

## FY2017 JCIP Strategic Plan Summary

Projects from our previous strategic plan are in **black**.

New or expanded projects funded by **basic grant**, or by **multiple grant streams** are in **red**.

New or expanded projects funded by the **training grant** are in **orange**.

New or expanded projects funded by the **data grant** are in **blue**.

### **Outcome #1:** Improved quality of dependency hearings

Project 1 – Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel

Project 2 – Implement a program to provide judges with training and coaching from experienced master judges on how to better engage parents in dependency hearings

Project 3 – Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgments

### **Outcome #2:** Improved System Response to the Safety, Permanency, and Well-Being of Children in Foster Care

Project 1 – Work with DHS on a joint data project to address a permanency-related issue identified in its 2016 Child and Family Services Review

Project 2 – Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings\*

Project 3 – Support participation by judges and staff in multi-disciplinary task forces and work groups convened to make system improvements in Oregon's child welfare system

Project 4 – Work with partners to increase the number of children who receive a first visit with at least one parent within the first week of placement

Project 5 – Collaborate with the National Center for State Courts to implement and evaluate the Reimagining Dependency Courts project

Project 6 – Work with DHS to establish an automated transfer of data from Odyssey to OR-Kids

Project 7 – Plan and deliver the 2017 Oregon Model Court Summit on Child Abuse and Neglect

Project 8 – Provide training, technical assistance, and data analysis to courts and interdisciplinary Model Court Teams

Project 9 – Collaborate with DHS and Oregon's federally recognized Tribes to continue implementation of the QUICWA Project.

Project 10 – Collaborate with stakeholders to plan, deliver, and support trainings on issues in juvenile dependency cases for attorneys, DHS, CASAs, CRB volunteers, and other stakeholders.

Project 11 – Write and disseminate a report on the data and findings from JCIP's 2016 File Review

\*Project 2 under Outcome 2 was in the previous strategic plan, but several data-grant funded activities have been added to it.

**Outcome #3:** Improved judicial practices and leadership in juvenile dependency cases

Project 1 – Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases.

Project 2 – Provide updates to juvenile judges on appellate decisions and changes to state and federal law dependency law.

Project 3 – Increase the knowledge of Oregon’s appellate judges about the practical aspects of handling juvenile dependency cases at the trial level.

Project 4 – Improve judicial leadership and engagement of judges who preside over juvenile dependency cases.

Project 5 – Plan and deliver 2018 Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges.

## FY2017 JCIP Strategic Plan Summary - Detailed

Projects and activities from our previous strategic plan are in **black**.

**New and expanded projects and activities funded by the basic grant are in red.**

**New and expanded projects and activities funded by the training grant are in orange.**

**New and expanded projects and activities funded by the data grant are in blue.**

### **Outcome #1:** Improved quality of dependency hearings

Project 1 – Monitor and increase the percentage of hearings at which all parties are present and represented by legal counsel

- Develop ‘push-button’ data reports showing the percentage of various types of dependency hearings in each court at which each type of party and attorney is present
- **Work with courts to ensure data quality**
- Run and disseminate reports on a quarterly and annual basis

Project 2 – Implement a program to provide judges with training and coaching from experienced master judges on how to better engage parents in dependency hearings

- Work with JELI to develop 1) a curriculum for judges to improve engagement of parents in hearings and 2) a plan for master judge observations/coaching
- Develop tool to assess parental perspective of court hearings
- Survey parents after participating judges’ hearings to establish baseline for parent perspective of hearings
- Implement training and judge observations/coaching
- Conduct follow-up parent surveys
- Collaborate with the Oregon Department of Human Services (DHS) to evaluate whether the coaching led to improvements in reunification or party hearing attendance data

Project 3 – Coordinate the development, maintenance, and updating of legally sufficient model forms for juvenile dependency judgments

- Convene the Model Forms Workgroup of Oregon’s Judicial Education and Leadership Institute (JELI) on a quarterly basis to discuss and approve updates to JCIP’s model forms to reflect changes in state and federal law
- Work with OJD’s Communication, Education, and Court Management Division (CECM) to make updated versions of forms available in the Odyssey case management system

### **Outcome #2:** Improved System Response to the Safety, Permanency, and Well-Being of Children in Foster Care

Project 1 – Work with DHS on a joint data project to address a permanency-related issue identified in its 2016 Child and Family Services Review

- Jointly review CFSR findings, other agency data, and JCIP data on permanency
- Jointly agree on a plan that stakeholders can implement to improve permanency outcomes
- **Disseminate to courts on a quarterly basis data from DHS on the percentage of children in each jurisdiction who have adoptions finalized within 12 months of being legally free**
- **Incorporate 1) information on the adoption process and the DHS Adoption Tracking page, and 2) time to create local plans to improve the timeliness of adoption finalization, into the Oregon Summit on Child Abuse and Neglect**
- **Provide support, as needed, to multi-disciplinary Model Court Teams in implementing and evaluating the success of local plans to increase the percentage of children who are adopted within a year of becoming legally free**

- Survey judges to evaluate the usefulness of the Adoption Tracking Page and identify systemic barriers to adoption finalization and needs for further training
- Collaborate with DHS to address any systemic barriers to finalization of adoption that are commonly identified by judges and Model Court Teams across the state

Project 2 – Provide courts and stakeholders with data on the timeliness of key juvenile dependency filings, judgments, and hearings

- Run and disseminate quarterly and annual dependency timeliness reports
- Configure Odyssey to allow court staff and judges to run existing JCIP statistical reports, and to access lists of their court's cases included on the JCIP reports
- Create and disseminate push-button report(s) measuring the time to achieving reunification, adoption, and guardianship in each court Create push-button report to list all children in the each court's jurisdiction and configure report to be run in Odyssey by court staff or judges
- Create push-button report that lists all children in a given court that are in foster care and/or have open dependency cases, and configure report to be run in Odyssey by court staff or judges
- Monitor data quality on JCIP statistical reports and notify courts of data entry issues
- Collaborate with CECM and ETSD to make needed Odyssey configuration changes for juvenile cases, and to document and disseminate statewide data entry business processes
- Provide technical assistance to CRB in creating statistical reports on CRB reviews of children in foster care

Project 3 – Support participation by judges and staff in multi-disciplinary task forces and work groups convened to make system improvements in Oregon's child welfare system

- JCIP and judicial officer participation in statewide committees, task forces and work groups

Project 4 – Work with partners to increase the number of children who receive a first visit with at least one parent within the first week of placement

- Prepare caseworkers to arrange for a first visit at or before the shelter hearing
- Prepare attorneys to advocate for an early visit at the shelter hearing
- Prepare judges to entertain requests for an order regarding visitation at the shelter hearing

Project 5 – Collaborate with the National Center for State Courts to implement and evaluate the Reimagining Dependency Courts project

- Plan, implement, and evaluate Differentiated Case Management (DCM) project for dependency cases in four pilot courts
- Work with NCSC on predictive analytics project to identify risk factors for children staying in foster care longer than two years
- If evaluation shows that DCM project is successful, provide technical assistance to other circuit courts in implementing project
- If predictive analytics project identifies risk factors for long-stays in foster care, provide technical assistance for courts in implementing findings and assessing risk for incoming cases

Project 6 – Work with DHS to establish an automated transfer of data from Odyssey to OR-Kids

- Work with ETSD and DHS to determine whether resources are available for project
- If project is feasible and resources are available, work with DHS and ETSD to determine details of data transfer, including the data points to be included
- Begin automated data transfer
- Work with DHS and ETSD to troubleshoot issues with data transfer

Project 7 – Plan and deliver the 2017 Oregon Model Court Summit on Child Abuse and Neglect

- Collaborate with stakeholders on JCIP Advisory Committee (AC) to formulate and finalize agenda for Summit
- Collaborate with stakeholders to identify and finalize presenters for Summit
- Deliver 2017 Oregon Model Court Summit on Child Abuse and Neglect

Project 8 – Provide training, technical assistance, and data analysis to courts and interdisciplinary Model Court Teams

- Provide training and facilitation, as needed, for local Model Court Teams
- Provide data analysis, as requested, to assist Model Court Teams in 1) identifying potential areas for system improve and 2) measuring progress toward goals

Project 9 – Collaborate with DHS and Oregon’s federally recognized Tribes to continue implementation of the QUICWA Project

- Collaborate with other members of the QUICWA Steering Committee to provide direction to the project and evaluate progress toward performance goals
- Provide assistance in training volunteer data collectors
- Provide data analysis showing statewide and court-specific progress on QUICWA performance indicators

Project 10 – Collaborate with stakeholders to plan, deliver, and support trainings on issues in juvenile dependency cases for attorneys, DHS, CASAs, CRB volunteers, and other stakeholders

- Provide planning and financial support to the Juvenile Law Training Academy, Shoulder to Shoulder Conference, and the DHS ICWA Conference
- Collaborate with stakeholders to identify training needs and plan and deliver multi-disciplinary trainings to address those needs

Project 11 – Write and disseminate a report on the data and findings from JCIP’s 2016 File Review

- Write and disseminate a report explaining and discussing the data and findings from JCIP’s 2016 File Review

**Outcome #3:** Improved judicial practices and leadership in juvenile dependency cases

Project 1 – Develop and deliver the annual “Through the Eyes of a Child” conference to Oregon judges who handle dependency cases.

- Meet with JCIP Advisory Committee to develop agenda
- Work with judges and stakeholders to plan the sessions outlined in the agenda
- Deliver the training

Project 2 – Provide updates to juvenile judges on appellate decisions and changes to state and federal law dependency law

- Provide technical assistance to courts when there are changes in state and federal law

Project 3 – Increase the knowledge of Oregon’s appellate judges about the practical aspects of handling juvenile dependency cases at the trial level

- Meet with Court of Appeals staff to determine scope of seminar
- Meet with presenters to plan seminar
- Deliver seminar
- Encourage and support appellate judges to participate in annual Through the Eyes of a Child conference for judicial officers
- Coordinate and support juvenile court judge shadowing opportunities for appellate court judges

Project 4 – Improve judicial leadership and engagement of judges who preside over juvenile dependency cases

- Work with judges to create and deliver a biennial program that will prepare judges to better lead model court teams and improve judicial handling of dependency cases

Project 5 – Plan and deliver 2018 Mini-Child Abuse and Neglect Institute (mini-CANI) for new juvenile judges

- Plan and delivery two-day mini-CANI training for new juvenile judges