

# Project Transition Plan

## Task D – Fidelity to the Practice Model

Executive Projects (EP), Office of the DHS Director and Child Welfare Program (CWP)  
Unified Child and Youth Safety Implementation Plan

### PROBLEM STATEMENT AND PROJECT SCOPE

An independent review, internal and external interviews, and field feedback revealed the Child Welfare Program (CWP) does not adequately and consistently apply tools, assessments and the practice model for decision making and custody/child safety determinations to ensure child safety.

The purpose of this project is to adopt criteria/assessment tools and models to effectively determine child safety throughout the life of a case and ensure consistent high-fidelity practice.

Project Scope:

1. *Develop and implement model modifications as needed to increase model fidelity and child safety outcomes (e.g. decision support tools, predictive analytic tools/systems).*
2. *Develop and implement management hiring practices to ensure experience in fidelity application and implementation of the practice model.*
3. *Deploy a Department wide leadership communication plan consisting of expectations related to safety and full implementation of the practice model.*
4. *Develop and implement procedures, timelines and expectations for practice model fidelity through periodic quality review with adequate follow-up to address areas of growth, strategic planning and celebrate success. Increases oversight role of central office.*

### WORK ACCOMPLISHED AS OF AUGUST 1, 2018

1. PRACTICE COMPETENCY
  - a. Created the Oregon Practice Model Proficiency Assessment
  - b. CPS and Permanency Consultants and Managers asked to complete the proficiency assessment by August 31, 100% complete
2. MODEL ENHANCEMENTS
  - a. Completed the Essential Elements Proposal and submitted to leadership
  - b. Completed court report revamp in coordination with JCIP and submitted to publications
  - c. Completed court report publications timeline
  - d. Created case transfer business process map and clarification guide
  - e. Clarified 30-day timeline for completing assessments on court involved cases
  - f. Created family transition meeting agenda and meeting guide
  - g. Determined assessment extensions on court involved cases will no longer be granted.
3. COMMUNICATIONS
  - a. Drafted and finalized leadership transmittal regarding commitment to practice model/accountability
  - b. Drafted leadership communication on new case transfer protocol
  - c. Transferred identified field communication need/tasks to Field Services Unit in central office
4. FIDELITY REVIEW & QUALITY ASSURANCE
  - a. Permanency aligned quality reviews with CFSR review schedule
  - b. CPS developed new quality review schedule and implemented 6 month follow ups with action plan process

## OUTSTANDING PROJECT WORK AS OF AUGUST 1, 2018

TASK	Next Steps	Team	OWNER	Deadline/Frequency
1. Fine tune proficiency assessment in partnership with Action for Child Protection	Review outcomes of Consultant assessments and identify trends in missed questions	Chandra Snyder, Asst. Child Safety Manager	Tami Kane-Suleiman, Child Safety Manager	October 2018
2. Ensure proficiency assessment is incorporated into supervisor training project	Adjust charter of supervisor training project to show this components addition to project		Brooke Hall, Project Manager and Kim Lorz Project Manager for supervisor Training	December 2018
3. Develop training and implementation plan for new case transfer protocol and family transition meetings		Jennifer Wynhausen, Child Safety, Kelley O'Donnell, D15, Sarah Walker, D15	Jennifer Holman, Reunification Manager	December 2018
6. Execute training and implementation plan for statewide case transfer protocol and family transition meetings		Jennifer Wynhausen & Kelley O'Donnell	Jennifer Holman, Reunification Manager	January 2018
8. Review rule and project deliverables to determine if rule changes are needed and complete rule revisions.	Request Deb Carnegie's assistance and review project aspects with her that might require revisions	Deb Carnegie, CPS Rule Coordinator	Jennifer Holman, Reunification Manager and Erin Anhoury Project Manager	January 2018

## PROJECT TRANSITION TASKS

TASK	Owner(s)	Deadline
1 Co-develop transition plan	Angela Leet, EP Project Manager, Tami Kane, CPS Manager/Project lead & Jennifer Holman, Reunification Manager	August 2018
2 Project transfer meeting	Angela Leet, current PM, Jennifer Holman, Permanency lead, Brooke Hall Project Manager, and Tami Kane, CPS Manager	September 2018
3 Develop transition communication message for workgroup members	Angela Leet, current	September 2018
4 Convene project team meeting to inform members of project transition – celebrate success	Angela Leet, current PM and Tami Kane, CPS Manger	September 2018
5 Update and clean electronic files	Angela Leet, current PM	September 2018

6	Transfer electronic files to new project leads, program and new Project Manager	Angela Leet, current PM	October 2018
7	Transfer hard-copy project materials to project leads	Angela Leet, current PM	October 2018

### CURRENT PROJECT HEALTH AND MANAGEMENT STATUS

In the Summer of 2018, it was determined that projects would transition from the DHS Director’s Office to Child Welfare Program. The new executive sponsor will be Marilyn Jones, Child Welfare Director. At the time of transition from the Director’s Office, there was not consensus on the health of this projects. Project health is displayed below with both Executive Projects (EP) and Child Welfare (CW) reported project health below.

Project Health (EP Team)	Project Health (Child Welfare)	Project Status
<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"/> Closed <input type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input checked="" type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> Planning <input checked="" type="checkbox"/> <b>Executing/Monitoring</b> <input type="checkbox"/> Closing

### 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

### RECOMMENDATIONS

To ensure that the Fidelity project portfolio is accomplished on-time and is sustainable by program staff, the DHS Director’s Office recommends the following:

- Ensure clear sponsorship, decision-making structure, and clear roles and responsibilities at all levels of the project.
- Employ transparent and consistent communication about project progress to stakeholders, including posting key project management documents to public websites.

In this project specifically, the DHS Director’s Office recommends:

- Assign a project manager to carry the project through the implementation phase
- Resource Child Safety and Permanency programs with staff who can ensure success in training and implementation of new protocols and model enhancements statewide
- Consider the following needs identified by the project team which were out of scope for this project:
  - Legal/court trainings on the model or align the model with court process/law
  - Create data collection and reporting capability to look at impacts of new statute/laws on ability to practice to fidelity (include these factors in fidelity reviews)
  - Training for AAGs on practice model

## DOCUMENTS INCLUDED IN TRANSITION

The following documents are attached to this transition document:

- Project Charter
- Work Breakdown Structure/Work Plan
- Workgroup Participant List
- Project Status Reports
- Implementation schedule chart
- New documents for practice
  - Oregon Practice Model Proficiency Assessment
  - Essential Elements Proposal/Recommendations
  - Court Report “revamped” form
  - Case transfer business process map
  - Case transfer process map guide
  - Family transition meeting agenda
  - Family transition meeting guide
  - Transmittal on practice model
  - Draft – New Case Transfer Protocol