

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
March 26, 2018	A	Enhance Community Engagement at the State and Local Level	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" 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

The DHS CW Action Plan District Tour is complete. Between January 2nd and March 29th visits were made to Bend, Oregon City, Beaverton, Roseburg, Klamath Falls, La Grande, The Dalles, North Bend and Salem (totals do not include Portland). In total, 657 staff participated in their own listening sessions and 784 community members participated in the community forums. In addition, 96 foster parents attended special pre-sessions just for them. Governor Brown joined the Salem Community forum as a speaker and participated in a table discussion. In Salem and Portland, the Secretary of State and auditors attended and hosted their own table to host a discussion about the recent child welfare audit. Results of post-event evaluations for both staff and community have been extremely positive (see Steering Team PowerPoint for more detail). A strong workgroup has formed as the tour launched and have developed a working definition of community engagement that will be used as a baseline from which to develop strategies and methods for reaching a greater level of genuine, equitable and authentic community engagement in the future.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

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

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Planned and executed District Tours Bend, Oregon City, Beaverton, Roseburg, Klamath Falls, La Grande, The Dalles, North Bend, Salem and Portland.
2. Hosted 3 workgroup meetings with representation from youth, foster parents, providers, CCO's, housing, and biological parents.
3. Completed post event evaluations for staff and community members.
4. Developed a working definition of Community Engagement.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Process and analyze all data from District Tour, including listening session notes, follow up emails, notecards and post event surveys.

2. Develop final District Tour Report with statewide and regional themes, a cross-walk of themes with work underway, and work to be started, as well as highlights of quick wins completed to date.
3. Host workgroup meetings – 4th Mondays 9:00am-12:00pm.
4. Expand membership to include child welfare field representation.
5. Develop strategies deliverables to enhance community engagement at the state and local levels.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Clarify communication expectations and timelines	None
Resources	Track and tailor to needs of each district	Rely on workgroup membership to provide field and community perspective
Communication	Develop communications strategy at state level that can be modified but reflected in local communications	Hire new Child Welfare Communications Coordinator to replace outgoing coordinator

CONCLUSIONS/RECOMMENDATIONS

The District Tour has been a success with overwhelmingly positive feedback from both staff and community partners. The participation of both Marilyn and Fariborz in the staff and community sessions has been noted repeatedly as a sign of hope and new direction. Leadership, local leads and the central office teams who have executed this tour have dedicated many hours of time to see that they were successful.

Community members and staff want to know “what’s next?” It will be important to make decisions about the future of such engagement soon and include it with the release of the final community engagement report. Due to low youth turnout to these tours, focus groups are being planned in Portland and Eugene to provide opportunities for a more youth-friendly exchange of ideas and feedback.

The workgroup is lacking strong membership from the field. Outreach is underway to find SSA’s, caseworkers, supervisors, managers and local leadership to participate.

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
March 26, 2018	B	Recruitment and Retention	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> Executing <input type="checkbox"/> Closing

PROBLEM STATEMENT

Recent research shows that 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 four workgroups meeting on a regular basis—the recruitment and retention project team, the hiring workgroup, the realistic job preview work group, and a data 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 efforts, contribute to overall project objectives, and provide subject matter expertise. The goal of the hiring workgroup is to create a more effective and efficient hiring process. Initially, the workgroup will be focused on three main tasks: updated position descriptions to accurately reflect the duties of the position, creating a list of standardized supplemental and interview questions based on requested skills for position, and developing a training and communications plan to ensure hiring managers are aware of all responsibilities related to the hiring process. The realistic job preview work group will help to create a realistic job preview video for the Social Service Specialist 1 position. A Realistic Job Preview (RJP) is a recruiting tool used to communicate both the good and bad aspects of a job. The data work group’s goal is to determine how to measure success for the recruitment and retention project as a whole, and determine what data needs to be captured in order to accurately track retention.

The hiring work group has identified numerous competencies needed or the casework position, and is in the process of refining these skills. The work group is also in the process of creating behavioral based interview questions based on the requested skills. Once these tasks are complete, the work group will revise program specific Social Service Specialist One position descriptions (Child Protective Service, Permanency, Screening, Certification and Adoptions). The centralized screening workforce work group is working closely with the hiring work group to revise the position description for screeners. The realistic job preview work group has met several times. The work group is creating a script for the job preview videos with a goal of beginning filming in June 2018. The work group has decided to create a total of four videos; an introduction video featuring the Child Welfare director, and three program specific videos (Child Protective Service, Permanency, and Supervisor). The script for the introduction video has been drafted and is in the process of being refined. The work group will complete scripts for the additional videos in April and May. The data work group has met once and is in the process of determining performance measurements.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align directly with current QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Work group meetings
 - Project Team:
 - February 7th, 2018
 - Met with representative from Workday to discuss new HR system
 - Discussed how to determine if new MAPS position affects retention
 - March 28, 2018
 - Developed project plan
 - Developed pilot process for exit interviews
 - Hiring workgroup:
 - February 14th, 2018
 - Developed list of requested skills and behavioral based interview questions
 - March 27th, 2018
 - Refined requested skills and behavioral based interview questions
 - Realistic Job Preview
 - February 23rd, 2018 first workgroup meeting
 - Viewed example videos from other states
 - Determined structure desired for Oregon video
 - Determined content and number of videos to create
 - March 23rd, 2018
 - Created draft script for Introduction video
 - Created draft message to go out to field offices
 - Data Workgroup
 - March 8th, 2018
 - Determined data measurements and plan related to retention
-
2. Met with the Office of Research, Reporting and Analytics to discuss data (February 2018).
-
3. Engaged and gathered input about recruitment and retention regional challenges, using 26 community and staff listening sessions across the state.
-

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Hiring work group: Revise Program Specific Position Descriptions
-
2. Realistic Job Preview work group:
 - Continuing drafting video scripts
 - Send messaging to field
-
3. Data Work Group: Determine performance measurements related to retention
-
4. Project Team: Create plan related to equity and inclusion in hiring process

WORK TO 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	None

	mitigate: involve HR and field supervisors in process/planning from beginning in order to help sense of shared ownership of project and outcomes	
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 has 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
Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
March 26, 2018	C	Supervisor Training	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" 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

Work has begun on redesigning the initial training for supervisors. The first meeting for the redesign work group was held on February 2nd 2018. The work group was updated on project goals, reviewed and revised the project charter, reviewed data regarding supervisors, and drafted a process map to help guide the work. The next meeting for this work group is scheduled for April 16th, 2018. During this time the work group will revise the process map and begin the needs and gaps assessment. A representative from Casey Family programs is on this work group. I am working with Casey Family programs to provide the work group with information about best practices and supervisory training models used in other states.

Supervisor conferences were held in Hood River on March 13th and 14th and in Bend on March 20th and 21st. The theme for the conference was growth, resilience, and connection. Attending the conference was mandatory for all supervisors across the state, and 99% of the supervisory work force attended one of the two sessions. Evaluations for the conference were overwhelmingly positive, with the vast majority of supervisors feeling the conference was a valuable use of their time. Now that the conferences are complete, the conference planning team will review all evaluations to determine lessons learned and trainings to provide in the future.

Phase 3 of the project will focus on designing advanced training and professional development opportunities for supervisors. This will include the utilization of technology in order to provide targeted mini trainings to the field. This phase is scheduled to begin after the redesign work is completed.

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. Supervisor conferences:
 - Planning completed

- Conferences held in Hood River and Bend

2. Supervisor Training Redesign
 - Kick off meeting held on 2/2/18
 - Process map created

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Begin needs and gaps assessment of current supervisor training (April, 2018)
2. Determine lessons learned from conference (April, 2018)
3. Continue to plan ongoing training for supervisory workforce
4. Begin design of communities of practice and peer mentoring (February 2018)

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.

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
March 26, 2018	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"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" 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 identified tasks and deliverables, assigned tasks and set timelines for project duration. The project team is engaging in consultation from Action for Child Protection to adopt tools to enhance practice and measure workforce competency in the practice model.

Part 2 – Training

This work is being coordinated with the Office of Reporting, Research, Analytics and Implementation (ORRAI). Curriculum and training development will integrate model enhancements and practice tools within the DHS Research Agenda as well as enhancements or policy changes developed by the Part 1 project team.

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. Received consultation and adapted model enhancement tools from Action for Child Protection (3/18)
2. Completed communication deliverable for leadership to field OSM messaging (2/18)
3. Finalize tasks/deliverables for project scope (3/18)
4. Assigned project team members to tasks and created subcommittees (3/18)
5. Set timelines for task completion (3/18)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Finalize competency exam/tool and create implementation plan	Subcommittee
2.	Prepare for first competency assessment of consultants, supervisors and MAPS	Tami Kane/Subcommittee
3.	Completion of court report revamp with JCIP	Jennifer Holman/Subcommittee
4.	Continue consultation with Action for Child Protection	Angela Leet/Project team
4.	Coordinate and align with ORRAI projects	Angela Leet
5.	Part 1 and Part 2 coordination	Angela Leet/ Brooke Hall

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 has moved into the execution phase. Project deliverables, assigned tasks and timelines have been defined. Subcommittees have been assigned to each task with planned next steps outlined. Identified deliverables are expected to be completed on time by December 2018. The project team has been collecting themes and needs related to training to ensure these are communicated to the Part 2: Training project team.

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
March 26, 2018	E	Continuum of Care - Ensure safe same-day placements and treatment access within Oregon	Angela Leet	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> Executing <input type="checkbox"/> Closing

PROBLEM STATEMENT

Revised with OHA co-sponsorship (March 2018):

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 and institutions, providers and caregivers do not feel supported therefore are not retained within the system and child, youth and family safety and health needs are not met.

STATUS SUMMARY

New leadership within the Department of Human Services (DHS) and the Oregon Health Authority (OHA) opened opportunities to broaden the scope of the project and in partnership to identify and address macro systemic barriers across child serving agencies and systems. The original project team had identified the need for a change from Directors Pakseresht and Allen to ensure DHS/OHA partnership in improving the continuum of care. The DHS Continuum of Care Document was completed by a smaller work group of subject matter experts in October 2017 to begin the conversation. Director Pakseresht shared the document with Director Allen and the two directors made the commitment to co-sponsor a system improvement effort. DHS Child Welfare/DD and OHA Behavioral Health children’s system staff submitted the OHA|DHS Child, Youth and Family Continuum of Care Proposal to the directors in March 2018. During April and May 2018, the conversation will continue through meaningful engagement with partners and stakeholders which will ensure a collective approach and plan for system improvement across the system. The proposal has been shared publicly and the project team is engaging with groups and individuals to collect recommendations and feedback for incorporation into a continuum of care improvement plan.

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 co-sponsored OHA|DHS Continuum of Care Proposal (3/18)
2. Invited feedback and discussed the proposal with CEOs of the 15 Coordinated Care Organizations (3/18)
3. Shared proposal with partners and stakeholders (3/18)
4. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)

5. Aligned project objectives with Youth with Specialized Needs Work Group/Governor’s office (ongoing)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Complete partner and stakeholder engagement	Project team
2.	Incorporate recommendations and feedback into proposal	Project team
3.	Begin implementation planning	Angela Leet
4.	Enhance relationship between state wide SOC governance infrastructure and project (ongoing)	Angela Leet and Peter Rosenblatt
6.	Align efforts with initiatives with common desired outcomes	Angela Leet

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.	None
Sponsorship	Maintain collaboration and shared commitment through transparency and partnership	None

CONCLUSIONS/RECOMMENDATIONS

While it is critical that this project does not duplicate other state-wide efforts, such as the Youth with Specialized Needs Work group hosted by the Governor’s office and Senate President Peter Courtney and Representative Steiner Hayward, it remains necessary for state agencies to address barriers which exist due to siloed responsibility, contrasting policies or funding complexities. The agencies are committed to working with the System of Care governing bodies across the state as well as other system reform efforts with an eye on alignment and coordination.

The Continuum of Care Proposal is expected to continue the systemic and macro conversation related to youth involved with multiple system who have complex needs. DHS and OHA are focused on ensuring all partners and stakeholders have the opportunity to provide feedback and participate in the plan to ensure project success.

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
March 22, 2018	F	Coordinated Response to Abuse – Improve consistency, communication, accountability and transparency.	Tracy Wilder	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> Executing <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. As noted in the work completed section of this status report, the bulk of the work in the last quarter was focused on preparing for new legislation that went into effect on January 1, 2018, which directly related to the coordination and consistency of the Department’s response to abuse, and related projects in Task F were combined with the legislative implementation efforts to the extent possible.

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) DETERMINE THE FUTURE OF DIFFERENTIAL RESPONSE IN LIGHT OF PASSAGE OF SB 942 AND DEVELOP COMMUNICATION PLAN FOR FIELD AND COMMUNITY PARTNERS.

- (a) Child welfare staff updated rule to repeal differential response and amended the procedures to retain the paid support services to assist families in keeping their children at home and expand those services across the state.
- (b) Communication was distributed to staff and stakeholders regarding the changes as well as reiteration of the agency’s commitment to family engagement in the child protective services assessment process.

(2) UPDATE CIRT RULES TO COMPLY WITH SB 819 (2017) AND ESTABLISH PROCESS FOR RESPONDING TO PROCESS IMPROVEMENT RECOMMENDATIONS FROM CIRT.

- (a) CIRT Rules were updated to ensure compliance with SB 819 (2017). Permanent rules are pending update to the web.
- (b) Child welfare staff updated the process and protocol for responding to recommendations from the CIRT.

(3) IMPLEMENT STATEWIDE STANDARDS FOR ROLES AND RESPONSIBILITIES FOR CASES THAT CROSS MORE THAN ONE COUNTY (“COURTESY SUPERVISION”)

- (a) A new Inter-County Case Management Procedure was developed and procedure manual was updated to reflect the changes.
- (b) Rules and procedure were analyzed to ensure alignment.
- (c) Staff received communication and training on changes.
- (d) Ongoing communication and training is being developed to ensure understanding and compliance with the revised procedure.

(4) DEVELOP A WRITTEN AGREEMENT BETWEEN OAAPI AND THE OFFICE OF CHILD WELFARE PROGRAMS THAT DOCUMENTS ROLES, RESPONSIBILITIES AND EXPECTATIONS ABOUT INFORMATION SHARING.

- (a) OAAPI has revised the current service level agreement (currently in draft form) to ensure that communication regarding roles, responsibilities and expectations are clearly outlined as well as ensure that communication occurs at a comprehensive level between both program areas.

(5) IMPLEMENT SB 243 (2017) AND RELATED LEGISLATION TO IMPROVE CHILD AND YOUNG ADULT SAFETY IN SUBSTITUTE CARE BY ENSURING COLLABORATION AND ALIGNMENT ACROSS DIFFERENT OFFICES WITHIN THE DEPARTMENT THAT ARE RESPONSIBLE FOR ENSURING SAFETY.

- (a) Rule Advisory Committees convened to review all rules that were amended as part of implementation to solicit feedback prior to permanent adoption of new rules.
- (b) The mandatory abuse reporting video was updated with additional information for providers who also have to report under the definition of abuse in SB 243 and 244 (2017).
- (c) Executive Projects will continue to oversee implementation and watch for signs that additional communication or training is needed.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

(1) IMPLEMENT SB 243 (2017) AND RELATED LEGISLATION TO IMPROVE CHILD AND YOUNG ADULT SAFETY IN SUBSTITUTE CARE BY ENSURING COLLABORATION AND ALIGNMENT ACROSS DIFFERENT OFFICES WITHIN THE DEPARTMENT THAT ARE RESPONSIBLE FOR ENSURING SAFETY.

- (a) Executive Projects will continue to oversee implementation and watch for signs that additional communication or training is needed.

(2) CREATE A POLICYMAKING PROTOCOL FOR CHILD WELFARE THAT REQUIRES COMMUNICATION AND COLLABORATION WITH OTHER DHS ENTITIES (FIELD STAFF, OAAPI, AND ODDS IN PARTICULAR) AND EXTERNAL STAKEHOLDERS.

- (a) The subgroup working on these issues will be reconvened to work on projects relating to stakeholder engagement and interagency communication.
- (b) The work of the subgroup is projected to be completed by mid-2018.

(3) DOCUMENT WORKFLOW PROCESSES FOR RESPONDING TO SAFETY CONCERNS IN EACH OUT-OF-HOME CARE SETTING, INCLUDING WORKING WITH THE INTERAGENCY CCA OVERSIGHT WORKGROUP TO REFLECT THE NEED FOR MULTI-AGENCY COLLABORATION FOR CCA’S.

- (a) A subgroup will convene with representatives OAAPI staff and other program areas to ensure workflow processes are documented.
- (b) A communication and implementation plan will be developed to ensure communication is complete and work completed is sustained.

(4) DOCUMENT HOW AUDIT FINDINGS RELATING TO CCA OVERSIGHT HAVE BEEN ADDRESSED.

- (a) OAAPI staff will provide any needed documentation to ensure gaps have been addressed.
- (b) Executive Projects will report to Department leadership on status by mid-2018.

(5) UPDATE THE SENSITIVE ISSUE REVIEW PROTOCOL.

- (a) This work will be led by CPS starting in early 2018.
- (b) Executive Projects will provide oversight and request regular status updated.

(6) REVIEW OF CURRENT STATE OF SAFETY-RELATED FOSTER HOME CERTIFICATIONS EXCEPTIONS AND CONSIDER PUBLIC KNOWLEDGE REPORT RECOMMENDATIONS FOR IMPROVED OVERSIGHT.

(a) A workgroup will be convened to review exception process and if necessary revise process to ensure the recommendations from the Public Knowledge Report are considered and included for improved outcomes to children.

(7) ADOPT A STANDARD OUT-OF-HOME ASSESSMENT MODEL TO ENSURE CPS AND OAAPI POLICIES AND PROCEDURES REFLECT THE MODEL AND CREATE A QA TOOL FOR THE MODEL.

(a) A workgroup will be convened to review the current policies and procedures for out-of-home assessments and develop a revised procedure.

(b) The workgroup will ensure that procedure manual is updated to include any revisions.

(c) A communication and sustainability plan will be developed to ensure communication is complete and work completed is sustained.

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.	Monitor for coordination barriers and track risk formally to anticipate issues.

CONCLUSIONS/RECOMMENDATIONS

The legislative implementation pieces took priority over all other work. Thus far, all the efforts from program staff seem to have resulted in a smooth transition to operating under the law. Many of the projects that remain are close to being ready to hand off to programs to continue to support and ensure ongoing sustainability.

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
March 26, 2018	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"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> Planning <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 still in the planning phase. During the months of January and February the project manager and program leads continued to oversee the development and implementation of the project’s scope. The project schedule has been revised to increase time for staff engagement, resource procurement and implementation. Several subcommittees have begun convening and developing work plans on Rules and Procedures, Communication and Community Engagement, Workforce and Technology.

Two key priorities for the subcommittees are to develop and implement a communication plan and workforce transition plan. In collaboration with consultants from Action For Child Protection and Casey Family Programs, the project team is reviewing screening rule and procedure, developing a comprehensive staffing plan, implementation timeline and training curriculum. The project team has also begun the process of hiring the Manager for the Central Hotline. The project team will conduct an informational interview with New Jersey’s Centralized Hotline in April. Several aspects of Task G are being accomplished simultaneously, including finalizing a project budget, 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. Centralized Hotline Steering Committee approved all charters for subcommittee work including Rules, Technology, Continuous Quality Improvement, Continuity of Operations, Workforce, Communication & Community Engagement and Training.
2. Developed a Frequently Asked Questions document for staff impacted by the transition to a central hotline.
3. Presented project plan to community stakeholders, District Managers, Program Managers and Safety Consultants.
4. Attended community forums to present information on the centralized hotline project plan in Roseburg, Klamath Falls, North Bend, Hood River and Salem.
5. Drafted work breakdown structure and updated project implementation timeline.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize and approve project budget for the centralized hotline including technology, marketing and training.
2. Develop communication and workforce plans including messaging around project next steps.
3. Conduct informational interview with New Jersey's central child abuse hotline.
4. Convene Central Hotline Steering Committee to discuss subcommittee development and work plans.
5. Add additional detail to the project implementation plan and provide a work breakdown structure to committee members.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication & Engagement	Communication and Community Engagement and Workforce Subcommittees have been convened and work is under	Agreement from executive leadership to review and approve plans from the Communication & Community Engagement and Workforce Subcommittees.
Budget	Project team convened meetings with budget, facilities and Secretary of State to finalize budget expenditures.	Executive leadership needs to review and approve final budget.

CONCLUSIONS/RECOMMENDATIONS

This project is on schedule and within scope. Subcommittees are underway, developing implementation plans for the project team. Elements of the project budget have been finalized and presented to leadership. Meetings have occurred with several entities, including OAAPI, Casey Family Programs, Dept. of Facilities and Budget and our Data Analytics team.

A few barriers do exist: communication, workforce strategies and finalized budget.

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
March 22, 2018	H	Policy, Procedure and Case Practice	Tracy Wilder	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

PROBLEM STATEMENT

Gaps exist between Child Welfare rules/policy and the operational guidance available to case workers and supervisors. The operational guidance provided through the Procedure Manual is often out of date, and the Manual is difficult to use, leading field staff to not understand how to complete tasks or to complete tasks incorrectly.

STATUS SUMMARY

The Policy and Procedure Workgroup is in the beginning stages of evaluating and updating the procedure manual to ensure that it aligns with policy, is user friendly and easily accessible by staff. The workgroup has enlisted support from the Office of Continuous Improvement to perform a gap analysis comparing rules and procedures to ensure alignment. Additionally, the workgroup is working with the Office of Information Services and the Publications and Creative Services Office to develop templates and standards for an updated user manual, as well as to determine the best platform to utilize for delivery.

The 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) clarifying “best practices” to implement policies and rules; (4) setting the expectation that central office program managers will update the procedure manual as policies and rules change; (5) 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. Established Policy and Procedure Workgroup.
2. Project Plan developed to complete procedure manual redesign.
3. Developing focus group questions to seek feedback and buy-in regarding redesigned procedure manual.
4. Researching templates to develop a standard for the layout and design of the procedure manual.
5. Review of SharePoint with the Office of Information Services to determine user usability for redesigned procedure manual.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize the template to be used in the updated procedure manual.
2. Identify platform for manual that is searchable and user friendly to staff.
3. Complete focus groups, compile and complete analysis of feedback.
4. Complete gap analysis.
5. Align content with rule to update procedure manual.

RISK 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 Amie Fender, Anne King, Shannon Biteng, as well as other subject matter experts in Child Welfare to ensure policy guidance and rules are in central location.
Integration	Ensure sustained leadership commitment to new expectations	None

CONCLUSIONS/RECOMMENDATIONS

The project is proceeding with collaborative support from several program areas of the agency. Chapter 2 and parts of Chapter 3 were updated to align with newly enacted rules and policy on January 1, 2018. Upon implementation, the project management team will develop a hand-off plan to Child Welfare staff to ensure the manual is updated at regular intervals.

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
March 26, 2018	I	Implement Certification, Safety, & Well-being Review Staffings	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" 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

With feedback from local offices, six sites have been selected for site visits over April and May to observe the Certification Safety & Well-Being Review Staffings - Districts: 2, 4, 5, 8, 10, 14. Each site visit will include observations of the staffing followed by debrief with local staff and leadership. Observation teams will include a Foster Care Coordinator, a Permanency Consultant, a Safety Consultant, and as able, a field or community representative. An observation tool and interview questions have been developed and is under review for final changes. The full workgroup will reconvene in June to review findings from the site visits and determine next steps.

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. Workgroup Meeting Held (2/22)
2. Observation Tool Developed
3. Debrief Questions Developed
4. Survey to Districts regarding key aspects of Staffings (responses compiled 2/29)
5. Site Visit Locations selected based on feedback from field survey
6. Site Visit Talking Points developed and distributed to workgroup for outreach (3/15)
7. Message to Central and District Managers and Program Managers developed (3/15)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Select dates and times for site visits
2. Coordinate observation teams for each visit
3. Execute Site Visits (April-May)
4. Compile and analyze observation and debrief data (May)
5. Reconvene workgroup and all observers for review of findings (June)

RISK AND MITIGATION STRATEGY

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

CONCLUSIONS/RECOMMENDATIONS

This project is moving forward quickly, at the insistence of workgroup members. There is strong collaboration between Permanency, Safety and Well Beings units in Central Office to execute the site visits in small teams. Concerns have been raised by workgroup members about how best to incorporate foster parent feedback into this process. Conversations are underway to determine if phone interviews could be held with providers who have had some involvement with the Certification Safety & Well-Being staffings to hear more about how the protocol is impacting them. There have also been discussions about how to best evaluate if the protocol does indeed lead to increased communication and decreased allegations or founded allegations against providers. The workgroup has discussed several options for future consideration for evaluating this work.

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
March 26, 2018	J Part 1 and 2	Train, Recruit, Retain, and Support Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" 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

Caregiver Training Redesign:

The Caregiver Training Redesign Workgroup is in the final stage of analyzing results of information gathering for this project. Two surveys were developed and distributed widely to staff and caregivers. Portland State is compiling the results of 353 staff responses and over 700 foster parent responses (including responses from Spanish speaking caregivers). A mid-survey report at the February meeting found very low responses from foster parents of color and those responding in Spanish. Workgroup members retooled outreach messages in Spanish and divided outreach to targeted staff and groups. We will know by our next report whether or not this made a difference. If so, this lesson can be applied to future efforts.

A small subgroup will meet on April 9th to develop the first draft Caregiver Core Competencies which will then be vetted with the full group and undergo a 6 week process of broad stakeholder engagement. All workgroup members will be engaged in the process to seek additional feedback.

Caregiver Support & Development:

With information from foster parent focus groups held in Eastern Oregon, this workgroup developed recommendations for the Foster Care Program to submit to the legislature's Emergency Board in response to a request for \$750,000 to be used for foster parent support. The funding was broken into three categories: 1) Increase regular and high-needs respite options for foster parents; 2) Develop a mentoring program for foster parents; and 3) Create a fund quickly accessible to branches specifically for tangible goods needed for emergency placements (i.e. car seats, beds, bottles, bedding, etc.). The legislature approved this request and work is underway to develop RFP's to launch the work. This workgroup will advise the RFP development and participate in the review and selection process as members are able. In addition, they will develop a broad vision for caregiver support and development in Oregon which will inform the Statewide Foster Parent Recruitment and Retention Strategic Plan.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Staff survey complete with 353 responses
2. Foster parent survey complete with over 700 responses
3. Research compiled and reviewed regarding Caregiver Core Competencies in other states and countries
4. Date set for all-day workshop to develop Caregiver Core Competencies for Oregon
5. Youth Focus Groups set for April 15th and 29th to include discussion of foster parent core competencies
6. Caregiver Training Redesign Workgroup Meetings (2/15)
7. Caregiver Support & Development Workgroup Meeting (3/27)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Complete analysis of staff and foster parent surveys and submit to full workgroup
2. Complete all-day meeting to draft Caregiver Core Competencies (4/9)
3. Complete April, May Caregiver Training workgroup meetings (4/19, 5/17)
4. Complete April, May Caregiver Support & Development Workgroup meetings (4/24, 5/22)
5. Complete youth focus groups (Eugene-4/15, Portland-2/29)
6. Develop and implement plan for broad stakeholder input regarding draft Caregiver Core Competencies
7. Develop vision for foster family support & development

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.	Embed PSU staff at the workgroup level
Integration	Sub Committee review delivery and fidelity problems and develop plan to address.	Track risks and issues formally to ensure adequate integration

CONCLUSIONS/RECOMMENDATIONS

The high response to surveys required Portland State to engage additional analysis support in order to complete by our April workgroup meeting. Once the competencies have been developed and vetted with a broad set of stakeholders, they will need to be affirmed by leadership before Portland State can begin the process of cross-walking current foundations and ongoing training with the competencies. Appropriate revisions to curriculum and delivery methods, and any staffing considerations, a revamped Foundations Training will likely reach foster parents in the second or third quarters of 2019.

The caregiver support project has been focused mainly on the opportunity for additional funding from the legislature and will continue to advise the implementation of that funding. This has delayed larger the conversation about caregiver supports but is an exciting opportunity to test increased supports and evaluate them while thinking about statewide expansion and long-term sustainability of a basic set of supports for foster parents.