

Juvenile Dependency Caseflow Management

Oregon Mini CANI
January 28-29, 2020

Caseflow Management:

- The coordination of court processes and resources so that court cases progress in a timely fashion from filing to disposition.
- 7 Proven Practices in Caseflow Management:
 1. Judicial Leadership
 2. Court Control of Case Process
 3. Meaningful Court Events
 4. Limited Continuances
 5. Effective Calendaring Processes
 6. Differentiated Case Management
 7. Use of Information Systems to Monitor Age and Status of Cases

Judicial Leadership

- **Adopt and communicate the vision to timely achieve safe, permanent homes for children.**
- **Motivate juvenile court stakeholders to work cooperatively to identify resources and services for at-risk children and families.**
- **Encourage interagency cooperation and coordination for those serving children and families.**
- **Convene regular meetings of all key juvenile court stakeholders to collaboratively identify and resolve systemic problems, plan specialized training events, strategize about new services to fulfill needs, address resource and funding issues, improve service delivery and court processes and share their successes.**
- **Communicate regularly with local and state lawmakers and the public regarding juvenile court issues.**

Court Control of Case Progress

- Have knowledge and understanding of court procedures and events as set out in Oregon laws.
- Require punctual commencement of all court proceedings.
- Ensure that parties are prepared for court on arrival.
- Enforce local rules.
- Issue orders within statutory time frames.
- Make decisions in a prompt and timely manner.
- Develop and enforce a firm continuance policy.
- Treat parties, families and professionals with courtesy and respect.

Meaningful Court Events

- **Require that Court Reports be Submitted Early:** It is important that reports be distributed to the parties well in advance of the court proceeding.
- **Prepare and Distribute Timely Court Orders:** Orders should be created and distributed at the end of each court hearing and should include the date and time of the next court event.
- **Conduct Expedited, Issue Specific Hearings:** Some courts conduct “rocket dockets.” An expedited hearing allows a single issue or issues that require minimal court time to be heard earlier than the next scheduled court event.
 - A party’s failure to abide by a court order
 - Review of visitation plan
 - Review of placement
 - Review of services

Limited Continuances

- **Develop and enforce written local rules that limit unreasonable or unnecessary interruptions in the case.**
- **Court hearings should never be subject to unnecessary delay due to continuances granted for trivial reasons.**
- **Court delays are a major barrier to children achieving timely, permanent placement.**

Effective Calendaring Practices

- **Date/Time Certain Scheduling:** Scheduling cases on the calendar for a specific date and time ensures that cases are reached when scheduled. The expectation is that 100 percent of calendared cases will be heard on the day scheduled. Judges should establish specific days/times for shelter hearings, settlement conferences,... so that counsel for parent(s) and children, CASAs, and others can be “on call” to attend.
- **Continuous Scheduling:** Scheduling the next court event at any given court event, helps to ensure that no case will be delayed or lost in the system.
- **Coordination of Court Hearings & CRB Reviews:** Developing an intensive review schedule from 2 different perspectives – especially in the first year -promotes permanency and is an additional safeguard that the well-being of the child is being protected.

Differentiated Case Management

- Improve child and family outcomes – shift focus from processing cases to achieving lasting change
- Specialization allows greater focus on high need families
- Quality of Judicial Process Enhanced
- Cooperation Among Agencies- Better Use of System Resources
- Public Perception of Court
- Case Disposition Time Reduced
- There must be agreement that all cases filed are not alike and some require more attention and management
- Sufficient caseload present to justify differentiation
- A key Judge to assume leadership throughout the process
- Justice system agencies must be willing to collaborate on the design and implementation
- The Court and other agencies involved must be willing to reorganize existing staff to support the operation of a DCM program

Differentiated Case Management - Reimaging Dependency Courts Pilot

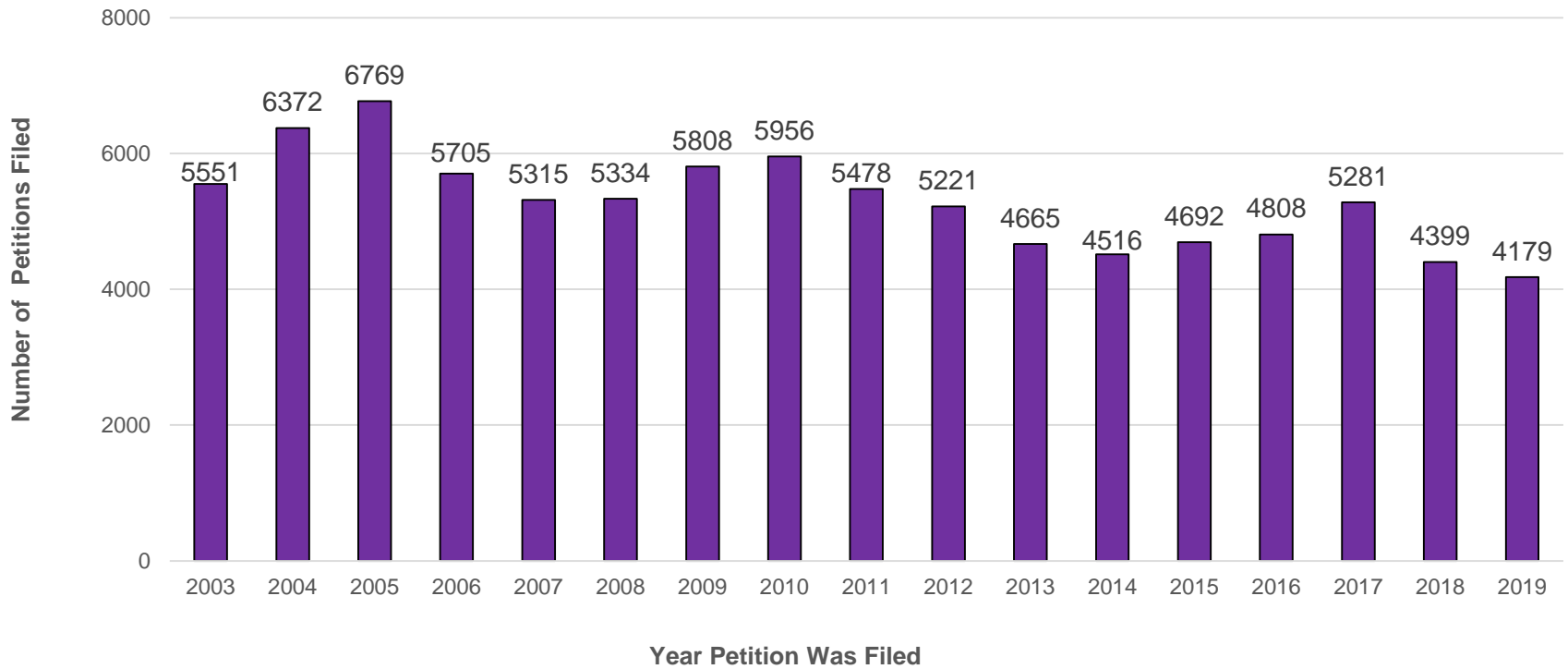
- **OJD is working with the National Center for State Courts on a pilot project in four courts**
- **Cases are assigned to one of three tracks at disposition based on characteristics of the family and child**
- **Project began in May 2017 and will be evaluated later this year**

Use of Information Systems to Monitor Age & Status Of Cases

- JCIP has 14 statistical reports that it sends to juvenile judges on a quarterly and annual basis
- Six **event statistics reports** show the number of petitions filed, and the number and duration of various types of hearings held, for each type of juvenile case
- Eight **timeliness reports** show time between various court events
- Three **additional reports** are in the process of being created: Time a Child is in Foster Care, Attendance at Hearings, and Rescheduled Hearings.

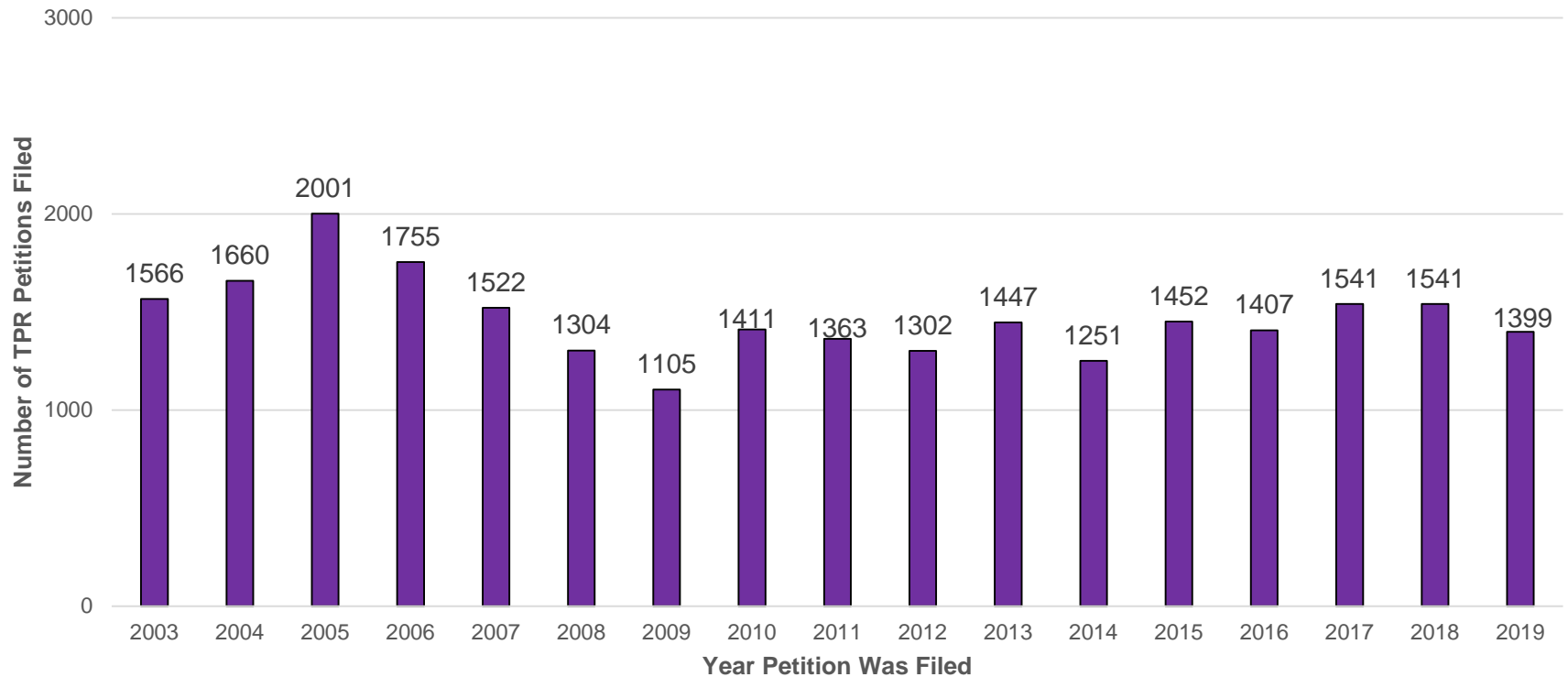
Dependency Petitions Filed

Dependency Petitions Filed, Statewide



TPR Petitions Filed

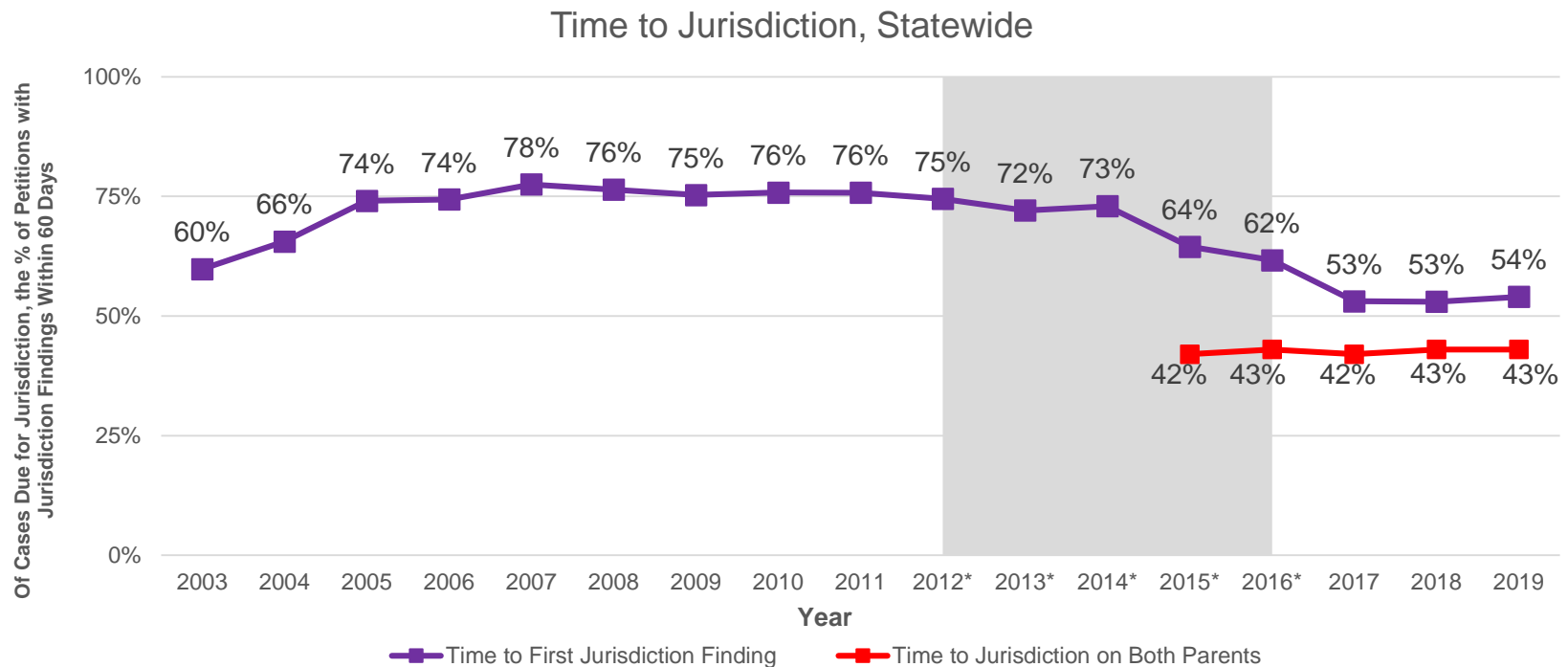
TPR Petitions Filed, Statewide



Time to Jurisdiction

Time to First Jurisdiction Finding: Percent of dependency petitions with a jurisdiction finding entered within 60 days of the petition

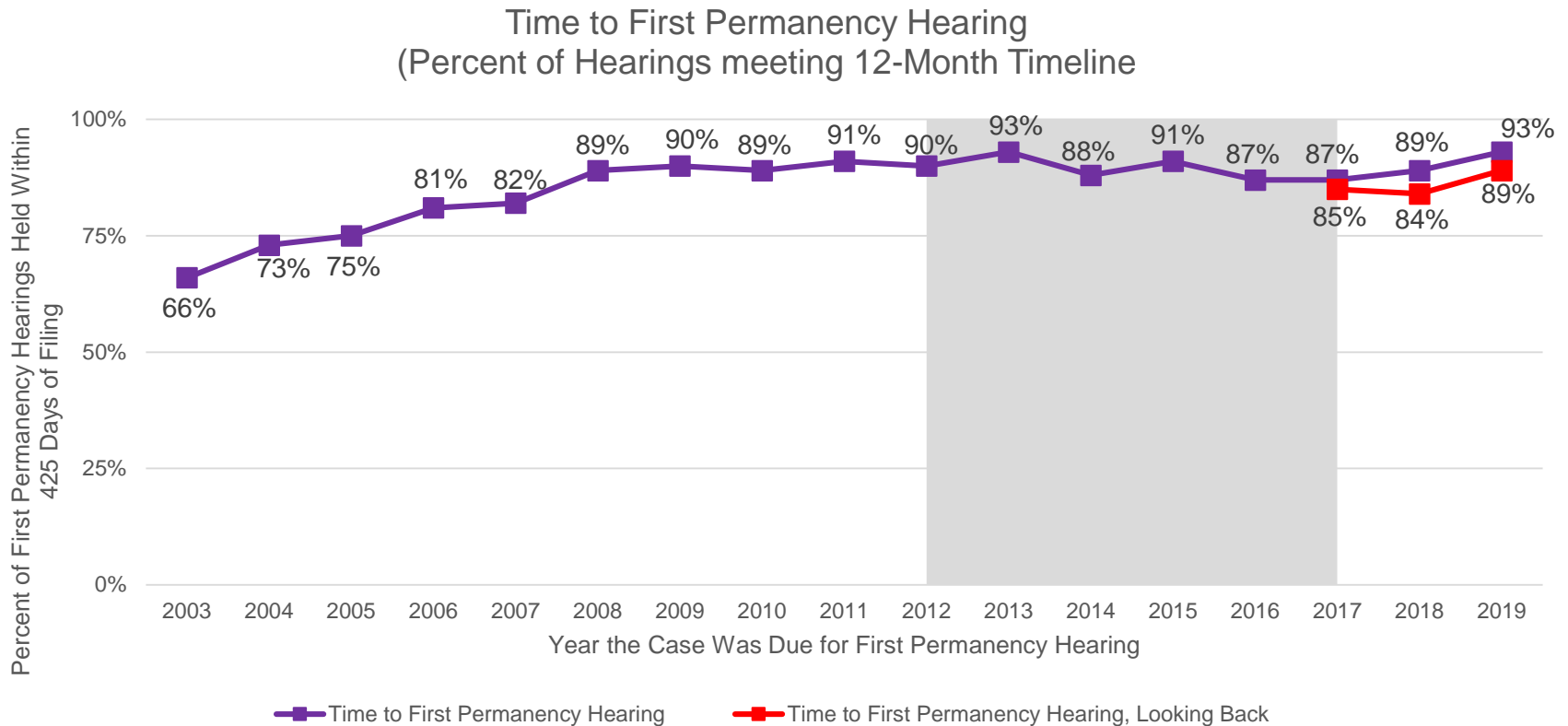
Time to Jurisdiction on Both Parents: Percent of dependency petitions with a jurisdiction or dismissal judgment or order related to both parents within 60 days of petition



* The grey portion of the chart indicates only partial data due to Odyssey implementation

Time to First Permanency Hearing

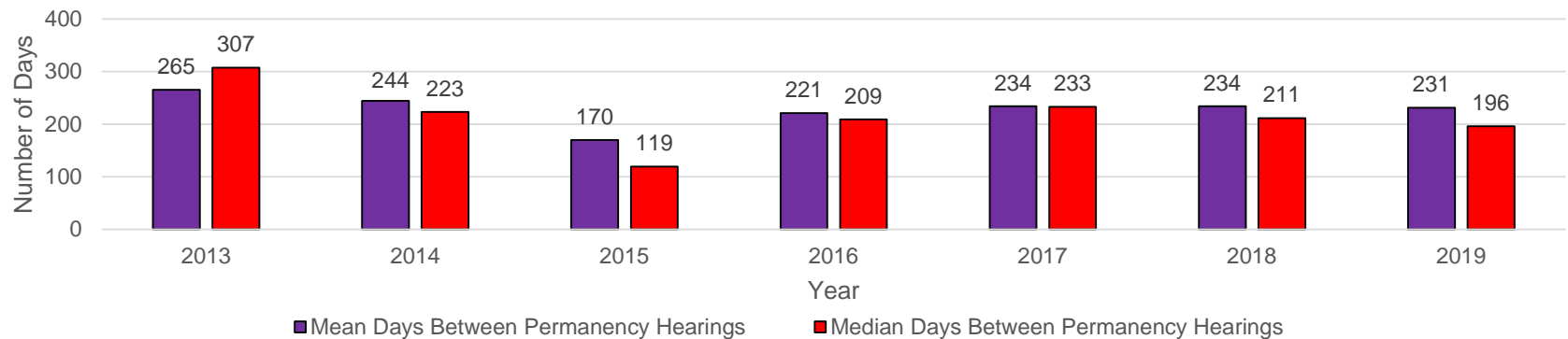
- **Time to First Permanency Hearing:** for cases due for their first permanency hearing, the percent of 1st permanency hearings held within 425 days of petition file date
- **Time to First Permanency Hearing, Looking Back:** for all first permanency hearings, the percent held within 425 days of the petition filing date, and the mean and median number of days between the petition and permanency hearing



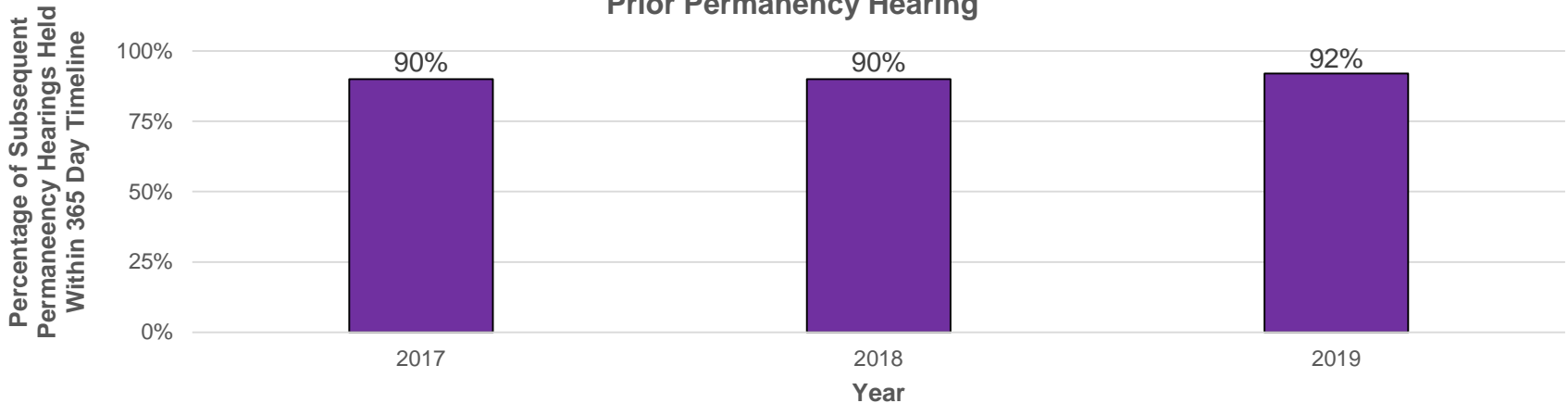
Time to Subsequent Permanency Hearing

Percent of subsequent permanency hearings held within a year of the most recent permanency hearing, and mean and median days between the permanency hearings

Time to Subsequent Permanency Hearing, Mean and Median Days

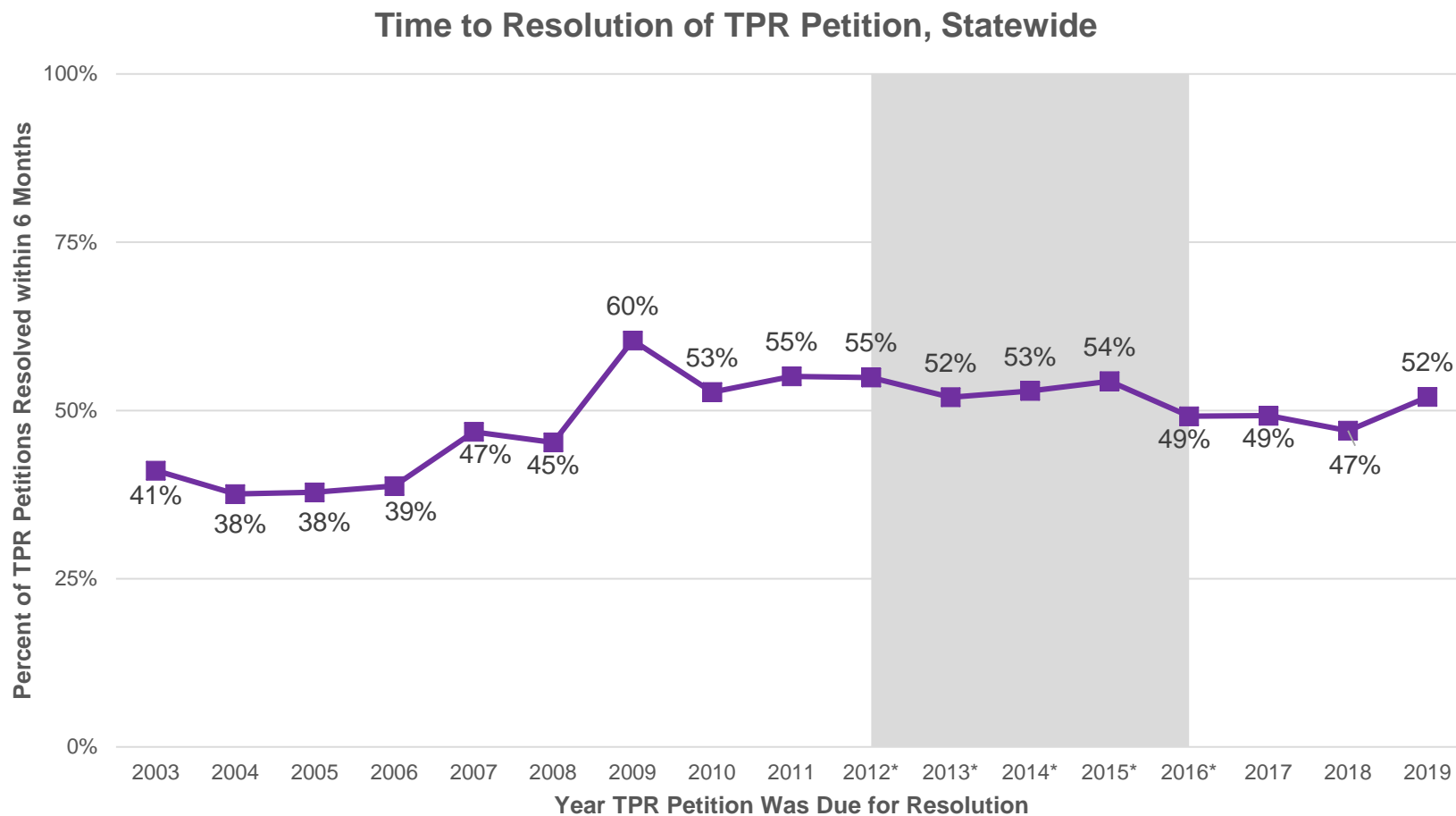


Time to Subsequent Permanency Hearing, Percent of Hearings Held Within 365 Days of Prior Permanency Hearing



Time to TPR

- Percent of TPR cases that are resolved within 182 days of filing

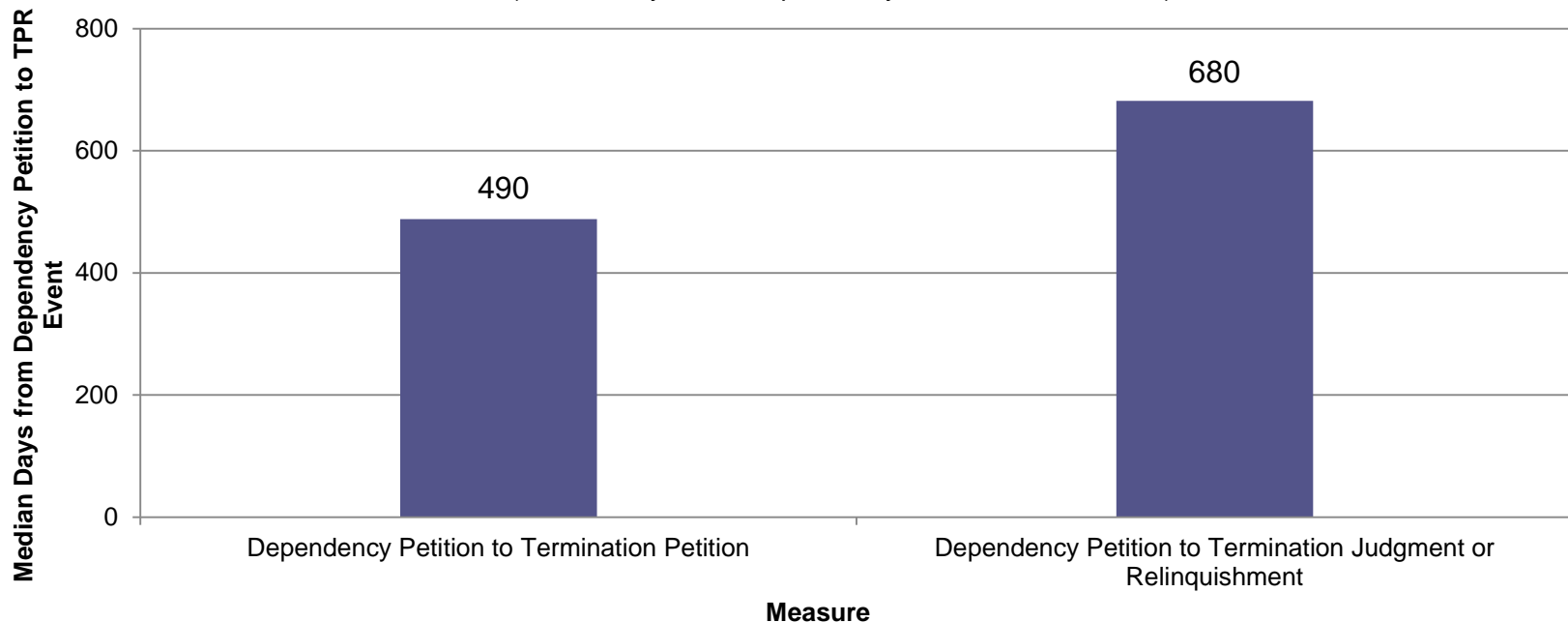


Time to TPR Petition / Time to Termination or Relinquishment

- **Time to TPR Petition:** median and mean days from dependency petition to entry of TPR petitions on all parents.
- **Time to Termination or Relinquishment of Parental Rights:** median and mean days from dependency petition to entry of terminations or relinquishments regarding all parents.

Days from Dependency Petition to TPR Events, Statewide, 2019

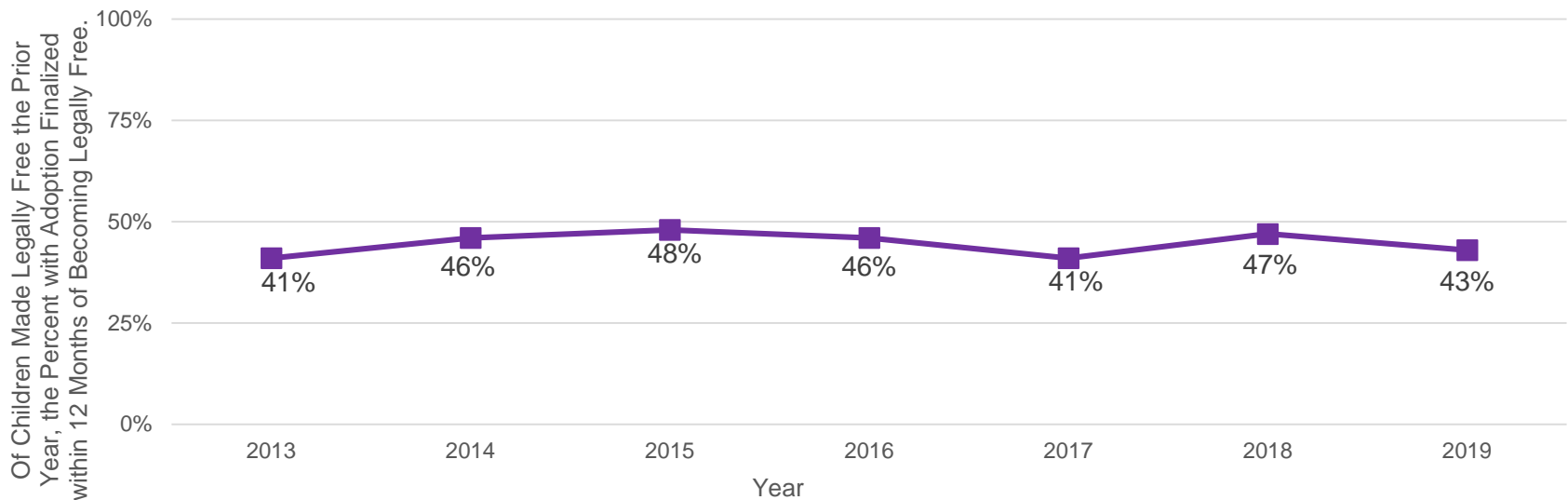
(Median Days from Dependency Petition to TPR Event)



DHS Data - Example

- DHS has a wealth of data measures available on their Result-Oriented Management Site at:
https://rom.socwel.ku.edu/Oregon_Public/MyHome.aspx
- DHS and JCIP are currently working to increase the percentage of children adopted within 12 months of becoming legally free to 59.5%

The Percent of Children with Adoption Finalization Within 12 Months
(Of Children Made Legally Free the Prior Year)



OJD Workload Study Recommendations

- OJD contracted with the National Center for State Courts to conduct a workload study in 2015
- Study included:
 - A judge and staff time study for all case types
 - An in-depth study of dependency cases, including court observations and focus groups

Juvenile Workload Study Report - Hearing Time Recommendations

	2019 State Average	NCSC Recommendation
Shelter	25 minutes	25 minutes
Jurisdiction/Disposition (Uncontested)	35 minutes	30 minutes
Permanency	25 minutes	40 minutes

Juvenile Workload Study Report - Additional Recommendations

- Ensure sufficient judicial and staff resources for juvenile courts
- Implement differentiated review schedules
- Set aside time on dockets for contested hearings and emergency matters
- Utilize and coordinate with CRB
- Work with DHS to reduce frequency with which court reports and other information are not submitted in a timely manner
- Minimize the extent to which court staff are responsible for coordinating attorney schedules and conflicts

Additional Juvenile Court/CW Data

- OJD's **juvenile data dashboard** will give courts – and the public - instant access to statistical reports.
- DHS Child Welfare statistics can be found on the **DHS Results-Oriented Management Site**.