

# Project Status Summary

Executive Projects, Office of the Director  
 Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	A	Enhance Community Engagement at the District Level	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

All DHS Child Welfare districts across Oregon do not consistently or optimally engage with community partners to increase resource partnerships and supports for children and families in communities, as well as for children in foster care.

## STATUS SUMMARY

One-on-one meetings continue to be held by project managers to engage community partners and field staff in the work of the Child Safety Plan projects. An internal planning team meeting was held September 14<sup>th</sup> with recurring meetings set monthly to coordinate efforts and provide a sounding board for engagement work. The Service Equity Workgroup continues to review responses by Districts regarding community engagement on advisory bodies and provide coaching to improve representation. Plans to conduct a 7-site tour across the state to hear directly from staff and community partners has been delayed until January and will be expanded now to include all current agency-wide change efforts underway at DHS. This includes the Child Safety Plan, then newly created Research Agenda, organizational restructure work, and other projects as determined by Child Welfare Program Managers. The structure of the tour remains the same- there will be leadership meetings, field staff listening sessions, a youth and family prep session, and a Community Forum driven by roundtable discussions. The tour will now kick off on January 3<sup>rd</sup> in Bend, with the goal of moving through La Grande, Roseburg, Klamath Falls, Hillsboro, Portland, and Oregon City by the first week of February. The full workgroup for this project will convene on January 23<sup>rd</sup>.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not currently align directly within current QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

- District Tour Plan and Timeline revamped and new dates negotiated with districts.
- District self-assessment of service equity responses and learning continues to inform next steps.
- Met with DHS community engagement team monthly to streamline efforts and build relationships.
- Conducted a DHS 101 presentation for the Oregon Parent Education Collaborative (OPEC) where many of our child welfare involved parents are referred for parenting education.
- Participated in a collaboration meeting with Oregon Parent Education Collaborative to determine joint efforts to increase information sharing and improve the experiences of the families.
- Participated in Undoing Racism training conducted by the People’s Institute- all planning team members have now completed the training as a foundation to move forward with community engagement work.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene full work group – kick off meeting January 23rd.
2. Refine scope and develop work team goals.
3. Executive District Tour with an emphasis on community engagement in both development and execution.

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Clarify communication expectations and timelines	Ongoing
Resources	Track and tailor to needs of each district	Ongoing
Communication	Develop communications strategy at state level that can be modified but reflected in local communications	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

This project is in a strong position to move forward with a workgroup meeting in January to reflect on, and build from, current and previous work in this area. Initial workgroup convening's will focus on defining Community Engagement, developing principles for engagement, and exploring ways to facilitate increased community engagement and opportunities for continuous feedback.

# Project Status Summary

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Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	B	Recruitment and Retention	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

Recent research has shown there is a national crisis in recruiting and retaining qualified staff in child welfare agencies. In Oregon, high caseworker vacancy rates result in staffing shortages that increase the workloads of the remaining staff, leaving them with less time to devote to the critical duties associated with assuring child safety. In addition, data shows Oregon suffers from lack of diversity within the workforce, which can impede efforts to engage families, children, and community partners and lead to an inability to retain staff from diverse populations.

## STATUS SUMMARY

This project currently has three workgroups meeting on a regular basis; the recruitment and retention project team, the root cause workgroup, and the hiring workgroup. The recruitment and retention project team's role is to set the scope of the project, review and give input on related sub workgroup's efforts, contribute to overall project objectives, and provide expertise. The root cause workgroup is responsible for identifying specific issues that lead to an inability to recruit and retain competent child welfare caseworkers, and determining the best method for addressing issues identified. The hiring workgroup's role is to map the hiring process, identify gaps or slowdowns associated with the process, and determine how to best resolve these gaps. The root cause workgroup has met once on October 2<sup>nd</sup>, 2017. During the initial meeting the workgroup was presented with limited data regarding the current make-up of the workforce in Oregon, as well research detailing issues with recruiting and retaining child welfare caseworkers nationwide. The workgroup then identified key data that was needed to conduct an analysis. A second meeting will occur in November in which the workgroup will be presented with more detailed data regarding the makeup of the workforce, the average workload, and job satisfaction. The workgroup will then analyze the data to determine root causes. The hiring workgroup met once on October 12<sup>th</sup>, 2017. During this meeting the workgroup mapped the hiring process and identified areas specific gaps, and slowdowns in the process. The workgroup recommended several solutions to identified gaps, including developing training for supervisors specific to the hiring process, establishing a work group to evaluate supplemental questions and develop standard questions related to competencies, and reviewing and updating the DHS hiring protocol/procedure.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align directly with current QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Root Cause workgroup meeting (October 12<sup>th</sup>, 2017)
2. Mapping workgroup meeting (October 2<sup>nd</sup>, 2017)
3. Recruitment and Retention Work team meeting (October 27<sup>th</sup>, 2017)

4. Met with Research team to discuss research agenda (September 15<sup>th</sup>, 2017 and October 18<sup>th</sup>, 2017)

#### WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Begin to work on Realistic Job Preview (November, 2017)
2. Meet with the Office of Continuous Improvement to discuss next steps for mapping workgroup (November 6<sup>th</sup>, 2017)
3. Third Project team meeting (December 2017)
4. Form work team for standardized questions (November 2017)

#### RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Project team lacks adequate representation from the field	Continue to reach out to field Program Managers to solicit participation
Stakeholder Concern	Previous efforts to address recruitment were not fully accepted or implemented. Plan to mitigate: involve HR and field supervisors in process/planning from beginning in order to help sense of shared ownership of project and outcomes	None now
Resources	Clarify the roles and responsibilities of all resources and stakeholders	May need leadership to prioritize work for program managers

#### CONCLUSIONS/RECOMMENDATIONS

The project is currently on track. Project scope has been narrowed down, and work on various phases of the project have begun. Project manager is working closely with research team, as various parts of the DHS research agenda will affect this project.

# Project Status Summary

Executive Projects, Office of the Director  
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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	C	Supervisor Training	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

Currently the training Child Welfare Program supervisors receive in Oregon does not adequately prepare supervisors for their diverse role within the agency.

## STATUS SUMMARY

This project currently has three phases. Phase one, which began in September 2017, will redesign the supervisor quarterly meetings to include ongoing professional development and training opportunities, and create peer mentoring networks and communities of practice for supervisors. The first quarterly meetings in which advanced training was offered occurred in September 2017, in which a training on vicarious trauma and secondary trauma was provided to staff. Feedback from staff indicates the training was well received and most felt it was helpful and relevant. The design of peer mentoring networks and communities of practice is scheduled to begin in November 2017. Peer mentoring will bring small regional supervisor groups together to discuss topics related to supervision. The goal will be for supervisors to establish relationships with other supervisors outside of their immediate area, and provide opportunities for supervisors to discuss topics relevant to their work. Communities of practice will bring small groups of supervisors together to engage in shared learning. Phase two of the project is the development of a conference for Child Welfare supervisors to be held in March 2018. A workgroup has already formed to begin planning for the conference and a request for proposals is out to conference venues in Bend and Hood River. Phase three of the project is to identify and determine long term ongoing clinical supervision training for all supervisors. The current supervisor training is a part of our contract agreements with PSU. A needs and gaps assessment is scheduled to begin in November 2017. Goal for implementation of a redesigned curriculum is December 2018.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project partially aligns with the following QBR measures:

- 1.3 Face to Face Contact
- 1.4 Safety in Foster Care
- 1.5 Children Safely Maintained with a Parent

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Attended all September supervisor quarterly meetings (September 6<sup>th</sup>, 20<sup>th</sup>, 21<sup>st</sup>, and 27<sup>th</sup>)
2. Meeting for supervisor conference planning (September 29<sup>th</sup>, 2017)
3. Presented at Child Welfare Program Manager Meeting (October 11<sup>th</sup>, 2017)
4. Presented at Child Welfare/ Self Sufficiency District Manager meeting (October 12<sup>th</sup>, 2017)

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Begin needs and gaps assessment of current supervisor training (November, 2017)
2. Continuing planning for supervisor conference
3. Continue to meet with both sub-work groups (ongoing)
4. Begin design of communities of practice and peer mentoring (November 2017)

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Clarify the roles and responsibilities of all resources and stakeholders	No
Schedule	Schedule for planning the supervisor conference is ambitious	Will continue to work with sub-work group members to ensure work is completed in a timely manner
Schedule	Created staggered timeline and start dates for all training related projects	No

## CONCLUSIONS/RECOMMENDATIONS

Project is on schedule and is proceeding as planned. Currently, a needs and gaps assessment for the initial supervisor training is scheduled to begin in November 2017, with the goal of identifying training areas in April 2018. Curriculum design will begin in April 2018, with a tentative training implementation date of August 2018. Supervisor quarterly and supervisor conference planning is proceeding with an estimated completion date for both sub-work groups in Spring 2018.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	D	Ensure Fidelity to the Practice Model – Part 1 Quality Review/ Accountability Part 2 Training	Angela Leet Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS Child Welfare does not adequately and consistently apply tools, assessments and practice models for decision making of custody and child safety determinations to ensure child safety.

## STATUS SUMMARY

### Part 1 – Quality and Accountability

The project team has worked to further define scope and is moving into creating action steps to frame the project. The field staff membership on the team has been increased to ensure equal or greater contribution from field as compared to central office. The scope of this project has been refined to include implementation of the Child Welfare research agenda and use of predictive analytic tools in practice. The project team has been introduced to the research agenda and was invited to provide feedback, express concerns and has begun to explore how the Oregon Safety Model and decision support tools will be utilized together.

### Part 2 – Training

Training design and curriculum is dependent on tools implemented by the DHS research agenda. A needs and gaps assessment is scheduled to begin in January 2018. Curriculum development and design will address identified gaps, as well as any new components of the model.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project aligns with priorities within QBR Priority 1 – Every child and youth in our care deserves to grow up safely. Specific priority areas are; 1.1 re-abuse rates in foster care, 1.3 face to face contact, 1.4 safety in foster care, 1.5 child safely maintained w/parents, 1.7 timelines of calls assigned, 1.8 timelines of investigation completion. Fidelity to the practice model and accountability across child welfare is expected to positively impact these measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Finalized scope and integrated research and decision support (10/15)
2. Project team reviewed research agenda and spend two sessions on the content and provided feedback (10/27)
3. Added 5 field staff to the project team (10/1)
4. Developed plan to ensure shared communication and integrated of work between project and research implementation (10/1)
5. Received leadership commitment to the OSM model/project team prioritized field communication (10/27)
6. Project lead changed from Stacey Ayers to Tami Kane-Suleiman, Interim Child Safety Manager (10/1)

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Complete communication one pager – Leadership commitment to OSM	Angela Leet/Tami Kane-Suleiman
2.	Facilitate team development of action steps and work plan	Angela Leet
3.	Continue to integrate and align with research implementation	Angela Leet/Kirsten Kolb
4.	Development of internal communications strategy	Angela Leet/Communications
5.	Part 1 and Part 2 coordination	Angela Leet/ Brooke Hall
6.	Reflect and support work to implement DR service array	Angela Leet/Tami Kane-Suleiman

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Scope	Internal communications and transparency	Monitor and coordinate
Stakeholder Concern	Ensure legislative and community concerns are addressed	Ongoing
Budget	Work within child welfare budget	Monitor and track
Integration (Data/Research)	Plan, evaluate, listen and communicate	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

The project is on schedule and still within the planning phase however nearing the development of the work breakdown structure/action steps. The executive projects team continues to work closely with research implementation staff to ensure integration of decision support tools and OSM. Executive leadership communications regarding priorities and plans for predictive analytic tools implementation within practice as well as commitment to OSM will be required for project success.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	E	Continuum of Care - Ensure safe same-day placements and treatment access within Oregon	Angela Leet	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

The urgency to find placements compromises certification and licensing standards, impacts child safety and constrains the ability to determine placement based on children’s needs. In addition, the ability to meet the needs of children and youth is constrained by the current multi-agency managed continuum of care. It is believe that system capacity issues as well as other system barriers are the consequence of a disjointed and ineffective system of care across child serving agencies who are collectively responsible for the continuum of care.

## STATUS SUMMARY

The project is in the active planning phase. With new leadership within the Department of Human Services and at the Oregon Health Authority opened opportunities to broaden the scope of this project or first address macro systemic barriers across child serving agencies and systems. The project team has requested a charge from Directors Pakseresht and Allen to ensure cross agency partnership in building the continuum of care. A proposal or white paper was submitted to Director Pakseresht in October which highlights system barriers, introduced potential solutions and requested a charged “charge” from the directors. The document will be shared with a broader audience in November as a means to begin a conversation and invite feedback and additional ideas from the broader children’s system of care. The conversations as well as executive direction will assist the project team in refining project scope.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project aligns with priorities within QBR Priority 1 – Every child and youth in our care deserves to grow up safely. Specific priority areas are 1.1 “re-abuse rates in foster care” and 1.4 “safety in foster care”. By addressing the placement needs across the system, it is expected foster care safety will improve.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Completed a memo/proposal for Director Fariborz authored by a Subcommittee (10/15)
2. Requested a shared project “charge” from state executive leadership (10/15)
3. Met and consulted with child system state and community professionals/stakeholders (ongoing)
4. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Coordinate with Research Agenda implementation efforts	Angela Leet/Aimee Fritsch
2.	Enhance relationship between state wide SOC governance infrastructure and project (ongoing)	Angela Leet
3.	Participate in OHA capacity effort committees	Angela Leet and Peter Rosenblatt
4.	Collect feedback, ideas and opinions on "Ideal State" document from the children's system of care.	Angela Leet and Peter Rosenblatt
5.	Obtain a shared OHA/DHS "charge" and project scope	Angela Leet and Peter Rosenblatt

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Budget	Track and adjust where needed. Budget will depend on each agency's desired commitment. Blended funding for program development will be a consideration if need arises.	Waiting
Scope	Avoid duplication in efforts. OHA's capacity efforts will need to be integrated into this project as to not duplicate work. It will be critical to define roles/responsibility and look at state interagency groups meeting on like topics and ensure communication and project clarity.	Ongoing
Integration	Shared commitment and communication across state agencies.	Ongoing
Sponsorship	Engage new state agency leadership	Planning

## CONCLUSIONS/RECOMMENDATIONS

This project is on schedule with a potential change in direction. The future of the project team and its work is contingent on the desires of state agency leadership. It is important this work is aligned with leadership priorities but is also in response to barriers and issues which have identified by children's system experts across the system of care over the course of two years. While it is critical to address capacity gaps across the service continuum, there is governance reform needed as well as structural considerations. The project team will resume meeting once there is clarity on direction and scope.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	F	Coordinated Response to Abuse – Improve consistency, communication, accountability and transparency.	Kris Skaro and Alain Datcher	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> <b>Executing</b> <input type="checkbox"/> Closing

## PROBLEM STATEMENT

Several entities within DHS are responsible for responding to abuse reports and ensuring ongoing child safety. This has created a lack of clearly defined roles and responsibilities, a lack of consistent policies and procedure, a lack of adequate communication and a lack of accountability and transparency.

## STATUS SUMMARY

Task F encompasses 15 separate initiatives. A couple have been completed and others are slated to start in 2018, so that leaves about six projects that are currently active. However, given the urgency of preparing for new legislation that will be effective on January 1, 2018, projects that relate to those bills have moved to the forefront and most of the work completed in the last reporting period relates to preparing for complying with the new laws, which relate to safety in substitute care settings.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

The objectives of Task F support the priorities within QRB 1.1 (child re-abuse rate), 1.2 (child abuse rate), 1.4 (safety in foster care), and 1.5 (children safety maintained with parents) by:

- Clarifying the roles and responsibilities of various classifications of DHS staff relating to ensuring child safety;
- Ensuring information is shared among DHS staff so that safety decisions are made with all available information; and
- Establishing transparency and accountability protocols to support a child-safety focused culture across the Department.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. SB 243 and related legislation: add new types of abuse to substitute care settings and require internal and external communications when a report in substitute care is received. Task F has been primarily focused on this in the last reporting period, because the bill is effective on January 1, 2018 and the Department needs to be prepared.
  - a. Held a meeting with Child Welfare Director to finalize outstanding questions about how the Department plans to interpret the language in the bill pertaining to new types of abuse.
  - b. Nearly completed gathering information from each program area to develop a cohesive, Department-wide training plan for providers and each type of DHS staff impacted by the legislation. This will be presented to the legislature during November legislative days.
  - c. Conducted a complete analysis of all statutory notification requirements compared to current Department practice to identify where the gaps in communication are. Prepared materials for the Child Welfare Director to review to allow thoughtful consideration of where we need to strengthen our statutory compliance, while being mindful of current workload and restrictions on information –sharing.

- d. Although the legislation does not have a significant impact on child-caring agencies (CCAs), there are some changes. To implement those changes, Kris facilitated a meeting to discuss CCA notifications staff questions regarding the legislation; drafted a proposed CCA notifications rule to reflect changes in [SB 243](#) and [244](#); and facilitated a meeting between CCA notifications staff and county juvenile department representative to determine process for notifying counties of CCA concerns.

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2. The Child Welfare Policymaking Subgroup: although this work is on hold until January to allow subgroup members to focus on legislative implementation, the group did:
    - a. Finalize recommendations for monthly Skype meetings between Central Office and field staff regarding policy changes. The first Skype meeting has been scheduled for January 3, 2018. The plan was also presented to Policy Council for feedback from the field and incorporated into the Child Welfare Policymaking Protocol.
    - b. Provided assistance with a letter to leadership regarding the need for a dedicated training unit, the lack of which has diminished Child Welfare's ability to effectively implement policy changes in the field.
    - c. Finalized rewriting of policy-related position descriptions. Those were approved by Laurie Price and are in the HR/DAS process.
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3. Critical Incident Response Teams (CIRT): in the last reporting period, [temporary rules](#) to comply with [SB 819](#) were adopted. After temporary rules were adopted, the rest of the project was put on hold to allow other work to continue, but remaining tasks will be restarted after January 1, 2018. (See next section.)
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4. Projects Relating to CCA Gaps: this work was largely put on hold to focus on legislative implementation, but Alain did present a draft "closing document" regarding a gap in DHS-OHA collaboration in child-caring agency (CCA) oversight that was identified by an internal audit to the CCA Oversight meeting, which includes representatives from DHS, OHA, and OYA. The closing document was reviewed by meeting participants and finalized. The closing document does identify needed future work, but also lays out in detail the ways in which DHS and OHA are collaborating to effectively oversee CCAs.
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5. OAAPI/CPS Roles, Responsibilities, and Alignment: Several parts of Task F relate to clarifying roles and responsibilities between OAAPI and CPS and aligning policies when possible. This work has progressed quite a bit during the last reporting period, in the sense that executive-level decisions have been made that were needed to guide the work. (Task F was not the main driver of all these pieces, but they are included here because they do support goals within Task F)
    - a. Leadership decided that OAAPI would be responsible for more types of abuse: all eight CCA license types; county-operated settings that are essentially CCAs, except that they are government operated; and facility-based DD settings. Kris sent a rough draft of changes to OAAPI rules to implement some of these changes in the short term.
    - b. Another leadership decision was made regarding reports of abuse by one child against another, which is not uncommon in residential care settings. Historically, these reports have been the responsibility of CPS and CPS has generally only investigated a child as an "alleged perpetrator" in cases of sexual abuse. As these reports move to OAAPI, OAAPI has advocated to change the Department's policy to say that when a child has possibly committed a crime (such as sexual assault), law enforcement should be notified, but in the majority of cases, investigating a child as a perpetrator of child abuse is rarely useful for the alleged perpetrator or victim. Therefore, going forward, OAAPI will investigate the circumstances surrounding these reports, but will not make dispositions against a child, except in egregious cases in which OAAPI will continue to defer to CPS to make those dispositions.
    - c. Kris presented to OAAPI management about these various efforts.
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## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. [SB 243](#) and related legislation will be focus of the next reporting period. Specifically:
  - a. Finalize [SB 243](#) training plan;
  - b. Monitor program-level progress on the training materials;

- c. Review proposed rule changes from programs;
- d. Continue notifications gap analysis and making recommendations to change rules and procedures and to roll out training if needed;
- e. Convene workgroup to discuss format of webpage dedicated to [SB 243](#) information.

2. Child Welfare Policymaking Subgroup:
  - a. Restart projects that are on hold after January 1, 2018, including rewriting Rule Advisory Committee (RAC) protocol and creating framework for Cross-Program Impact Committee.
  - b. Participate in the first Skype call with field staff on January 3, 2018 and then reconvene the subgroup to restart efforts that were put on hold to focus on legislative implementation.
3. CIRT Project: Draft a Central Office Protocol for responding to CIRT recommendations. Update temporary rules in preparation for permanent adoption.
4. OAAPI/CPS Roles, Responsibilities, and Alignment: continue to work with OAAPI on updating and aligning child abuse investigation rules to reflect new settings that will be investigated by OAAPI.

**RISK AND MITIGATION STRATEGY**

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Scope	The large scope has led to quite a lot of subprojects within Task F. The strategy is to create subgroups to tackle specific areas and have program leads sponsor each subgroup.	

**CONCLUSIONS/RECOMMENDATIONS**

The legislative implementation pieces have taken priority over all other work, but project managers have made an effort to bring a larger lens to that work and prompt program areas to be thinking more broadly about how to most thoughtfully and effectively come into compliance with the law. I think the presence of Task F in those program-level conversations has been annoying to some at times, but ultimately helpful in driving a positive direction for the work. That said, it has meant that other work is on hold. The goal is that projects that were put on hold will be easy to restart after January 1, but it's also conceivable that some of the momentum will have been lost. It will be important to have clear next steps for the projects starting in January.

# Project Status Summary

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 7, 2017	G	Centralize hotline operations—create standard protocols for screening; train and develop screeners to determine when abuse criteria is met	Alain Datcher	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

The lack of a consistent, high-quality screening process has been identified in many internal and external audits as a major factor in failing to ensure child safety in Oregon. Oregon also lacks a standardized training curriculum for screeners.

## STATUS SUMMARY

The project is on schedule and currently in the planning phase. During the months of September and October the project manager and program leads continued to oversee the development and implementation of the project’s scope. A governance structure has been established which is comprised of seven subcommittees, one focus group and an oversight body known as the Centralized Hotline Steering Committee. The Communication and Community Engagement and Workforce Subcommittees will convene their first meetings by mid-December. These committees will implement key aspects of the project scope and by facilitated by the project team. The Centralized Hotline Steering Committee convened on 10/30 to review subcommittee charters and approve the plan to move forward with convening the identified subcommittees. Following a statewide review of agency-owned facilities, the project team has narrowed their focus on facilities located in the Portland-Metropolitan area. Once subcommittees have convened, a communication plan will be established to provide information around the project’s development.

Consultants from Action For Child Protection have been provided by Casey Family Programs to provide technical assistance in developing a project implementation plan and training curriculum. The project team will conduct informational interviews and teleconferences with child welfare agencies across the country who have centralized their child abuse hotline operations. Several aspects of Task G are being accomplished simultaneously, including creating a project budget, approving a facility to house screening staff, developing a project implementation plan and work breakdown structures and assessing impacts to the agency and community partners

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

The objectives of Task G support the priorities within QBR 1.7 (Timeliness of Calls Assigned) by:

- Establishing transparency and accountability protocols to support a child-safety focused culture amongst screeners;
- Developing a robust screener training academy that addresses the lack of adequate training amongst screeners;
- Identifying differences in how OAAPI and CPS handle reports of abuse in a CCA and align policies and procedures when in the best interest of child safety;
- Convene Casey Family Programs, Office of Continuous Improvement, Office of Information Services, Office of Facilities Management and other departments to identify best practices across the U.S.; explore technology systems that capture data—including timeliness of calls assigned; and locate potential facilities to be used for screening operations and training;
- Ensuring a direct communication plan is consistent and shared with all stakeholders and community partners within DHS and throughout the state so that safety decisions are made with all available information.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Approved Centralized Hotline Steering Committee Charter and project governance structure. Seven subcommittees and one focus group has been identified. Each subcommittee will be governed by a charter and co-lead by members of the project team.
2. Presented Business Case to executive leadership and program management in order to provide senior management with a substantive background and update on the project. Furthermore, to outline the rationale for centralizing the hotline in one location, with one number, operating 24/7/365 as the best option to ensure a comprehensive and timely response to reports of child abuse.
3. Drafted new message from Child Welfare Director Marilyn Jones to be sent to staff and stakeholders.
4. Conducted preliminary information gathering from WA, CO and IN to understand hotline practices and policies.
5. Finalized procurement agreement with Casey Programs and ACTION to provide technical assistance on screening academy development.
6. Drafted project charters for 7 subcommittees to begin convening workgroups by December 2017.
7. Met with DHS Human Resources Dept. and SEIU to discuss CBA, project partnership and develop plan for assessing centralized screening's impact on employees.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Procure a facility located in the Portland-Metropolitan area to house screening operation.
2. Convene Communication and Community Engagement and Workforce Subcommittees.
3. Finalize charters and short-term communication plan for subcommittees and present to Steering Committee
4. Finalize procurement agreement with Casey Programs and ACTION to provide technical assistance on screening academy development.
5. Finalize subcommittee and focus group charters and identify members of selected subcommittees.
6. Draft interim CW Director's message on centralized screening and distribute to all stakeholders and partners.
7. Align Centralized Screening work plan with the 3 Branch Initiative to bring both projects into one scope and same timeline.
8. Present to District Manager, Program Manager and Unified Plan Steering Committee meetings.
9. Draft a project implementation plan and provide a work breakdown structure to committee members.
10. Confirm project budget for facilities, training and technology plan.

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication & Engagement	Charter for Communication and Community Engagement Subcommittee has been ratified. Subcommittee will convene in December to begin developing communication strategy and long-term communication plan.	N/A

Budget	Several questions must be answered regarding financing the hotline operation: screening academy, facility infrastructure and staffing. A series of reports and meetings are being drafted and underway to confirm these figures.	Conducted future state business mapping exercise with OCI, DHS and OAAPI. Working with Facilities and Budget department's to get updated figures and estimates on the Hotline's potential costs.
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**CONCLUSIONS/RECOMMENDATIONS**

This project is on schedule and within scope. A business case was created to inform senior management of the project and continue to move the project forward. A budget for the project needs to be finalized that includes needed infrastructure and workforce elements. As previously detailed, charters has been finalized that will drive the Centralized Hotline Steering Committee's scope of work. The project team is focusing on best locations in the Portland-Metro area, though no location has been finalized. Project team has identified specific subcommittees and contacted work group leads in order to finalize charters and membership. Two subcommittees will convene by December 2017: Communication and Community Engagement and Workforce. Meetings have occurred with several entities, including OAAPI, Casey Family Programs, Dept. of Facilities and Budget and our Data Analytics team. Casey Family Programs has agreed to provide technical assistance in procuring a consultant from ACTION to develop alongside DHS a screening academy. Initial planning meetings have taken place with the consulting firm to begin developing a project implementation plan.

# Project Status Summary

Executive Projects, Office of the Director  
 Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	H	Develop and implement a statewide model and expectation of good case practice between caseworkers and supervisors	Teresa Gonczy O'Rourke	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input checked="" type="checkbox"/> <b>Initiation</b> <input type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

Gaps exist between Child Welfare rules and policy and the operational guidance that case workers and supervisors follow on a day-to-day basis. Operational guidance is not readily utilized by field front line staff because some parts are out of date.

## STATUS SUMMARY

The project is in the planning phase. Project work group members are being met with to decide on the best work group format for the different aspects of the project (policy/procedure alignment, procedure manual redesign, etc.). Focus groups with field staff have started.

The proposed scope of the project includes (1) ensuring that Child Welfare’s administrative rules are adequately explained and broken down into instructional guidance in a comprehensive procedure manual for the field; (2) redesign the procedure manual for usability; (3) streamline the tasks a caseworker must accomplish throughout the life of a case; (4) clarifying “best practices” to implement policies and rules; (5) setting the expectation that central office program managers will update the procedure manual as policies and rules change; (6) setting the expectation that the manual will be followed in the field.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

No QBR measures directly align with this project.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Teresa Gonczy O'Rourke, the Hatfield Resident Fellow, has started researching procedure manuals from other states and other types of agencies. She is connecting with Casey Family Foundation as well.
2. Amie Fender and a workgroup led by Kris Skaro developed a central office policymaking protocol requiring child welfare central office program managers to update the procedure manual when changing policy. (Scope #5)
3. Focus groups have started with caseworkers - the first being held in Linn County in August with both CPS workers and Permanency workers.
4. Project work group members are contributing through one-on-one meetings with the project manager. These work group members include field supervisors, central office CW staff involved with policy and procedure, staff from DHS publications who currently update the Procedure Manual, HR staff involved with the workload allocation modeling, and outside stakeholders from non-profits.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Project manager continues user-centered design process through focus groups and in-depth interviews with caseworkers and other field staff.
2. Work group members decide which sub-groups to be part of. Project manager continues to develop and refine draft project charter through one-on-one meetings and sub-group meetings. Other relevant work team members are identified and brought on board.
3. Project manager meets with DHS technology staff to further identify opportunities and barriers.

## AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Process	Child welfare policy guidance and administrative rules are not organized in a central location.	Coordinate with Lacey Andresen and Kris Skaro, as well as other subject matter experts in Child Welfare
Integration	Ensure sustained leadership commitment to new expectations	

## CONCLUSIONS/RECOMMENDATIONS

The project is on schedule, with engaged work group members. The scope of the overall Task H and the aspects which will fall under the Hatfield Fellowship are still being solidified. Teresa will develop a hand-off plan to Child Welfare staff at the end of her fellowship to ensure the work continues.

# Project Status Summary

Executive Projects, Office of the Director  
Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	I	Implement Certification, Safety, & Well-being Review Staffings	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input checked="" type="checkbox"/> <b>Initiation</b> <input type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

There is no statewide oversight or accountability for the execution of Foster Home Review Committee plans, or the certification, safety, and well-being review protocols therein (not incident based). Inconsistent usage of these protocols means DHS Child Welfare does not have an effective early warning system to review and address potential safety concerns.

## STATUS SUMMARY

Now that the current state of this project is understood, a process for next steps has been outlined. An initial meeting with Child Welfare Foster Care Coordinators will be held on 11/13. At this meeting we will review the relevant history of the Certification Staffing's and develop a rough process and timeline for conducting observations of several Well-being Staffings, which may include local focus groups or interviews as needed to gather a genuine idea of the impact of Wellbeing Staffings. Locations will be determined by Foster Care Coordinators based on their knowledge of the field. A larger meeting will then be held with community partners in January to finalize the plan, draft observation tools, and prepare for joint observations in the field.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project currently aligns with priority 1 within QBR – Every Oregon child and youth in our care deserves to grow up safely. Specifically measure 1.4: off all children in foster care during a 12-month period, the rate of victimization (per 100,000 days of foster care).

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Outreach to workgroup members to set meeting date and share materials
2. Meetings with Program lead to determine best process and next steps given capacity
3. Meeting with District 2 (Multnomah) Certifiers regarding involvement in this and other projects

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Meet with Foster Care Coordinators
2. Convene expanded workgroup
3. Develop draft process and timeline for workgroup decision making

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Develop central office oversight responsibility.	Ongoing
Communication	Develop communications to caregivers that discuss the process and purpose of the reviews, talking points for certifiers.	Ongoing
Process	Establish oversight mechanism for regular reviews of staffings and subsequent follow through.	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

This project has become more complex than initially considered in the original draft scope. First, because of the lack of quality assurance and oversight capacity at Central Office, but also because feedback from the field has been strong in some areas that these Wellbeing Staffings are intensive from a workload perspective but do not yield intended results. What began as a project to establish oversight, has become a project to evaluate the efficacy of Wellbeing Reviews as a model to follow to address closed-at-screening assessments against foster care providers. The Child Welfare Foster Care Coordinators will be able to shed light on challenges the field has faced in the rollout of the reviews and future observations and interviews will provide a wealth of information for workgroup members to consider as they determine the best path forward to ensure safety in out-of-home placements.

# Project Status Summary

Executive Projects, Office of the Director  
Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	J	Recruit, Train, Support, and Retain Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input checked="" type="checkbox"/> <b>Initiation</b> <input type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS has been unable to recruit, train, and retain enough caretakers to meet the needs of children and youth in Oregon. Not only does this place caseworkers in a difficult position of placing children in homes that may not be the best match, but in some cases, has led to children spending time in DHS offices or hotels. Interviews, surveys, and numerous reports have identified that a combination of inconsistent training, lack of ongoing support, and lack of recruitment capacity locally has led to this shortage of quality homes.

## STATUS SUMMARY

The Caregiver Training Redesign Workgroup has met three times and is now on a monthly schedule. They have now drafted goals and milestones, finalized a process map, and are in an information gathering stage considering how to engage a broader audience in the discussion of caregiver training. They have drafted a list of priority stakeholders to seek input from, along with potential questions, and methods for obtaining the information. This information, along with best practices research, examples from other states, and a clear vision for the future, will inform the development of Caregiver Core Competencies early in 2018. There was an opportunity to partner with the Foster Care Program to host focus groups with caregivers in eastern and central Oregon. 7 DHS branches were engaged to bring 30 foster parents together to discuss their experiences with training as well as ongoing support. A Focus Group Summary will be developed with themes and provided to the Caregiver Training Redesign Workgroup for consideration.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Drafted goals and milestones.
2. Finalized process map.
3. Developed focus group questions and survey questions for Foundations Trainers for 11/7 meeting.
4. Developed list of priority stakeholders to engage in expanded conversations on training along with potential questions and methods of gathering the information.
5. Focus Groups conducted with caregivers in cities across eastern and central Oregon.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Accomplish goals of Monthly meetings.
2. Execute information gathering plan with stakeholders
3. Gather research on training and core competencies from other states
4. Plan youth focus group to draft attributes, skills, and characteristics of an ideal foster parent
5. Execute focus group with DHS-CW Certifiers for 11/7 to discuss training content, competencies, and delivery
6. Complete the Focus Group Summary Report and distribute to Workgroup as part of information gathering
7. Set meeting to ensure collaboration with Maple Star pilot, which has made revisions to foundations

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Define in charter.	Agree and write into charter/s
Contracts	Engage early and often with PSU to align timelines and deliverables across training efforts.	Ongoing
Integration	Sub Committee review delivery and fidelity problems and develop plan to address.	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

This project is moving forward with high energy and participation from workgroup members, Program Leads, and our university partners at Portland State University. Previous work and history are being incorporated and the workgroup is eager to build from experience to move forward. There has been some minor confusion regarding leadership in this work due to it being a collaborative effort between two parts of the CW Foster Care Program, Executive Projects, and Portland State, but we are actively addressing the issues and they should not slow down the process.

# Project Status Summary

Executive Projects, Office of the Director  
Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
November 6, 2017	J Part 2	Recruit, Support, and Retain Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input checked="" type="checkbox"/> <b>Initiation</b> <input type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS has been unable to recruit, train, and retain enough caretakers to meet the needs of children and youth in Oregon. Not only does this place caseworkers in a difficult position of placing children in homes that may not be the best match, but in some cases, has led to children spending time in DHS offices or hotels. Interviews, surveys, and numerous reports have identified that a combination of inconsistent training, lack of ongoing support, and lack of recruitment capacity locally has led to this shortage of quality homes.

## STATUS SUMMARY

At the October Foster Care Recruitment, Retention, and Support Steering Team meeting a proposal was made to launch a subgroup focused on foster parent development and support. The Steering Team was enthusiastic about this chance to focus on support and the subgroup now has 12 members. The new Workgroup kicked off on November 2<sup>nd</sup> with their first conference call in order to help the Foster Care Program develop an Emergency Board Funding Request for \$750,000 specifically towards foster parent support. They will finalize the ask on a call on November 13<sup>th</sup> and then move into in-person meetings to begin the longer-term work of developing an implementation plan for improved foster parent support and development. There was an opportunity to partner with the Foster Care Program to host focus groups with caregivers in eastern and central Oregon. 7 DHS branches were engaged to bring 30 foster parents together to discuss their experiences with training as well as ongoing support. A Focus Group Summary will be developed with themes and provided to the Caregiver Support & Development Workgroup.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Met with GRACE Coordinator to discuss potential workgroup to focus within the broader work of recruitment, retention, and support of caregivers
2. Presented workgroup proposal to Statewide Foster Care Steering Team on 10/4
3. Formed Caregiver Support and Development Workgroup
4. Held first Workgroup call to discuss potential Emergency Board ask for additional funding
5. Focus Groups conducted with caregivers in cities across eastern and central Oregon
6. Met to coordinate with Leadership Academy Team working to improve supports provided to caregivers in early stage of certification and training process.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Hold workgroup meeting with expanded membership (Oct 4).
2. Finalize charter and map milestones.
3. Evaluate infrastructure needs for statewide recruitment/retention program sustainability

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Define in charter.	Agree and write into charter/s
Contracts	Clearly define plans and timelines.	Ongoing
Integration	In tandem with implementation, explore sustainability plans.	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

As I shared in the last Status Summary, there is a lot of attention right now on our ability to recruit, support, and retain quality caregivers across our state. This workgroup is in a prime position to evaluate current pilots and best practices across the state and develop and implementation plan to sustain and scale efforts to support caregivers.