

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
September 6, 2017	A	Enhance Community Engagement at the District 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 checked="" type="checkbox"/> Planning <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

Preliminary tools have been developed for best-practices in engaging community in all Child Safety Plan projects and shared with all project managers. Over 100 one-on-one meetings have been held to talk about the plan and opportunities for participation. A workgroup kick-off meeting is being delayed in order to coordinate this engagement project with several others occurring across DHS and Child Welfare, and to ensure broad representation from internal and external partners. An internal planning team meeting will be held September 14th. To date, all districts have completed a self-assessment of their engagement of underrepresented groups and plans to make community engagement part of everyone's jobs. The Service Equity Workgroup is reviewing responses in order to follow up with coaching and next steps. This project is also exploring the potential for Oregon's IV-E waiver program, Leveraging Intensive Family Engagement (LIFE), to be a model for increased engagement of partners at the case level. LIFE includes enhanced family find, structured (and facilitated) case planning meetings with a focus on family voice, and a peer-based mentor for parents. Lastly, plans have been made to conduct a 6-site tour across the state to hear directly from staff and community partners.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

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

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

- Over 100 meetings held with community partners to engage them in the Child Safety Plan.
- District self-assessment of service equity completed (via Service Equity Initiative Workgroup).
- Expanded workgroup membership to 19.
- Met with LIFE Program Manager to understand model and potential for expansion.
- Attended Racial Equity Advisory Strategic Planning session to increase coordination.
- Developed District Tour plan and timeline.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene internal planning to coordinate cross-agency efforts.
2. Convene work group – kick off meeting
3. Refine scope and develop work team consensus/shared goals
4. Execute District Tour

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 one that demands a different way of doing things, which is why kick-off has been delayed. Great work is being done internally to ensure that staff, community partners, and Tribes are not hearing multiple messages or being inundated with requests for information or participation in regards to engagement. Numerous one-on-one meetings are being held to build relationships that will support this work in the longer term. The foundation is being set for a strong workgroup to meet in October with the full internal coordination and broad support from the field and community.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
September 1, 2017	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 checked="" type="checkbox"/> Planning <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

The first work group meeting associated with this project was held on August 7th, 2017. The work group has approved the charter and outlined the project scope. The project will begin with a root cause analysis to determine specific gaps in recruiting and retaining competent, qualified child welfare caseworkers. The project scope will then be expanded to ensure the root causes are being addressed adequately. Simultaneously, the project team will begin to work on some of the known issues affecting recruitment and retention. This work will include; creating a more efficient and effective hiring and separation process, which includes the use of exit interviews when staff leave the agency; developing a list of skills and competencies needed to be a successful caseworker and implementing a comprehensive competency based selection process; assuring candidates have a realistic understanding of the realities of a position within Child Welfare; Identifying bias and barriers for diverse applicants in the hiring process and making the changes necessary to eliminate those barriers in alignment with agency wide efforts; developing a system to reward, recognize, and appreciate staff; developing a mechanism for caseworkers to provide direct feedback to executive leadership in a non-adversarial way; determining what career development opportunities are available to staff and creating career advancement opportunities to support staff who participate; and ensuring supervisors have the tools needed to recruit and retain competent staff. I am in the process of scheduling two associated sub-work groups. One will decide the best method of conducting a root cause analysis to determine specific gaps in recruiting and retaining competent, qualified child welfare caseworkers. Once a method is determined the work group will develop the structure and content needed to conduct the analysis, conduct the analysis, and gather all data obtained to present to the project team.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align directly with current QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Project Team Kick-off Meeting (August 7, 2017)
2. Edited charter problem statement, scope, and deliverables based on project team recommendations (August 24th, 2017)

3. Contacted the Office of Continuous Improvement (OCI) to solicit their help in mapping the hiring process (August 27th, 2017)
4. Solicited participants for both sub-work groups (August 29th, 2017)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. DETERMINE FINAL PARTICIPANTS FOR SUB GROUP MEETINGS (SEPTEMBER 8TH, 2017)
2. Schedule initial meetings for both sub-workgroups (September 11th, 2017)
3. Work with OCI to determine agenda for mapping sub-work group and hold initial meeting (September 2017)
4. Hold initial meeting for Root Cause sub-work group (September 2017)
5. Schedule second Project Team Meeting (October, 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 may change, depending on the findings from the root cause analysis. Several primary factors related to inability to retain employees are not included in the scope of this project, as other efforts are commencing to address these issues. I will remain involved in these efforts to ensure the work team is considering recruitment and retention when working on solutions.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
August 31, 2017	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 checked="" type="checkbox"/> Planning <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

A kick off meeting for this project was held on June 21, 2017. On July 18, 2017 the project scope was expanded to include two sub-work groups. The purpose of one work group is to redesign the Supervisor Quarterlies to include more training and professional development opportunities. The second work group will plan and execute a Conference for all Child Welfare Supervisors scheduled to be held in early spring 2018. The conference will bring advanced training opportunities for all supervisors, including topics on Oregon's Practice Model. Both sub-work groups have met and begun initial planning. The agenda for the supervisor quarterly being held in September 2017 has been revised to include a training on vicarious trauma by Steve Freidland. Mr. Freidland has been developing and delivering innovative training for over 25 years in health and human service organizations and has many years of experience training child welfare leaders. The training will provide supervisors with knowledge, practices, and tools they can use to help support their staff identify, reduce, and prevent risk factors or symptoms associated with Vicarious Trauma. Human Resources (HR) Mr. Freidland and I created a one page document to support this training which includes signs and symptoms of vicarious trauma to look for in staff, HR options for supervisors to use when a staff member is displaying signs or symptoms of trauma, factors which may decrease the prevalence of trauma in staff, and risk factors which can influence workforce stress and vicarious trauma. This document will be made available to all supervisors and is intended to be an easy tool they can use during supervision.

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. Held kick off meeting for Advisory Committee (June 21, 2017)
2. Expanded project scope to include redesigning supervisor quarterly meetings and planning supervisor conference (July 18th, 2017)
3. Held meetings for supervisor quarterly sub-work group (July 28th, August 17th, and August 23rd, 2017)

4. Created one page document to support vicarious trauma training (August 31, 2017)
5. Held meetings for supervisor conference sub-work group (July 28th, and August 29th)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Attend supervisor quarterlies (September 7th, September 20th, September 21st, and September 27th)
2. Submit Request for Proposals for Supervisor Conference venue (October 2017)
3. Continue to meet with both sub-work groups (ongoing)
4. Begin needs and gaps assessment for initial supervisor training (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
August 31, 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"/> 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 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 kick-off its work on August 24th in a successful meeting to further define scope and begin process planning. A continued need on this project team is additional field staff representation. Active efforts are being made in this area. The project team has finalized its charter. Since the last status update on this project, research and predictive analytics implementation has been added to the scope to ensure the incoming Director’s priorities are reflected in the Unified Safety Plan. The project team will be introduced to the predictive analytic tools by the Oregon Youth Authority research team at its September meeting and have the opportunity to discuss barriers and opportunities.

Part 2 – Training

The project charter has been drafted and vetted within central office leadership. An initial meeting with the Child Welfare Training Advisory was held on June 21st. This advisory will serve as the high-level workgroup for all training initiatives currently underway; redesign of supervisor training, intermediate and advanced training on the Oregon Safety Model, and redesign of training for caregivers. Portland State University assist in the design of the trainings.

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. Included research and predicative analytics implementation in project scope (8/10)
2. Connected Human Resource and DAS efforts on supervisor classification study to this project (8/15)
3. Convened and facilitated successful project kick off meeting (8/24)
4. Established project team meeting agenda topics and goals for meetings 2-4 (8/24)
5. Prioritized internal communication plan as first task for project team as it pertains to OSM fidelity (8/24)
6. Finalized charters - Parts 1 and 2 (8/31)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Coordinate and plan meeting two agenda with research team	Angela Leet/Stacey Ayers
2.	Research model gaps and opportunities	Angela Leet/Aimee Fritsch
3.	Support and facilitate DAS Study – Supervisor Classification/Compensation	Angela Leet/Brooke Hall
4.	Begin development of internal communications strategy	Angela Leet/Communications
5.	Part 1 and Part 2 coordination	Angela Leet/ Brooke Hall
6.	Increase field staff representation on project work team Part 1	Angela Leet/Stacey Ayers

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. The executive projects team is working closely with research staff to consider possible decision support tools that might be utilized to enhance practice and fidelity. Executive leadership communications regarding priorities and plans for predictive analytic tools and processes in practice will be required for project success. Further field staff representation on project teams is needed and is currently being addressed.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
August 31, 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"/> 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 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.

STATUS SUMMARY

The project is in the active planning phase. The project team kicked off the work on August 23rd, 2017. State agency capacity efforts are being reflected in the work across the scope defining process. All child serving state agencies are represented on the project team with Oregon Department of Education joining the team in September. Various strategies for long term sustainability of the children’s system are being considered with the goal of removing barriers and adding efficiencies and coordination.

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. Convened and facilitated successful project kick off meeting (8/23)
2. Finalized charter (8/31)
3. Met and consulted with child system state and community professionals/stakeholders (August)
4. Participated and engaged in cross system capacity committees and collaborative groups (August)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

- | | | |
|----|--|----------------------------------|
| 1. | Consider predictive analytic tools which will enhance the continuum of care | Angela Leet/Aimee Fritsch |
| 2. | Enhance relationship between state wide SOC governance structure and project work team (ongoing) | Angela Leet |
| 3. | Participate in OHA capacity effort committees | Angela Leet and Peter Rosenblatt |

4. Develop strategic direction with project team as well as new state agency leadership

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. The planning phase continues with further development of strategic direction as the priority. The project team, which represents all child serving state agencies, is engaged in an analysis of strategies to reduce barriers inherent in a state agency structure such as Oregon’s. Defined strategies and action items will require collaboration across agencies and with state agency leadership agreement on vision.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
September 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"/> 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

The project managers (Kris Skaro and Alain Datcher) held two kick-off meetings with the program leads to finalize the charter. Program leads are very engaged and helped narrow the large scope of the task to 15 initiatives that will improve consistency, communication, accountability, and transparency across the Department. To manage multiple initiatives, they are grouped in three phases of work: first phase was completed on September 1, 2017; the second phase will be completed by January 1, 2018; and the third phase will be completed by July 1, 2018.

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. The Child Welfare Policymaking Subgroup submitted a Central Office Policymaking and Communications Protocol to the Child Welfare Program Managers for review.
2. Filed rule changes and sent communications regarding implementation of SB 942 (2017) relating to ending practice of Differential Response.
3. Repealed CIRT rules that were not in compliance with SB 819 (2017) and submitted new rules to Laurie Price for final review.
4. Distributed guidance to field on so-called "courtesy supervision" and added to the Child Welfare Procedure Manual to address gaps in ensuring safety created when multiple counties are engaged in a case.
5. Continued work on closing gaps in child-caring agency oversight identified in multiple internal audits: draft closing documents on several gaps were sent to work teams for review and approval.
6. Facilitated two meetings of the Department-wide workgroup to develop policies, procedures, and a cohesive communications plan to implement legislation that amends SB 1515 (2016).

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Continue work on closing gaps in child-caring agency oversight.
2. Reconvene Child Welfare Policymaking Subgroup to finalize policymaking protocol and draft proposal for monthly Q&A Skype calls with field staff to present to Program Managers.
3. Draft protocol for responding to CIRT recommendations as part of permanent rulemaking process for CIRT rules.
4. Solicit feedback on courtesy supervision procedures and update as needed to ensure conflicts are addressed.
5. Convene two subgroups of the Department-wide legislative implementation workgroup: Abuse Definition for Substitute Care Subgroup and Abuse Report Communications Subgroup by October 1, 2017.

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

Five of the 15 initiatives in Task F were in the Child Welfare 90 Day Plan and thus were due for completion by September 1, 2017. The five projects were completed on time, although some follow-up/implementation work remains to be done. The legislative-related items in Task F will likely take a lot of time between now and the end of the year, which may compromise the ability to work on other projects. A clearer work schedule, along with a plan to increase the sense of shared ownership from program areas, should help guide time management.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
September 5, 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"/> 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

Project is in scoping phase. Task G project leads continue to oversee implementation and development of centralized screening operations. The Centralized Hotline Steering Committee convened on 8/30 to review the project charter and confirm subcommittee’s identified. Charters for the subcommittees will be drafted and finalized by 9/29 with members selected by 10/6. Site visits to potential hotline locations continues to occur with the help of the Facilities department. Planning meetings have occurred with several entities, including Casey Family Programs, Office of Equity and Multicultural Services, OCI, Facilities and OAAPI to solidify the scope and program leads. Project team engaged Casey Family Programs to identify a site visit to Indiana’s centralized hotline for early November as well as procure a consultant to work on the development of the screening academy. Several aspects of Task G are being accomplished simultaneously, including mapping the future business state of the centralized hotline, procuring a consultant to provide technical assistance on screener training and curriculum development, locating and finalizing a facility to house screeners, identifying any necessary amendments to the screening policy and meeting with SEIU representatives to better gage the potential transition for screeners, supervisors and respective staff members.

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. Convened Centralized Screening Steering Committee to review charter, identify needed subcommittees and refine project scope for Task G.
2. Facilitated planning meetings with Casey Family Programs including data presentation to Steering Committee. Summary report and data documents will be made available online.
3. Distributed monthly CW Director message on centralized screening including a Frequently Asked Questions document and steering committee charter that is housed on the Unified Plan website.
4. Facilitated future state mapping exercise with OCI and over 25 DHS and OAAPI staff members.
5. Confirmed educational site visit with Indiana's Child Abuse & Neglect Hotline—scheduled for November.
6. Project leadership partnered with SB1515 Legislative Workgroup to review the legislation's potential impact on screening.
7. Working with Casey Family Programs, OBI, and Facilities to identify potential implementation plan and best practices, available technology services and budget estimates to scope out project.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize Centralized Hotline Steering committee charter and short-term communication plan and distribute to all project team leads and internal stakeholders.
2. Finalize procurement agreement with Casey Programs and ACTION to provide technical assistance on screening academy development.
3. Finalize subcommittee and focus group charters and identify members of selected subcommittees.
4. Draft interim CW Director's message on centralized screening and distribute to all stakeholders and partners.
5. Convene subcommittees to begin drafting work plans for implementing the hotline.
6. Align Centralized Screening work plan with the 3 Branch Initiative to bring both projects into one scope and same timeline.
7. Prepare for September 19th Unified Plan Steering Committee meeting.
8. Draft a business case for the centralized hotline and send to leadership.
9. Continue to refine project scope, including draft charters and implementation plans following the Casey Family Programs meeting.
10. Confirm project budget for facilities, training and staffing plan.
11. Identify facility location; map out workload and staffing models.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication & Engagement	There are several subprojects within Task G that must be addressed. The strategy is identify project leads, create subgroups, and draft a communication plan to address these issues.	Communication Plan to be reviewed by leadership; including (Project Team) and steering committee. Draft a business case that will include impact on community partners and mitigation strategies to address them.

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 preliminary budget is currently being finalized that encompasses a 24/7/365 workload model and screening operations. As previously detailed, a charter has been finalized that will drive the Centralized Screening Steering Committee's scope of work. Subcommittees and focus groups will each have charters finalized and members identified by mid-October. Project leadership has conducted several planning meetings to set a firm foundation for scoping the work subcommittees will be conducting.

Project leadership has confirmed a site visit to Indiana's Child Abuse Hotline to learn best practice and conduct interviews with key program staff. Casey Family Programs has agreed to provide technical assistance in procuring a consultant from ACTION to develop alongside DHS a screening academy. Once the consultant is procured, work will begin immediately to develop a screening curriculum and training. A few barriers do exist: communication and budget. No plan has been drafted yet for continuous communication and engagement to internal and external stakeholders re: centralized hotline. Additionally, staffing models and a budget for the hotline needs to be completed for a 24/7/365 operation. In order to better understand both, the project manager is creating a business case that will help address fundamental questions about the centralized hotline and document mitigation strategies that we have considered.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
September 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"/> On Schedule <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input checked="" type="checkbox"/> Initiation <input type="checkbox"/> Planning <input type="checkbox"/> Executing <input checked="" 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
September 6, 2017	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 checked="" type="checkbox"/> Initiation <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

The scope of this project is clear now but capacity to provide oversight to the field is non-existent and has made movement on this project difficult. The Sensitive Issue Review tracking system has been reviewed as a potential tracking tool to be used for closed-at-screenings connected to certified foster homes and the Sensitive Issue Review Committee process has elements that could be replicated by a separate committee.

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. Completed demonstration for newly launched Sensitive Issue Review data program.
2. Work group membership expanded.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene expanded work team.
2. Draft oversight plan.

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

There is some potential for a SIRA system to be modified for closed at screenings, however, it is unclear whether or not such a system would be useful for the these types of reports. The process used by the Sensitive Issue Review Committee to oversee issues has potential for an oversight system. I continue to be concerned about communication, oversight, and relationships with the field, involving this project and any others that were under the purview of Field Services. The best that the workgroup can do at this point is develop a goal plan for oversight, and then begin conversations with leadership to determine what is actually possible.

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
September 6, 2017	J	Recruit, Train, Support, and Retain 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 checked="" type="checkbox"/> Initiation <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

A subcommittee of the Child Welfare Training Advisory Committee has been formed and launched its first meeting in August. The workgroup explored the problem and scope statements in the charter, and included more specific identification of what type of caregivers there are- to ensure no one population is missed in initial training. As part of Child Welfare Program's 90 day plan, the caregiver website has been reorganized and enhanced with additional training resources and a streamlined training webpage for easier navigation for potential or current foster parents. Also, a push has been made to add caregiver email addresses to ORKids (from about 50 percent to XX percent) as a means to increase communication with current caregivers, beginning with an email announcing the training website updates. Caregiver recruitment, retention, and support has moved to a separate charter and workgroup (Jsub).

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Hosted kick-off meeting for Caregiver Training Redesign Workgroup on 8/10.
2. Hosted website redesign meeting 8/9, with all changes completed 8/31.
3. Finalized the Problem and Scope with workgroup.
4. Developed draft process map for Caregiver Training Redesign and vetted with PSU.
5. Monthly meeting schedule set for next 12 months.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Accomplish goals of Monthly meetings.
2. Finalize milestones and potential risks.
3. Develop risk management plan.
4. Plan and host youth focus group to draft attributes, skills, and characteristics of an ideal foster parent.
5. Plan focus group with DHS-CW Certifiers for 11/7 to discuss training content, competencies, and delivery.
6. Develop plan to increase statewide caregiver engagement in the development of core competencies.

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

Per my previous recommendation, caregiver training and recruitment/support projects have been split to allow for greater focus on each project. The 90-day plan activities jumpstarted the website redesign for this workgroup, but there are several aspects of the site that will need additional work, including the Foster Parent Resources section and the creation of a caregiver list serve. Plans will need to be made as well for the continued capture of caregiver email addresses into ORKids. The workgroup will be seeking all opportunities to engage caregivers and foster youth in the development of core competencies. Once these channels of communication are created, the same network will be activated across the lifespan of this project to vet the caregiver training plan and explore delivery issues.

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
September 6, 2017	Jsub	Recruit, Support, and Retain 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 checked="" type="checkbox"/> Initiation <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

Caregiver recruitment, retention, and support is now a standalone project from caregiver training and will be under the purview of the standing Foster Care Recruitment, Retention, and Support Workgroup. The workgroup currently meets quarterly, which will need to change in order to move this work within the Child Safety Plan timeline.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Held preliminary internal meeting to draft charter and scope in alignment with the PIP.
2. Met with GRACE data coordinator to discuss foster parent customer service survey.
3. Hatfield Fellow developed snap-shot reviews of customer service data for each district.
4. Enhanced Foster Parent Resources section of Caregiver webpage.
5. Outreach to additional workgroup members.
6. Met with EMBRACE Oregon/Every Child Director to discuss partnership and success to date.
7. Met with Oregon Social Learning Center to explore the current DHS Pilot of KEEP. Keep is an evidence-based program developed to provide increased support caregivers, especially those experiencing challenges.
8. Secured feedback from the field to develop a caregiver customer service tool and message to go to the field in September from the Child Welfare Director.

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

The recruitment, retention, and support of caregivers is a hot-topic right now as a result of the news coverage of children staying in hotels or child welfare offices. It's an issue that is not unique to Oregon or child welfare-contracted providers are also struggling to find and retain quality caregivers. All of this attention has created a number of opportunities. The partnership with Every Child Oregon has increased visibility of recruitment/retention issues and created opportunities for individuals and communities to participate in news ways to support kids. The work of the GRACE project has also shown positive results using targeted recruitment plans and increased local coordination at branch offices. The KEEP pilot program underway could be the groundwork for enhanced foster parent support in the future. The legislature has asked for DHS to develop a request for funds for foster family support, in addition to funding caregiver rate increases last session. The challenge moving forward will be to take full advantage of these opportunities and plan for sustainability and statewide scale.