

DHS Unified Child and Youth Safety Implementation Plan Work Schedule

#	Problem	Task	Project Manager	Program Lead(s) & Work Team	Funding
Goal #1: Build trust between DHS, certified families and licensed child caring agency providers and youth receiving DHS services					
1.1	Caseworkers and supervisors do not optimally include community partners to create safe, stable outcomes for children.	Business Objective 1.1: Implement partnership engagement plan with community partners at the local level			
		Task A: Enhance district-level community engagement through guideline development, effective communications, and in-person relationship building (1:1, small groups, existing advisory bodies, new work teams, etc. with a focus on the inclusion of foster youth voice).	Pamela Heisler	Laurie Price, Chuck Dunn, and Stacy Lake	Existing resources
1.2	It is difficult to understand how the child safety system works and many stakeholders would like to be more engaged in how decision making works at all levels in the organization.	Business Objective 1.2: Implement internal and external communications plan for DHS-wide changes related to Child Safety			
1.3	Training for caseworkers and supervisors is insufficient to sustain high case loads and continuously improve.	Business Objective 1.3: Implement a comprehensive training, development, recruitment and retention plan for DHS case workers and supervisors			
		Task B: Create and implement statewide strategy for recruitment and retention of caseworkers and supervisors (e.g. focus on morale, secondary trauma-informed support for staff, recruitment materials).	Brooke Hall	Karyn Schimmels, Michelle Johnson, and Chuck Dunn	Existing resources
		Task C: Develop new core supervisor curriculum (inclusive of cultivating a clinical case practice 1:1 with caseworkers, resource management, & managing worker development).	Brooke Hall	Karyn Schimmels and Michelle Johnson	\$2,000,000 from 2017 Legislative Session
Goal #2: Ensure child and youth needs are considered when delivering services, especially substitute care placement decisions					
2.1	DHS does not adequately use its assessment tools to determine the appropriate level of care, across the child safety system. (Incl. DHS-CW, DHS-DD, OHA, OYA)	Business Objective 2.1: Adopt criteria/assessment tool/model to effectively determine appropriate level of care and/or custody determinations			
		Task D: Ensure fidelity to the "practice model". Will have two parts: 1.) model enhancements, top down accountability, hiring practices, quality review and 2.) training and field support.	Angela Leet and Brooke Hall	Stacey Ayers (lead), Stacy Lake, Kevin George, Lacey Andresen, and Tami Kane-Suleiman	Existing resources
2.2	The urgency to find placements compromises certification and licensing standards. The foster home certification exception process is overused.	Business Objective 2.2: Develop and apply Oregon's continuum of care for providers and foster care families			
		Task E: Develop placements/services across continuum of care, where gaps have been identified, to ensure same-day safe placements within Oregon and treatment access when the need is identified (includes OHA, IDD, CW, OYA).	Angela Leet	Peter Rosenblatt (lead), Bruce Baker, Kevin George, and Justin Hopkins	Existing resources
Goal #3: Ensure swift, safe and comprehensive response to reports of child abuse					

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3.1	Policies and procedures lead to safety information "falling through the cracks," allowing abuse to continue in some cases.	Business Objective 3.1: Redesign process of responding to allegations of abuse in substitute care using a department-wide approach			
		Task F: Ensure a coordinated, child-safety centered response to abuse when multiple entities (inside and outside DHS) are responsible for ensuring child safety in a substitute care setting by: clarifying roles and responsibilities; improving Department-wide consistency (c.f. Task H); establishing communication protocols; and ensuring department-wide transparency and accountability.	Kris Skaro, Alain Datcher	Bruce Baker, Stacey Ayers, Justin Hopkins, Kevin George, Lacey Andresen, and Tom van der Veen	Existing resources
3.2	Among CPS screening staff, there is little or no consistency to screening and decision-making across the state. There is also a substantial disparity in how CPS and OAAPI conduct screening.	Business Objective 3.2: Centralize hotline operations and create standard protocols for screening (c.f. with Three Branch Initiative work plan)			
		Task G: Develop and implement plan to centralize hotline and screening operations statewide; train and develop screeners to determine when abuse criteria is met; continue to refine child safety practice model implementation.	Alain Datcher	Stacey Ayers, Mary Moller, Stacy Lake, and Michelle Pfeiffer	\$1,000,000 professional development funds from 2017 Legislative Session
Goal #4: Cultivate a youth-centered, safety-first culture within DHS					
4.1	Caseworkers suffer from overly burdensome processes and documentation that do not always centered on child safety.	Business Objective 4.1: Streamline caseworker tasks and maximize time spent on family and youth relationships			
		Task H: Develop and implement a statewide model and expectation of good case practice between caseworkers and supervisors (beyond siloed case worker and supervisor training).	Teresa Gonczy	Lacey Andresen, Brooke Hall, and Kris Skaro	Existing resources
4.2	Safety Plans frequently lack the elements that are necessary to assure the safety of the child(ren).	Business Objective 4.2: Develop and apply a proactive safety-oriented case management practice led by caseworkers			
4.3	Not all DHS staff in the child safety system share a unified sense of accountability and ownership for child safety. Rather, Child Welfare is seen as the sole program within the agency of ensuring child safety.	Business Objective 4.3: Develop and implement an employee engagement plan to cultivate shared ownership and accountability for child safety among DHS staff across CW, OAAPI, DD, and OLRO			
4.4	Oregon has a disjointed data enterprise for tracking information about youth maltreatment in substitute care.	Business Objective 4.4: Develop data-system adjustments and implement data-driven decision making processes for use across the child safety system			
Goal #5: Retain, train, develop and recruit for certified families and licensed child caring agency providers that meet or exceed the applicable standards for substitute care providers					
5.1	DHS and partners do not have a common philosophical approach that ensures youth and families are at the center of substitute care.	Business Objective 5.1: Develop and implement a youth-focused, compliance philosophy with substitute care providers and families of origin			

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		Task I: Implement Certification Safety & Well-Being Review staffings in order to respond to early signs of needs in foster homes.	Pamela Heisler	Kevin George	Existing resources
5.2	DHS has been unable to recruit, train, and retain enough caretakers to meet the needs of children and youth in Oregon.	Business Objective 5.2: Develop and implement a substitute care retention, training, development and recruitment plan in coordination with community partners			
		Task J: Recruit, train, support, and retain and support foster families effectively at the outset of their commitment and throughout placements	Pamela Heisler	Kevin George and Brooke Hall	Existing resources with \$750,000 December Emergency Board request for caregiver training support
5.3	The agency does not use analytical modeling to anticipate the demand for substitute placements and there is little planning around how many vacant placements are needed in order to sustain the system of care within regions.	Business Objective 5.3: Develop and implement a data-driven implementation plan for substitute care			
5.4	Prospective caretakers report that the certification process and licensing process for providers is too time-consuming.	Business Objective 5.4: Improve certification and licensing processes for providers and foster care families			

KEY:

CANS: Child & Adolescent Needs & Strengths	ICWA: Indian Child Welfare Act
CASA: Court Appointed Special Advocate	OAAPI: Office of Adult Abuse Prevention & Investigation
CCA: Child Caring Agency	OHA: Oregon Health Authority
CPS: Child Protective Services	OLRO: Office of Licensing and Regulatory Oversight
CRB: Citizen Review Board	OSM: Oregon Safety Model
CW: Child Welfare Program	OYA: Oregon Youth Authority
DD: Intellectual & Developmental Disabilities Services	PRTS: Psychiatric Residential Treatment Services
DR: Differential Response	ROM: Results Oriented Management
GRACE: Growing Resource/Relationships & Alliances	SAFE: Structured Assessment Family Evaluation

Assumptions:

Resources required: External Projects Director estimate, based on internal interviews with program managers

Child safety impact: median where 3 or more; average if only two, rounding up

Priority: median where 3 or more, average if only two, rounding up

Top projects: ranked across the business objectives. Note: the ranking here is not dependent on the child safety impact and priority rankings.

PIP 1.3 "Quarterly Supervisor Meetings with structured agenda items", PIP 1.4 "Quarterly District Manager and Child Welfare Program Manager Meetings with structured agenda items" will be leveraged throughout the Child Safety Plan.