

DHS Transformation Initiatives  
 Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Situation/Problem Definition</b> <i>(What problems are we trying to solve with this initiative? Please create context for the initiative by referring back to the team's larger situation as described in your team charter.)</i></p>	<p>House Bill 2144 passed the 2009 Legislative Session. This language provides statutory direction for the Wraparound Initiative. DHS is identified as the lead agency. However, the language includes a broad population description and multi-agency involvement. Children who have a history of adverse childhood experiences, including abuse and trauma are at significant risk for developing emotional, behavioral, and substance use related disorders. There is a strong correlation between these experiences and emotional, behavioral, and substance use related conditions. For those children and youth who are in the care and custody of DHS have complex behavioral health needs and diagnoses, the state of Oregon can look like a splintered and fragmented system of services and supports where no one entity is responsible for services and supports to children in DHS custody. Each of these systems has separate funding, regulatory, assessment, and data systems. Phase 1 will focus primarily on children in the custody of DHS for more than one year and who have had at least 4 placements DHS.</p>
<p><b>Vision for Success, objectives, and metrics</b>  <i>(What does success look like for this initiative? What specific benefits, tangible and intangible, will we achieve and when? Please create context by referring back to the team's vision for success, objectives, and metrics as described in your team charter.)</i></p>	<p>Oregon has made a commitment to develop an integrated system of care to enhance or maximize positive life outcomes for children with behavioral health care needs and who are in the custody of DHS. The vision for success for this Initiative means that state level DHS will have a governance structure with definable policy level decision making. A shared purchasing collaborative between AMH and CAF for services and supports of the phase 1 population group. A shared set of program outcomes that will be monitored and jointly accountable. Readiness criteria to select phase 1 system of care project sites. Implementation of at least 3 project sites.</p> <p>Phase 1 will also develop a streamlined process to identify and provide the necessary services and supports to a child within the first 90 days of coming into DHS custody. Create baseline maps for the processes required by the CAF and AMH system,</p>

DHS Transformation Initiatives  
Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

	<p>identify ways to streamline the process and change the process so that children's needs are met in a more efficient and effective manner.</p> <p>DHS can accomplish this by:</p> <ul style="list-style-type: none"><li>▪ Creating an operational structure to support an integrated system of care including financing and accountability structures;</li><li>▪ Clarifying roles, responsibilities, regulations, policies, &amp; procedures between CAF and AMH and other divisions;</li><li>▪ Creating a process map for what happens in the first 90 days of a child coming into DHS custody related to behavioral healthcare;</li><li>▪ Establishing quality metrics and access metrics for tracking;</li><li>▪ Simplifying and standardizing documentation;</li><li>▪ Streamlining and standardizing assessments, treatment, and service plans among AMH and CAF;</li><li>▪ Creating readiness criteria for local system of care project sites;</li><li>▪ Simplifying the data process to gather real-time information about the quality and quantity of services being provided;</li><li>▪ Developing and supporting an integrated electronic data system;</li><li>▪ Creating a purchasing collaborative to pool funds across divisions; and</li><li>▪ Developing an implementation plan for all aspects of HB2144.</li></ul> <p>The hypothesis is that an ineffective system is getting in the way of quality service delivery. One idea is to track those metrics and benefits that will indicate how well DHS is supporting the Children's Wraparound Initiative. DHS will be tracking the following potential benefits:</p> <ul style="list-style-type: none"><li>▪ <b>Service &amp; Cycle Time-</b><ul style="list-style-type: none"><li>○ Decreasing the length of time to access services;</li><li>○ Increase percentage of children in DHS custody that receive a mental health assessments within 60-days of</li></ul></li></ul>
--	---

DHS Transformation Initiatives  
Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

	<p>substitute care placement;</p> <ul style="list-style-type: none"><li>○ Increasing the number of children receiving services;</li><li>○ Decreasing the length of time children receive more expensive and higher intensity of services than they are assessed as needing;</li><li>○ Serving more children in the mental health system in shorter amount of time;</li><li>○ Reduce the number of days, the number of children, and a child's average length of stay and children's modal length of stay in facility-based care;</li><li>○ Decreasing number of repeat assessments per year;</li></ul> <p>▪ <b>Cost-</b></p> <ul style="list-style-type: none"><li>○ Decrease in spend for non-budgeted services;</li><li>○ Decreasing per-child spend on higher intensity of services;</li><li>○ Decrease spend for children in secure placements;</li></ul> <p>▪ <b>Quality-</b></p> <ul style="list-style-type: none"><li>○ Increase the percentage of children served in their home community.</li><li>○ Increase the number of placement options available for a child;</li><li>○ Decrease amount of time children spend in out-of-home placements such as foster care;</li><li>○ Decrease number of placement transitions per child;</li><li>○ Decreasing placement disruptions;</li><li>○ Increasing satisfaction in services;</li></ul> <p>▪ <b>People (DHS Staff)-</b></p> <ul style="list-style-type: none"><li>○ Decrease barriers between programs that complicate the system workers ability to provide services to clients.</li></ul>
--	---

DHS Transformation Initiatives  
Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Guiding Principles</b> <i>(How will we operate as an initiative team as we achieve success?)</i></p>	<p>The teams working on this Initiative will be creating and implementing streamlined processes and standardized policies; they will operate with the following principles when making decisions:</p> <ul style="list-style-type: none"><li>▪ Responsible and accountable parties will be identified at the community level;</li><li>▪ Documentation requirements will be kept to a minimum, decreasing the number of steps, and increasing the speed of the processes;</li><li>▪ Capture, minimize, and when possible eliminate duplicative agency services/tasks;</li><li>▪ Document decisions and agreements;</li><li>▪ Minimize the time from when a child's needs are assessed to the time they receive the appropriate service;</li><li>▪ Change regulatory framework to remove barriers between division and agencies, and promote a system of care approach;</li><li>▪ Create a financial system to promote best practice and standardized service delivery models;</li><li>▪ Track the progress of service delivery with a core set of outcomes and use this information to make corrections mid-stream; flexibility and making changes based on what the data is telling us is a must;</li><li>▪ Those doing the work currently will participate in formulating the future state;</li><li>▪ Include clients, advocates, community representatives, and family members in the planning process as appropriate; and</li><li>▪ Provide clarification of roles for participants, taking into account the impact of the legal system on the delivery of services to some clients.</li></ul>
--	--

DHS Transformation Initiatives  
Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Approaches to be used</b> to solve the problems and achieve success <i>(What tools and techniques will we use on this initiative?)</i></p>	<p>Phase 1 of this Initiative focuses on children, from birth to age 21, who have been in the custody of DHS for one year and have experienced at least 4 placement changes and their families. There will be several projects and events planned to clarify definitions, roles, responsibilities, philosophies, policies, &amp; procedures.</p> <p>The Children's Wraparound Initiative will have governance oversight and accountability by a steering team made up of multi agency and multi DHS division representation from the very beginning. However, the first phase of this Initiative will begin with an AMH and CAF work team focusing on their internal processes and systems that historically have been a barrier to implementing wraparound for children. Phase 1 will include exploratory discussion and evaluation of cost structures that other agencies and governmental entities could contribute to the wraparound system of care. By the second phase other agencies and governmental entities will be engaged on work teams focusing on system efficiencies.</p> <p>Using the principles listed in this charter, the teams focusing on this Initiative will employ:</p> <ul style="list-style-type: none"><li>● Baselineing &amp; Benchmarking;</li><li>● Current &amp; Future State Mapping;</li><li>● Rapid &amp; Continual Process Improvement Principles;</li><li>● Lean Principles;</li><li>● Project Management; and</li><li>▪ Metric Review and Benefit Tracking.</li></ul>
--	--

DHS Transformation Initiatives  
 Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Scope</b> -- organizational unit, process, function, and geographic  <i>(Which parts of our agency, which processes, which functions, and which offices will be in scope for this initiative?)</i></p>	<p>This Initiative includes the various processes that are involved in coordinating, funding, and authorizing services and supports for children involved in multiple state systems. These may include:</p> <ul style="list-style-type: none"> <li>The DHS Children, Adult, and Families Division;</li> <li>The DHS Addiction and Mental Health Division;</li> <li>The DHS Developmental Disabilities section of Seniors, and People with Disabilities Division;</li> <li>The Oregon Youth Authority;</li> <li>The Oregon Department of Education;</li> <li>The Juvenile Departments;</li> <li>The Commission on Children and Families;</li> <li>The DHS Division of Medical Assistance Programs;</li> <li>The DHS Office of Information Systems; and</li> <li>The Judicial Department.</li> </ul> <p>The scope of this Initiative will first focus on those processes and systems that DHS has control to change in order to support a Children's Wraparound system. The scope will next look at how DHS can expand supports and improvements across agencies. Finally, the scope of this Initiative includes the implementation of a Children's Wraparound system state-wide.</p>														
<p><b>Deliverables</b>  <i>(What specific documents will we develop and deliver to our sponsors as we achieve success on this initiative?)</i></p>	<p>Each event and project will have a charter, a final report, an implementation plan, and metrics to monitor. A weekly status report will track the progress of the Initiative as a whole.</p>														
<p><b>Timing and milestones</b>  <i>(When will our work occur? What milestones must we meet for this initiative?)</i></p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">4/16/09</td> <td>Initiative leader identified</td> </tr> <tr> <td>8/1/09</td> <td>Initiative roadmap</td> </tr> <tr> <td>4/16/09</td> <td>Initiative charters</td> </tr> <tr> <td>5/1/09</td> <td>Initiative sponsor &amp; steering team identified</td> </tr> <tr> <td>4/1/09</td> <td>Initiative status &amp; progress reporting begins</td> </tr> <tr> <td>10/01/09</td> <td>Process Mapping</td> </tr> <tr> <td>10/15/09</td> <td>Event Sequencing</td> </tr> </table>	4/16/09	Initiative leader identified	8/1/09	Initiative roadmap	4/16/09	Initiative charters	5/1/09	Initiative sponsor & steering team identified	4/1/09	Initiative status & progress reporting begins	10/01/09	Process Mapping	10/15/09	Event Sequencing
4/16/09	Initiative leader identified														
8/1/09	Initiative roadmap														
4/16/09	Initiative charters														
5/1/09	Initiative sponsor & steering team identified														
4/1/09	Initiative status & progress reporting begins														
10/01/09	Process Mapping														
10/15/09	Event Sequencing														

DHS Transformation Initiatives  
 Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Major activities</b>  <i>(What are the major activities required for this initiative? If you are planning to use Lean, please describe here the approximate number and scope of the RPI Events required. Note that you will have the opportunity prior to those events to create event charters.)</i></p>	<p>This Initiative includes standardizing the delivery of integrated system of services and supports to children. The first phase of this Initiative will begin with an AMH and CAF work team focusing on their internal processes and systems that historically have been a barrier to providing efficient and effective services and supports for children. The Initiative roadmap and project plans will outline the timelines and sequencing for specific projects and events that will contribute to the success of the Initiative. By the 2<sup>nd</sup> phase of the Initiative, other divisions and agencies will be engaged on work teams focusing on system efficacy concerns.</p> <p>This Initiative will involve the following activities:</p> <ul style="list-style-type: none"> <li>▪ Mapping the current processes involved in the first 90 days of a child coming into DHS custody;</li> <li>▪ Creating a best practice future state;</li> <li>▪ Implementing an action plan;</li> <li>▪ Developing a shared purchasing collaborative; and</li> <li>▪ Developing an accountability and policy level decision making operational structure.</li> </ul> <p>Each event will be outlined in its own charter, will have an event team, which will include an event sponsor and an event lead. Several events will utilize Lean to assist with simplifying the current process.</p>
<p><b>Dependencies</b>  <i>(What major dependencies on others does this initiative have?)</i></p>	<p>This is a DHS led Initiative that needs the leadership support of multiple agencies. Other dependencies include DHS leadership and support, legislative funding and support, and cross-divisional collaboration and sharing of talent. This Initiative is dependent on a transparent process that is inclusive of stakeholders including people who receive services, their family members, and advocates.</p>

DHS Transformation Initiatives  
 Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Decision making</b>  <i>(How will we make decisions on this initiative?)</i></p>	<p>The Children's Wraparound Initiative Steering Team will make decisions promptly, and will seek consensus. The Steering Team will consider how decisions impact:</p> <ul style="list-style-type: none"> <li>• People;</li> <li>• Quality;</li> <li>• Services; and</li> <li>• Cost/Workload.</li> </ul> <p>Decisions will be documented and logged by the Children's Wraparound Initiative Lead. When the Children's Wraparound Initiative Steering Team cannot reach consensus, or cannot promptly come to an agreement, the Children's Wraparound Initiative Sponsor will make the decision.</p>
<p><b>Issue resolution</b>  <i>(How will we identify and resolve issues that impede progress on this initiative?)</i></p>	<p>There may be times when the Children's Wraparound Initiative Steering Team can not promptly resolve issues that impede progress. When this occurs, the Children's Wraparound Initiative Steering Team will log the issue, acquire data and information, document if there are patterns, and bring in the people who can assist with resolving the issues that impede progress.</p>
<p><b>Risk mitigation</b>  <i>(How will we identify and plan to mitigate risks we uncover on this initiative?)</i></p>	<p>Oregon Statutes, Federal Regulations, and Oregon Administrative Rules may become a barrier to advancing this Initiative. The risk is that the amount of time it takes to request waivers, variances, and to rewrite regulatory language can get in the way of timely progress.</p> <p>The Children's Wraparound Initiative Lead will use a risk description and mitigation plan tools to identify risks and create mitigation plans. This includes:</p> <ul style="list-style-type: none"> <li>• Description of risk;</li> <li>• Probability of risk;</li> <li>• Consequence of risk;</li> <li>• Risk triggers;</li> <li>• Recommended action; and</li> <li>• Action taken with responsible party, and due date identified.</li> </ul>

DHS Transformation Initiatives  
 Cross-Organization Theme  
**Children's Wraparound Initiative Phase 1**

Initiative Charter

August 18, 2009

<p><b>Initiative Sponsor and steering body members</b>  <i>(Who will guide our work, set scope, provide resources, and approve our recommendations? When choosing, consider in particular the scope of this initiative – scope may suggest specific individuals who might be natural candidates to be sponsors.)</i></p>	<p>Initiative Sponsor: Erinn Kelley-Siel          Initiative Steering Body Members:          The phase 1 work team plus Madeline Olson, Janette Williams, and an ASD representative will act as the steering team until September 1, 2009</p> <p>Phase 2 will include Phil Cox (OYA), Eric Richards (ODE), Andy Smith (OCCF), Madeline Olson (AMH), Janette Williams (DD), Rob Nystrom (PHD), &amp; Roger Staples (DMAP).</p>
<p><b>Initiative leader</b>  <i>(Who will drive the daily work for this initiative?)</i></p>	<p>Initiative Leaders:          Toni Peterson (CAF) &amp; Bill Bouska (AMH)</p>
<p><b>Initiative core team members</b>  <i>(Who will be on the initiative's core working team?)</i></p>	<p>The phase 1 work team includes:          Marge Reinhart, Donna Keddy, Kevin George, Eric Moore, Ralph Summers, Karen Wheeler, Hugh Cunningham, Ryan Vogt, and Lois Day.</p> <p>Advisors include:          Shawn Jacobson- Finance          Tracy Garcia-Human Resources          Aaron Karjala-Information Technology</p>