

FOUNDATIONS

**CW MISSION**  
Ensure that every child and family is empowered to live a safe, stable and healthy life

**CW VISION**  
All children experience safe, stable, healthy lives and grow up in the care of a loving family and community

**CW VALUES**  
Safety, Integrity, Innovation, and Respect

KEY GOALS

**Guiding Principle 1: Supporting Families and Promoting Prevention**

**Guiding Principle 2: Enhancing our Staff and Infrastructure**

**Guiding Principle 3: Utilizing Data with Continuous Quality Improvement Systems**

CORE PROCESSES

OPERATING PROCESSES

SUPPORTING PROCESSES

**OP1**  
Developing & Maintaining Resources To Serve Children & Families  
Guiding Principle 1

**OP2**  
Screening, Assessing & Monitoring Child Safety  
Guiding Principle 1

**OP3**  
Case Planning To Ensure Timely Permanency For Children & Young Adults  
Guiding Principle 1

**FP1**  
Leadership & Partner Engagement  
Guiding Principle 2

**FP2**  
Recruiting, Retaining, & Supporting Workforce  
Guiding Principle 2

**FP3**  
Program Policy & Business Management  
Guiding Principle 2

**FP4**  
Data Informed Decision Making & Performance  
Guiding Principle 3

SUB PROCESSES

- Working with caregivers, the community, partners and service providers to develop and maintain a service array that meets the safety, health, wellness, and behavioral needs of the children and families we serve and incorporates their communities and cultures.
- Developing program models based on best practice, including evidence-based and promising practices.
- Strengthening Tribal relationships to ensure coordination of services for Tribal and Indian children, young adults, and their families.
- Developing and administrating contracts and services for substitute care, treatment services, and family support.

- Processing, screening, and assigning reports of child abuse
- Assessing reports of child abuse to make safety decisions that incorporate children's communities and cultures.
- Working to strengthen and improve decisions that decrease disproportionality and disparity in outcomes during each step of the journey with Child Welfare
- Engaging and collaborating with Oregon's Tribes at each step to safeguard tribal families and communities where they are.
- Developing trauma-informed safety plans that seek to evaluate and monitor safety threats and protective capacities of parents.
- Consulting and coordinating with legal parties to ensure appropriate, required and timely findings.

- Promoting and fostering partnership and alignment with Oregon's Tribes to ensure both the spirit and the requirements of the Indian Child Welfare Act are preserved and followed
- Engaging and collaborating with children, families, and organizations, in partnership with the courts, for case planning and management in order to maintain children in their homes while striving for reunification outcomes with all decisions and planning.
- When necessary, finding resource homes and families for children, preferably with kith or kin – if placed, then working to get them home as soon as possible
- Developing, implementing, and managing case plans based on assessments of child and parent needs, in order to help facilitate and manage visitation and help maintain connections to family and community.
- Securing safe, permanent homes for children and young adults in care, reunifying families whenever possible, and providing independent living arrangements if permanent homes are not possible.

- Developing, communicating, and advancing program vision, priorities, strategies, and initiatives, including organizational change.
- Ensuring accountability and results by creating effective organizational structure and setting clear expectations and roles and responsibilities.
- Engaging partners in ways that build and maintain strong partnerships incorporating the voices of children, families, communities and other partners in key decision-making through robust input and feedback.
- Developing and maintaining effective internal and external communications.

- Recruiting, hiring, and onboarding staff that reflect the communities we serve.
- Ensuring employee retention and supporting employee safety, health, and well-being.
- Developing, providing and evaluating training that includes post-training coaching, consultation and observation.
- Developing a framework for promotional readiness and succession planning with the goal of retaining committed and quality staff for leadership opportunities.
- Continuing to develop a trauma-responsive environment that supports and promotes a safe learning culture.

- Creating and modifying rule, policy and procedure changes.
- Analyzing and addressing changes to statute.
- Developing and managing program budgets, maximizing federal revenue and leveraging grants and other resources such as cross-system and community partnerships
- Education and accountability for the monitoring of deliverable-based contracts that point to Child Welfare vision and goals.
- Develop the internal capacity to maximize operational performance in accounting, contracting, technology, facilities, background checks, records management, and other key business operations.

- Establishing and maintaining a continuous quality improvement (CQI) system to evaluate and improve the program on an ongoing basis.
- Researching, analyzing, and reporting program data and outcomes internally and externally.
- Ensuring data governance, accuracy and integrity.
- Using data to inform process- and practice-improvements.

PROCESS MEASURES In development

Number of General & Child Specific Foster Providers	Time To Initial Contact CPS.03				Develop Workforce Measure for Reflecting Community Served			
Number of Children In Care	Number of Open & Overdue Assessments				Develop Workforce Needs Assessment	Develop Fidelity Data	Develop Time To Permanent Rule Change	
Number of Treatment-Based Services	Initial Placement With Relatives CM.08	Recurrence of Maltreatment SA.02		Develop Communication Strategy Measure	Turnover Rate	Develop Implementation Driver Assessment	Performance To Budget	
	Placement in Same or Adjoining County CM.09	Face to Face Contacts		Develop Youth Engagement Measure	Develop Workday Promotion Reporting	Develop Consumer Data Source	Portfolio Review	
	Develop Disproportionality & Disparity Dashboard	Timely Case Planning OR.15						

OUTCOME MEASURES

O1 Established Network of Diverse Prevention Services	O2 Safe & Stable Placements	O3 Stronger Tribal & Community Relationships	O4 Reduced Caseloads	O5 Diverse Resource Families	O6 Community-Reflected Workforce	O7 Decreased Disproportionality & Disparity	O8 Vision-Aligned Reporting, Metrics, & Measures
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2019-21 KEY PERFORMANCE MEASURES

Absence of Repeat Maltreatment	Timely Reunification	Timeliness of Adoption Once Legally Free	Children Served by Child Welfare Residing in Parental Home	Reduction of Disproportionality At Entry	Reduction of Length of Stay Disparity
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