

Project Transition Plan*

Task E – Building a Continuum of Care

Executive Projects (EP)

*The project will be transitioned from the Child Welfare Unified Safety Plan and be maintained within the DHS Executive Project Team project portfolio.

PROBLEM STATEMENT AND PROJECT SCOPE

Oregon's children's system is in crisis and is failing to serve children, youth and families who are involved with multiple systems and have complex needs. State agencies and service systems are disconnected, siloed and do not collectively manage the continuum of care. This has resulted in a system within which children and youth languish in inappropriate settings such as emergency departments, stays in care for inappropriate lengths of time, providers and caregivers do not feel supported therefore are not retained within the system, thus culminating in poor child and youth safety and health outcomes.

The goal of this project is to ensure sustainability and collaborative efforts across state agencies and the System of Care to ensure Oregon provides a continuum of care which meets the needs of children, youth and families. This work will reflect current work across state agencies to address the service array and placement needs and may entail creation of placements/services across the continuum of care where gaps have been identified to ensure same-day safe placements within Oregon and treatment access when the need is identified. The initial project will be led by both the Oregon Health Authority (OHA) and the Department of Human Services (DHS). The youth population of focus will include youth involved with multiples systems including but not limited to, behavioral health, Intellectual and Developmental Disability (I/DD) services, special education, juvenile justice, the Oregon Youth Authority (OYA) and Child Welfare.

Project Scope:

1. *Improve the partnership between OHA and DHS children's system experts.*
2. *Develop a shared problem statement and goal statement (OHA & DHS) and propose solutions to address the current system decline, overcome barriers and mitigate crisis.*
3. *Engage all stakeholders, system partners and state agencies in the work.*
4. *Create a state agency operational structure which sufficiently provides support and, oversight while ensuring a sustainable and appropriate continuum of care for children with complex needs.*

WORK ACCOMPLISHED AS OF SEPTEMBER 1, 2018

1. Obtained commitment from DHS and OHA directors to co-sponsor the project (November 2017)
2. Created and convened a project team of OHA and DHS staff tasks with drafting proposal (December 2017)
3. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)
4. Completed co-sponsored OHA|DHS Continuum of Care Proposal (March 2018)
5. Invited feedback and discussed the proposal with CEOs of the 15 Coordinated Care Organizations (March 2018)
6. Shared proposal with partners and stakeholders (March – June 2018)
7. Consulted with Director of the DHS Office of Equity and Multicultural Services (April and May 2018 – ongoing)
8. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)
9. Aligned project objectives with Youth with Specialized Needs Work Group/Governor's office (ongoing)
10. Completed the Project Partner Engagement Plan (April 2018)
11. Launched the project partner engagement phase (April 2018)
12. Collected feedback and logged partners/stakeholders (April-August 2018)
13. Met with state agency partners, local system partners, families and youth to understand current work, needs, recommendations and to ensure transparency related to project objectives (ongoing)
14. Completed the Partner Engagement Report (August 2018)

OUTSTANDING PROJECT WORK AS OF SEPTEMBER 1, 2018

TASK	Next Steps	Owner	Deadline/Frequency
1. Define project implementation priorities	Convene Core Team	Angela Leet, Project Manager	September 20, 2018
2. Present partner feedback report and seek approval for proposed implementation priorities from agency leadership/sponsors	Meet with Pat Allen and Fariborz Pakseresht	Angela Leet, PM & Core Team	October 1, 2018
3. Expand project team	Identify, invite and onboard	Angela Leet, PM	November 2018
4. Develop implementation plan	Convene Core team and additional members	Project Team	December 2018
5. Implementation and Project Execution Phase		Angela Leet, PM and project team	2019

PROJECT TRANSITION TASKS

TASK	Owner(s)	Deadline
1 Develop transition plan to reflect portfolio change	Angela Leet, EP Project Manager	August 31, 2018
2 Communicate transition to project core team	Angela Leet, EP Project Manager	September 15, 2018
3 Develop transition communication message external stakeholders	Nathan Rix, Director Executive Projects	September 15, 2018

CURRENT PROJECT HEALTH AND MANAGEMENT STATUS

In the Summer of 2018, it was determined that the Continuum of Care project would be removed from the Unified Safety Plan portfolio of projects (transitioning to Child Welfare programs) and would continue to be project managed by the DHS Executive Projects team. Pat Allen, OHA and Fariborz Pakseresht, DHS will remain as project sponsors.

At the time of transition from the Unified Safety Plan, the project status and health are as follows:

PROJECT HEALTH

- Closed
- On Schedule**
- Proceed w/Caution
- At Risk

STATUS

- Initiation
- Planning
- Executing/Monitoring**
- Closing

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.	Monitor
Integration	Shared commitment and communication across state agencies.	Maintain
Sponsorship	Maintain collaboration and shared commitment through transparency and partnership	Maintain

RECOMMENDATIONS

To ensure success of the Continuum of Care project, it is recommended that:

- The Child Welfare program name a core team member to represent Child Welfare in project planning, execution and implementation.
- The project maintains executive sponsorship shared by DHS and OHA.
- Executive sponsors invite other child serving state agencies to join this work as appropriate.
- Child Welfare, OHA/Behavioral Health and I/DD leadership continue to prioritize this work and assist with next steps to bring on Oregon Department of Education, Juvenile Justice, Oregon Youth Authority and other child serving agencies as appropriate.