child safety issues
- Call Back for Spanish Callers -The Spanish queue phone tree messages were updated to offer callers the option of immediate service-with a likelihood of a screener handling the call with interpreter assistance-or scheduling a call back to wait for a Spanish-speaking screener.
- E-Mail Routing – The queues assist with centrally tracking workloads across our work with Law Enforcement Agencies among other business-related functions

During the early part of the year, all staff were migrated to a VOIP (Voice over internet protocol) softphone application. All calls routed through the hotline are now answered on screener or business staff computers rather than by a physical desk or cell phone. During the next year or two, the softphone application and contact center portal, which handles the call routing, will be merged to have one integrated system for handling and answering calls.

Law Enforcement Data Systems (LEDS)

ORCAH is responsible for running LEDS checks for the Child Welfare Division. ORCAH receives LEDS requests from screeners at ORCAH and from branch offices. In fall 2022, LEDS Operators began receiving emailed LEDS requests through the business staff email queue in Openscape. On a monthly basis, ORCAH receives approximately 4,500 LEDS requests. We currently have more than 90 percent of our business staff trained in LEDS with the remaining business staff being trained in spring 2023.

Continuity of Operations Planning (COOP)

A major part of emergency planning for ORCAH revolves around addressing system issues. The centralized hotline is reliant upon several online systems to ensure timely answering of community calls and quick assignment of reports where information gathered indicates a need for a Child Protective Services (CPS) assessment. In 2022, ORCAH standardized its emergency technology plans for addressing various system outages. The plan includes direction for handling outages of various applications and platforms used by ORCAH staff. ORCAH developed back up options for call center, OR-Kids database, Microsoft systems and applications and GIS (Geographical Information Systems) failures.

ORCAH continues to build out the COOP, including a communications plan for notification of outages to impacted communities and agencies. The hotline operations team has been working with the ODHS Communications office to identify the impacted audiences and best methods for notification when system issues or other emergencies occur.

Guiding principle 3: Strengthening the structure of our system by using data and continuous quality improvement

Oregon's Child Welfare transformation is built on data-informed practice and supported by continuous quality improvement with modernized information technology systems and tools.

Continuous Quality Improvement (CQI)

ORCAH hosts a robust CQI program, responsible for:

- Hosting quarterly meetings of the ORCAH CQI Committee
- ORCAH's Quality Assurance (QA) reviews of screening reports and QA reviews of calls
- Managing ORCAH's Feedback email box and making any resulting screening report corrections
- Quality assurance reviews of screening reports related to Critical Incident Review Teams
- Participation in Child and Family Service Reviews, which measures and evaluates screening report timeliness to assignment and to notification to Tribal Nations (when a report is documented for a family who may have native heritage)
- Weekly and monthly dashboards
- Production of the "Weekly Work" data book
- Quarterly reports

In fall 2022, ORCAH launched a structured CQI cycle in which a CQI Committee composed of ORCAH staff, Child Welfare staff and community collaborators review ORCAH's data regarding Key Performance Indicators (KPI) and makes recommendations for improvement opportunities.

ORCAH Performance Goals and Key Performance Indicators

ORCAH's three foundational goals are safety, consistency, and customer service.

- *Safety* refers to the extent to which ORCAH is contributing to the Child Welfare mission of ensuring child safety in a manner that promotes equitable service delivery.
- *Consistency* refers to ORCAH's ability to provide consistent, equitable decision making that aligns with statute and policy, as well as call handling and documentation that is predictable.

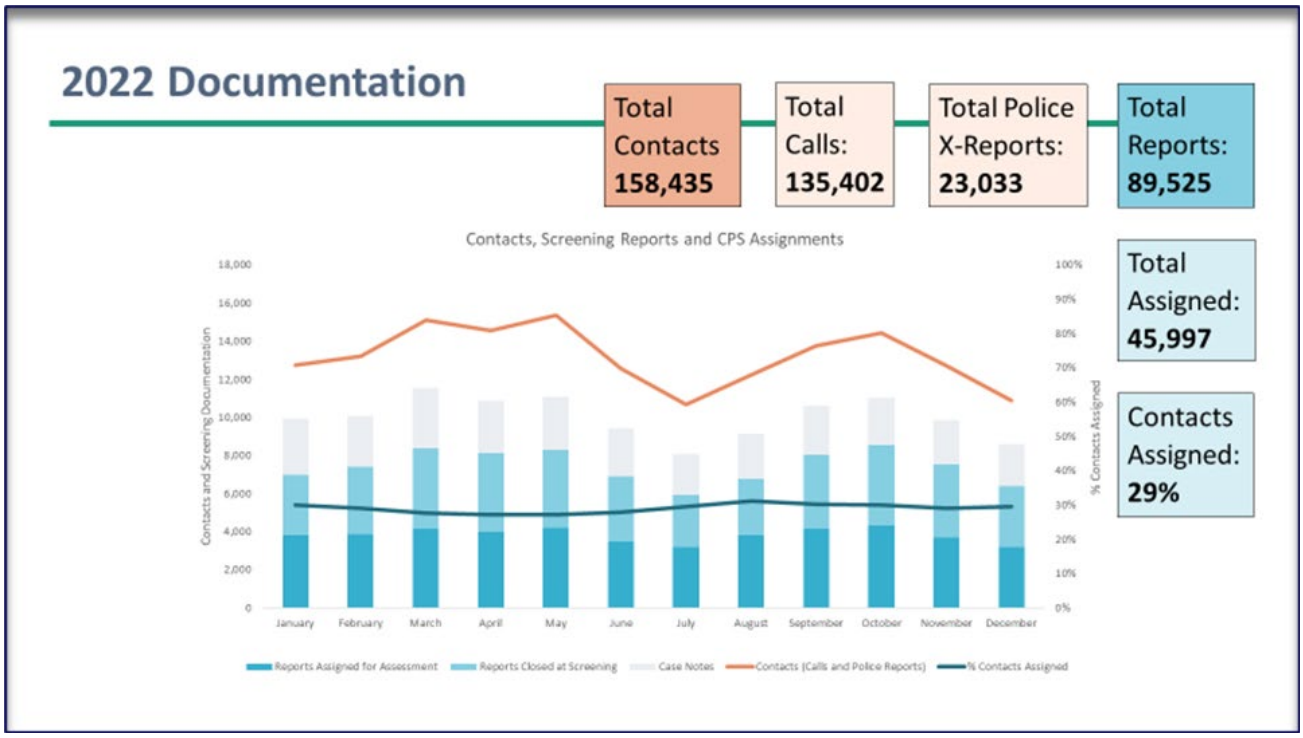
- *Customer service* refers to meeting the needs of the children and families of Oregon by answering calls timely with an approach to the work that is trauma-informed and considers cultural context.

Key performance indicators are measurable values that demonstrates how effectively an organization is meeting its performance goals. ORCAH's key performance measures are:

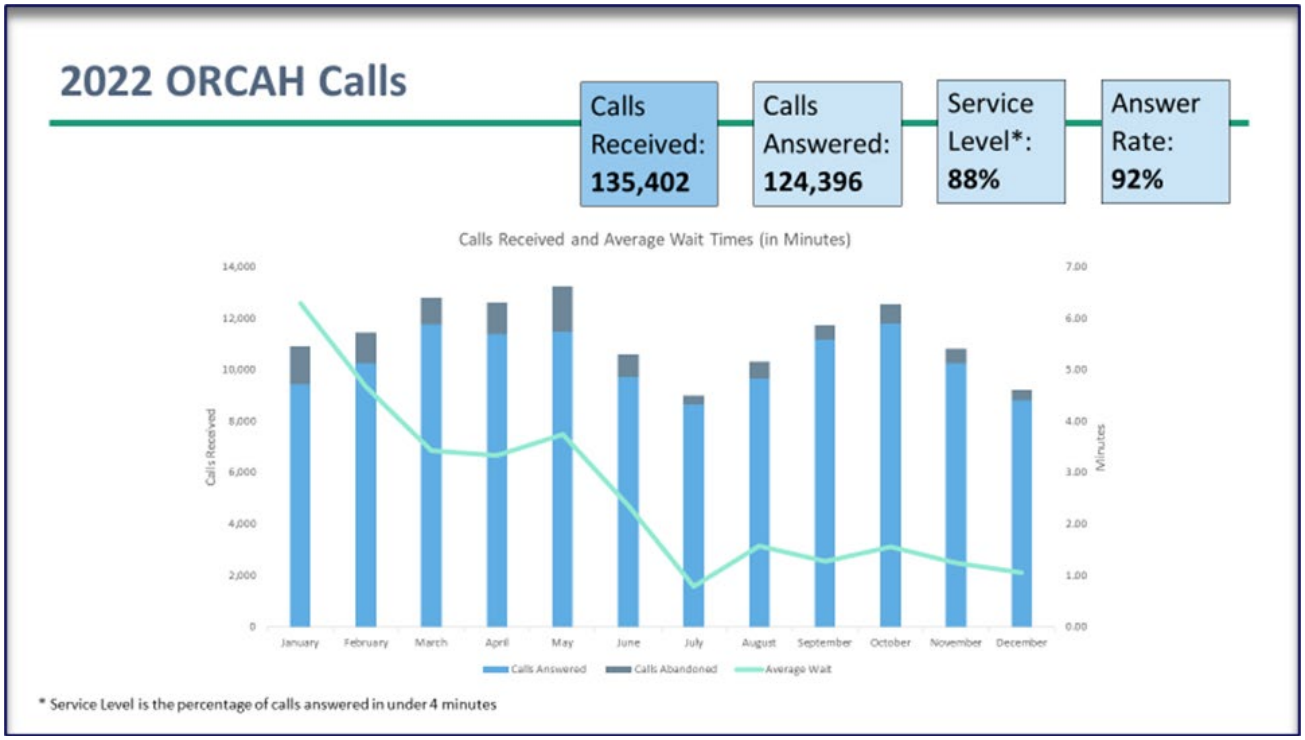
- Contact service level
- Timely referral to Child Protective Services (CPS) of assigned reports
- Timely approval of closed at screening (CAS) reports
- Accurate screening decisions
- Sufficient information gathering/documentation
- Consistent screening decisions
- Equity in screening practice and decisions

Data that relates to KPI: Contact Service Level

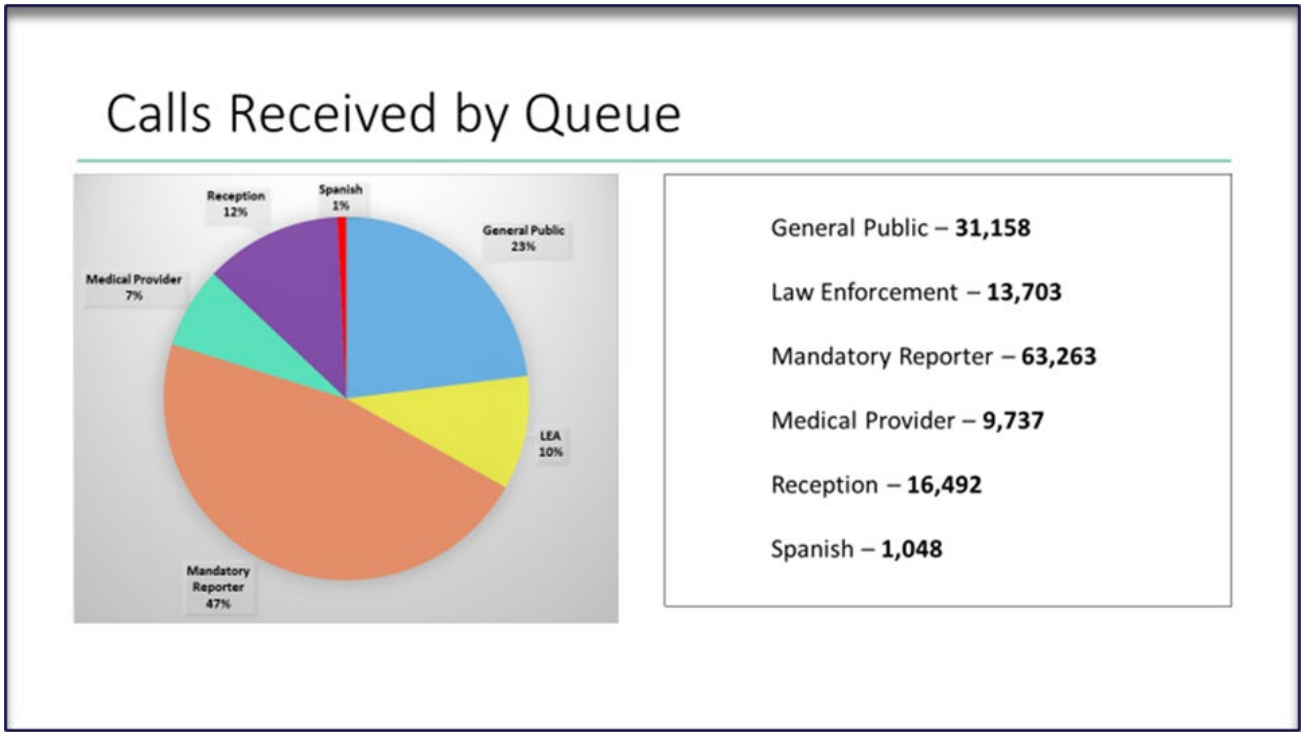
ORCAH receives calls and cross-reported police reports, together known as contacts. Not all contacts result in a documented screening report as they may be duplicative information, information unrelated to an allegation of abuse or concern for child safety or be an inquiry or request for services. Contacts requiring documentation are captured as either a screening report (abuse allegation that is assigned or condition, circumstance, or behavior that poses a risk to a child but is not an allegation and is closed at screening) or as a case note (information on an open child welfare case).



- Total Contacts includes all calls received and law enforcement cross reports (email) handled.
- Total Documentation includes all screening reports and case notes entered
- Total Reports includes any screening report completed by ORCAH, regardless of screening decision.
- Total Assigned includes all screening reports resulting in a screening decision of assign and sent to Child Protective Services for assessment.
- Contacts Assigned is an approximation. ORCAH is not able to track one call to one report. Many calls may result in no reports documented or in two or more reports being documented.



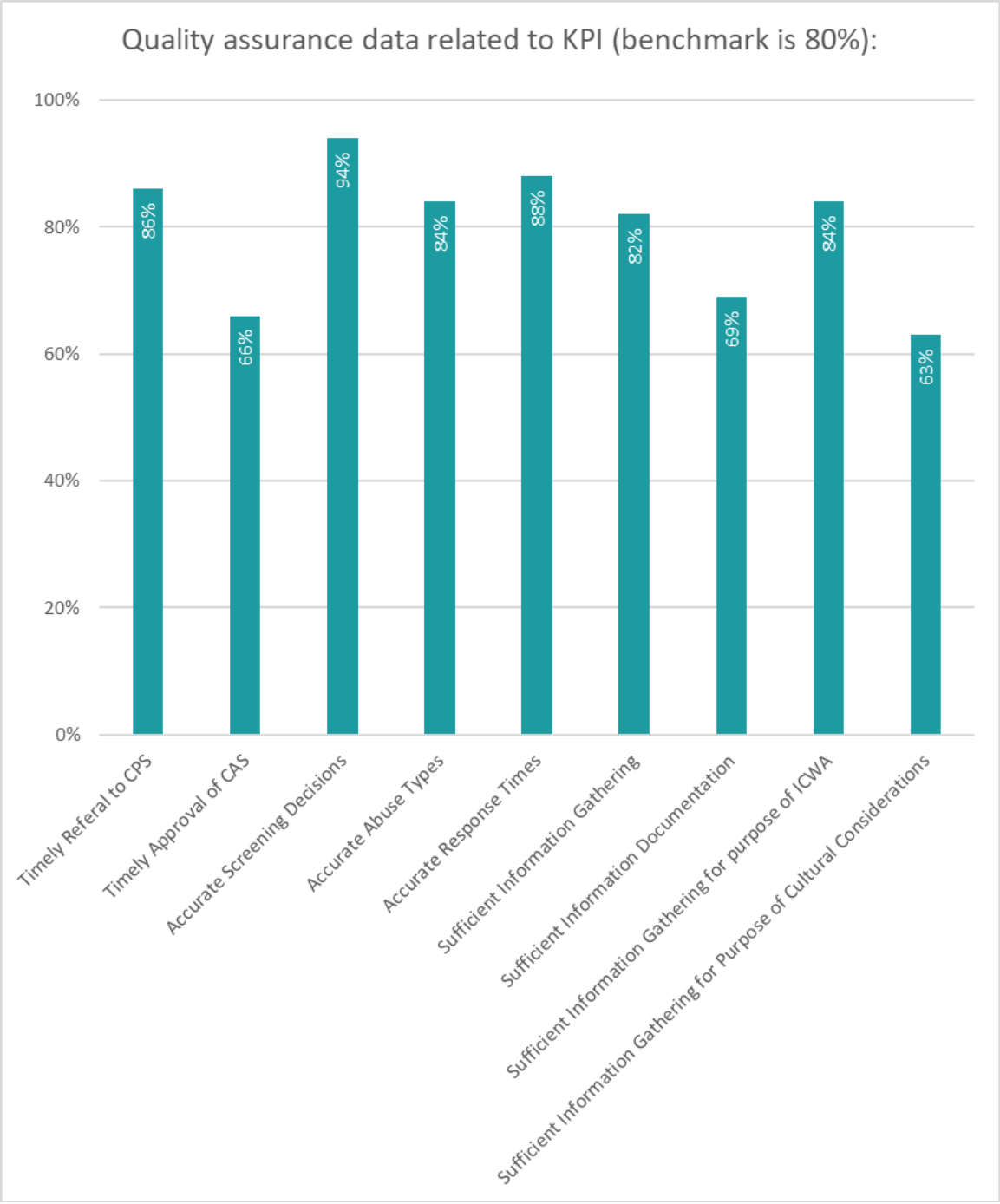
ORCAH answered 124,396 calls in 2022, an increase of 13,008 compared to 2021. Calls Abandoned includes any caller who selected a queue and arrived in that queue before hanging



up or having the call terminated by a system error.

Data that relates to KPI: Timely referral to CPS, timely approval of closed at screening (CAS) reports, accurate screening decisions, sufficient information gathering/documentation, and equity in screening practice and decisions:

ORCAH conducted quality assurance reviews of 1,142 screening reports and 1,605 calls in 2022. The benchmark for the measures that relate to KPI is 80%:



Data relating to KPI: Consistent screening decisions

When ORCAH implemented the Structured Decision-Making tool in August 2021, one of the goals was to create consistency in screening decisions across ORCAH staff. The evaluation plan includes the use of an inter-rater reliability test that will be initiated in April 2023. The IRR test will measure the extent to which the SDM tool results in the same screening decisions when ORCAH staff apply it to the same reported information. Data from this will be available in June 2023.

Closing

In 2022, ORCAH accomplished our goal in bringing greater stability to our workforce, operation and screening practice while in the maintenance stage of implementation. This included:

- Operational strategies implemented dramatically improved customer service, resulting in serving our community with short wait times and fewer abandoned calls.
- Implementation of Structured Decision Making (SDM), Screening and Response Time Tool.
- Implemented stages of the ORCAH Documentation Guide (ODG) and efforts to develop an efficient, user friendly, best-practice guide that supports screening information collection.
- Hired, onboarded and trained 44 new ORCAH staff
- Added a Business Operations Manager to the leadership team to help focus on infrastructure and assist with transition from implementation to the maintenance phase
- Reduced turnover, improved retention rates
- Business staff duties integrated in contact center software
- Delivery of quality training
  - » New staff:
    - Screening Training Academy and Post Academy Coaching
    - Business Support Training Academy
  - » All staff:
    - ORCAH Documentation Guide
    - American Indian & Alaska Native Heritage Inquiry, Research and Documentation
    - Structured Decision Making with Child Safety
    - Youth Mental Health in partnership with the Child Fatality Review and Prevention Team
- Implemented the ORCAH CQI Committee

While 2023 will wrap up our five-year implementation plan with sustainability of Oregon's centralized child abuse hotline, we aim to continuously improve while seeking opportunities to build on our work to actualize Child Welfare's Vision for Transformation through the following goals:

- Maintenance of operational strategies implemented to continuously improve 24/7 customer service
- Increase accessibility and language access for callers
- Improve communication strategies with CPS and branch staff
- Structured Decision Making (SDM) Tools
  - » Updates to Screening and Response Time Tool
  - » Develop and Design a Mandatory Reporter Guide
- Mandatory Reporter outreach, engagement, education and training
- Explore Upstream Prevention Opportunities
- Continued engagement with Tribal Affairs Unit and Tribal Nations
- Implement and maintenance of the ORCAH Documentation Guide (ODG)
- Screening Workload Model
- Workforce Optimization Tool within Call Center Software
- Universal business staff 24/7
- Workforce stability in nightshifts
- Continued collaboration with the Office of Training, Investigation and Safety (OTIS)
- Improve workforce well-being and culture
  - » Identify ORCAH's culture
  - » Implement CARE Team/Critical Incident Stress Management (CISM)
- Improve workforce recruitment/hiring/retention efforts
  - » Recruitment strategies to increase staff diversity and language access for callers
  - » Implement Search Advocate Program for hiring and interview process
  - » Staff recognition activities
- Implement SDM Evaluation Plan to include inter-rater reliability to evaluate and, if needed, increase consistency in screening decisions.

Oregon Department of Human Services

CHILD WELFARE DIVISION

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

You can get this document in other languages, large print, braille or a format you prefer free of charge. Contact the Oregon Child Abuse Hotline at 1-855-503-SAFE (7233) or email Feedback.OregonChildAbuseHotline@ODHS.Oregon.Gov. We accept all relay calls.

DHS 4267_22 (03/2023)