

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
July 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

This project is currently focused on establishing strong coordination with the Service Equity Framework. This work is beginning with an internal evaluation of district office community engagement. We are holding one-on-one meetings with community partners to begin building the workgroup. This project is also mapping community partners across the state and will compile best-practice tools for state and local staff use when engaging communities, reflecting equity and trauma informed principles.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not currently align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Established regular meetings with Service Equity Breakthrough lead team
2. Linked plan and projects with the Office of Equity and Multicultural Services and Tribal Prevention Coordinators via in-person meetings
3. Developed tools for EP team to use in building and facilitating work teams that include equity and trauma informed principles, as well as community engagement best practices
4. Began introductory calls with District Managers regarding project and engagement on work team
5. Conducted 1:1 meetings with partners representing key stakeholder groups in order to build work team

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Link plan and project to REACT Advisory, ICWA Advisory
2. Convene work group – kick off meeting
3. Refine scope and develop work team consensus/shared goals
4. Develop project timeline that incorporates work of the Service Equity Initiative and other engagement efforts in the districts

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

Project scope is large and will need to be fine-tuned by the work team to create value for both central office and districts. To expedite this work, multiple work streams will be developed. For example, while the Service Equity Initiative completes assessments with each district office, this work team will also move forward to develop and evaluate tools and resources to greater competency in equity and trauma informed community engagement. I recommend that this project also focus effort on setting guidelines and best practices for central office community engagement.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 5, 2017	B	Recruit and Retain Child Welfare Case Workers and Supervisors	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

I have identified leads from Child Welfare Program (CWP) and Human Resources (HR). In cooperation with them, I am working to verify the charter, project plan, and identify and on-board work team members. I am scheduling a kick off meeting for the first week in August. Some efforts to address recruitment and retention of Supervisors is already underway. Leads from HR and the Unified Child and Youth Safety Implementation Plan (Child Safety Plan) are working with the Department of Administrative Services (DAS) on a classification study related to supervisors. A classification study will review work performed by positions in a job class in order to verify the accuracy of current classification specifications and may result in revision or replacement of a job classification to better describe work as it is currently performed. In addition, HR is currently working on a plan to compensate supervisors for over time worked when completing emergency placement job functions. On 6/5/17, I met with Jason Mak, Diversity & Inclusion Manager with the Office of Equity & Multicultural Services (OEMS) to discuss previous recruitment and retention efforts by the Department. Jason Walling shared with me a previously drafted Recruitment & Hiring Procedure which was not fully implemented by the Department. Determining how to best implement this procedure will be added to the scope of the project.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Met 1:1 with identified central Office Program Managers and Office of Equity and Multicultural Services (OEMS) (5/02, 6/05, 6/30, and 7/6)
2. Identified project scope and drafted charter (5/15)
3. Developed list of potential workgroup members and sent invitations to participate in project (6/01 and 6/30)
4. Began process for DAS classification study and compensation of supervisors (6/20)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize workgroup membership and hold kick off meeting (week of July 31st)
2. Begin to create realistic job preview materials (ongoing)
3. Gather position descriptions and begin review (September 2017)
4. Continue to refine scope and develop work team (ongoing)

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Clarify communication expectations and timelines	CWP leads have changed due to retirement. Need to ensure newly identified leads are up to date with project materials and status.
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

Project scope is large. In order to focus efforts a decision was made to focus the plan on recruitment and retention of Social Service Specialist 1's initially, though some efforts to address recruitment and retention of supervisors has already started. Phase 2 of the project will continue these efforts to address recruitment and retention of supervisors. The agency has been involved in many different efforts to address recruitment and retention. Some of the efforts were completed and implemented, while other efforts stalled, not fully accepted by all entities within the department, and thus not fully implemented. The project team will need to sift through all previous work to determine current gaps, and identify what needs to be added to project scope.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 5, 2017	C	Develop a new clinical "core" training for Child Welfare Supervisors	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

Using an already existing advisory body of Portland State University subject matter experts and Central Office staff, I drafted and vetted a project charter for this scope of work. The Child Welfare Training Advisory Committee will serve as the high-level workgroup for all training initiatives currently underway: (1) redesign of supervisor training, (2) intermediate and advanced training on the Oregon Safety Model, and (3) redesign of training for caregivers. An informational call was held with the Casey Family Foundation on July 5, 2017. Leadership from Child Welfare Program, Portland State University, and the Executive Projects team met in order to develop a timeline for all training initiatives currently underway. Staggered start times for all projects were developed in order to best utilize limited resources available. A needs and gaps assessment related to supervisor training is scheduled to begin in November 2017. Research on available national models, best practices, and supervisor competencies will begin in July 2017.

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. Met 1:1 with identified central Office Program Managers and Portland State University leadership
2. Identified project scope and drafted charter (5/09, 5/31, 6/22)
3. Identified staggered start times for all training initiatives (6/5)
4. Held kick off meeting for Advisory Committee (6/21)
5. Casey family Call (7/5)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Define Roles and Responsibilities of leadership involved (PSU, Executive Projects Team, Central Office Program Managers)
2. Begin research into models used by other states, best practices and supervisory competencies (July 2017)

3. Continue to refine scope and develop work team (ongoing)
4. Casey Family Programs will pair a subject matter consultant with our team to help with national research and best practices. Once this person is identified they will be added to the Advisory Committee.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Clarify the roles and responsibilities of all resources and stakeholders	Need to meet with program managers and draft document
Budget	Analysis of all contracts currently in place and areas where savings could occur	
Schedule	Created staggered timeline and start dates for all training related projects	

CONCLUSIONS/RECOMMENDATIONS

Project is on schedule and is proceeding as planned. Currently, a needs and gaps assessment 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.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 13, 2017	D	Ensure fidelity to the practice model - Part 1 Quality Review/ Accountability	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

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

The project is in the active planning phase with the work team kick-off meeting scheduled for August 24th, 2017. One on one and small group meetings will continue with Child Welfare central office program managers and staff. Meetings are being scheduled with the field for information gathering. The work team is now reviewing the charter to work toward consensus on scope prior to the kick off meeting. As Child Welfare further addresses its defined 90 day priorities and the legislative outcomes are made final, scope and milestones will be adjusted where needed. Work team members are confirmed with a balance of central office and field staff.

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. Continued research and consultation with Casey Family - decision support tools (July)
2. Finalized work team members (6/28)
3. Finalized scope with project leads (6/30)
4. Met with Casey Family and OYA data/research experts to begin exploring predictive analytic tools (7/5)
5. Scheduled work team kick off meeting for August 24rd (7/13)
6. Set date for work team to provide charter feedback for consensus (7/13)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

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|----|----------------------------------------------------------------------------|--------------------------|
| 1. | Plan kick off meeting and collect charter feedback from work team (August) | Angela Leet |
| 2. | Convene work group – Kick off meeting (8/24) | Angela Leet/Stacey Ayers |

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|----|---------------------------------------------------------------------------------------------------|--------------------------|
| 3. | Finalize Charter (8/24) | Angela Leet/Stacey Ayers |
| 4. | Research predictive analytic models/decision support tools and convene decision partners (August) | Angela Leet |

AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Scope	Track legislation and priorities, avoid duplication in efforts	Monitor and coordinate
Stakeholder Concern	Ensure legislative and community concerns are addressed	Ongoing
Budget	Work within child welfare budget	Monitor and track

CONCLUSIONS/RECOMMENDATIONS

The project is on schedule with planning still occurring. The project will move into initiation on August 24th when the work team convenes. Continued planning among project leads and Department leadership continues as legislative outcomes are considered. The work team, prior to the kick off meeting, will review the draft charter with the goal to reach consensus prior to the first meeting.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 5, 2017	D	Ensure fidelity to the practice model Part 2: 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

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. Child Welfare has a number of introductory Oregon Safety Model trainings available online; however intermediate and advanced trainings are needed to improve consistency in application of the practice model.

STATUS SUMMARY

A project charter has been drafted, and vetted with current Central Office leadership. An initial meeting for the Child Welfare Training Advisory Committee was held on June 21, 2017. The Child Welfare Training Advisory Committee will serve as the high-level workgroup for all training initiatives currently underway: (1) redesign of supervisor training, (2) intermediate and advanced training on the Oregon Safety Model, and (3) redesign of training for caregivers. An informational call was held with the Casey Family Foundation on July 5, 2017. The Casey Family foundation will pair a subject matter expert from their team with this project to help with national research and best practices. Once this person is identified they will be added to the Advisory Committee. Leadership from Child Welfare Program, Portland State University, and the Executive Projects team met in order to develop a timeline for all training initiatives currently underway. Staggered start times for all projects were developed in order to best utilize limited resources available.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project aligns with the following QBR measures;

- 1.4 Safety in Foster Care
- 1.5 Children Safely Maintained with a Parent

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Met 1:1 with identified central Office Program Managers and Portland State University leadership
2. Identified project scope and drafted charter (5/09, 5/31, 6/22)
3. Identified staggered start times for all training initiatives (6/5)
4. Held kick off meeting for Advisory Committee (6/21)
5. Casey family Call (7/5)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Define Roles and Responsibilities of leadership involved (PSU, Executive Projects Team, Central Office Program Managers)
2. Meet with Safety and Permanency Consultants to determine what is currently being trained
3. Continue to refine scope and develop work team

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Clarify the roles and responsibilities of all resources and stakeholders	Need to meet with program managers and draft document
Budget	Analysis of all contracts currently in place and areas where savings could occur	Waiting on decision from DHS leadership
Schedule	Created staggered timeline and start dates for all training related projects	

CONCLUSIONS/RECOMMENDATIONS

Project is on schedule and is proceeding as planned. Work within central office will continue; however work with PSU to develop curriculum will not begin until October 2017. A needs and gaps assessment will be conducted in November 2017 with a goal of creating curriculum to meet needs beginning in January 2017. Tentative implementation of newly designed curriculum is scheduled for December 2018.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 13, 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.

STATUS SUMMARY

The project is in the active planning phase with the work team kick-off meeting scheduled for August 23rd, 2017. One on one meetings continue with state agency partners, child welfare program management and stakeholders. State agency capacity efforts are being tracked and incorporated into planning. The scope is being defined with careful cross agency planning to ensure agreement on the goal and to ensure minimal duplication of efforts.

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

- Finalized work team (6/26)
- Incorporated capacity work of OHA within project scope (6/26)
- Strategized timing of kick off meeting – scheduled for August 23rd (7/6)
- Received work team agreement on project scope (7/6)
- Participated and/or observed cross system capacity committees and collaborative groups (July)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

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|----|--------------------------------------------------------------------------------------------------|----------------------------------|
| 1. | Work team to finalize charter prior to kick off (8/15) | Angela Leet and work team |
| 2. | Prepare for kick off meeting (August) | Angela Leet |
| 3. | Enhance relationship between state wide SOC governance structure and project work team (ongoing) | Angela Leet and Peter Rosenblatt |

4.	Participate in or observe cross system committees/capacity groups	Angela Leet and Peter Rosenblatt
5.	Track partner agency capacity progress (August/September)	Angela Leet
6.	Convene work group – Kick off meeting (August 23rd)	Angela Leet/Peter Rosenblatt

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Budget	Track and adjust where needed. Budget will depend on each agencies 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

CONCLUSIONS/RECOMMENDATIONS

This project is on schedule. Planning phase continues with initiation to actively begin August 23rd. The scope will have work group consensus prior to the meeting to ensure work can begin. Defined milestones will require collaboration across agencies and with state agency agreement on vision. It is critical this group does not see itself as duplicative to other efforts but one that is committed to addressing the remaining gaps with an additional focus on forward sustainability of the children's system and continuum.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 12, 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 provided useful feedback on problem statement, scope, and milestones. The scope has been narrowed to about 15 items, several of which are already underway for completion by September 1, 2017.

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. Held kick-off meetings with Task F program leads on June 22, 2017 and July 10, 2017 to finalize charter and review presentation for Steering Team meeting on July 21, 2017.
2. Continued to draft charters for subgroups. These drafts will be shared with program leads for approval.
3. Convened Child Welfare Policymaking Subgroup on June 28, 2017 and June 13, 2017 to continue work on the Child Welfare Policymaking Procedure, which is scheduled for completion by September 1, 2017.
4. Completed project in Child Welfare September 1st Plan relating to background checks for child-caring agency staff who have been substantiated for child abuse.
5. Upon adjournment of the legislative session, analyzed final versions of all bills reflected in Task F including SB 243, 244, 245, 819, and 942.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene program managers impacted by legislation reflected in Task F to determine next steps.
2. Continue to solicit feedback on the Child Welfare Policymaking Procedure to ensure completion by September 1, 2017.
3. Meet with OAAPI to continue going through the gap analysis.
4. Meet with Oregon Youth Authority (OYA) to discuss OYA-related gaps.

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

Now that the charter has been approved and the scope has been slightly narrowed, this project is on task to meet the goals in the milestone section of the charter.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 11, 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 standardizing training curriculum for screeners.

STATUS SUMMARY

Project is in scoping phase. Task G has identified project leads to oversee implementation and development of centralized screening operations. Membership on the Centralized Screening Steering Committee has been finalized to include representation of the 3 Branch Initiative, SEIU and DHS Human Resources Department. A charter for the Centralized Screening Steering Committee has been drafted and reviewed by project team. Project team has identified specific sub-committees and contacted work group leads in order to draft scope and charters. Meetings have occurred with several entities, including Casey Family Programs, Office of Equity and Multicultural Services, Facilities and OAAPI to solidify the scope and program leads. There are several aspects of Task G that must be accomplished simultaneously, including 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 Business Intelligence, 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. Continued to develop and refine project scope for Task G through one-on-one meetings with each program lead, as well as with other subject matter experts.
2. Confirmed SEIU and DHS Human Resources representation on our steering committee.
3. Drafted short-term communication plan and a frequently asked questions document as a reference for Centralized Screening, solidified specific sub committees to complete project scope. Centralized screening steering committee membership has been confirmed and an update report has been sent to them.
4. Completed compression planning with Casey Family Programs
5. Project leadership presented information and answered questions for the ICWA Advisory Committee who showed interest in participating in subcommittee work.
6. Aligning Centralized Screening work plan with the 3 Branch Initiative to bring both projects into one scope and same timeline.
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 short-term communication plan and distribute to all project team leads and internal stakeholders.
2. Draft interim CW Director's message on centralized screening and distribute to all stakeholders and partners.
3. Prepare for August 30th Centralized Screening Steering Committee meeting.
4. Continue to refine project scope, including draft charters and implementation plans following the Casey Family Programs meeting.
5. Confirm project budget for facilities, training and staffing plan.
6. Identify facility location; map out workload, staffing and future state models.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	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.
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.	Receive confirmation on budget allocations from leadership, facilities, OCI and Budget department.

CONCLUSIONS/RECOMMENDATIONS

This project is on schedule and within scope. A preliminary budget is currently being finalized that encompasses a 24/7 workload model and screening operations. As previously detailed, program leads are being identified and charters are being drafted for the steering and subcommittees respectfully. Project leadership has conducted meetings with representatives from facilities, SEIU, tribal partners and other subject matter experts to refine the project scope and identify potential subcommittee participants. An implementation plan will be drafted following the compression planning session with Casey Family Programs. Once the implementation plan is drafted, draft charters can be finalized and sent to the identified work groups to help manage the workload. A barrier is finalizing the workload and staffing plans for this facility and identifying the best practicable location for a 24/7 child abuse hotline operation.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
July 7, 2017	H	Develop and implement a statewide model and expectation of good case practice between caseworkers and supervisors	Nathan Rix	<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

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 finishing the initiation phase. 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) streamlining the procedure manual; (3) reduce the overall number of tasks a caseworker must accomplish throughout the life of a case; (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

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Teresa Gonczy, a Hatfield Resident Fellow has been hired to analyze gaps between existing policy and administrative rules and the contents of the procedure manual, update the manual, and begin to rewrite the manual. This work will begin upon her arrival in July 2017 and will continue through February 2018.
2. Amie Fender developed a policy requiring child welfare central office program managers to update the procedure manual when changing policy.
3. A core work team has been established for the work.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene work group – Kick off meeting (7/10-7/30)
2. Refine Scope and develop work team consensus/shared goals (8/31)
3. Begin gap analysis (8/1)

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 will move into the planning phase in August. Teresa will need to 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
July 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

During the last reporting period, I established a scope for this project in cooperation with Child Welfare Central Office leadership. The scope is to establish oversight and increasing consistency for the certification, safety, and well-being reviews that already occur and establishing central office accountability. With the scope nearly set, I am ready to convene the workgroup in order to develop the project plan.

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. Meetings with former CW-SS Operations Administration staff to determine current status of protocol and determine options for continuation.
2. Draft charter created to clarify narrowed scope.
4. Investigation of data tracking options for QA started.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene targeted work team.
2. Finalize scope of project.

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

The scope of this project continues to focus as more information is gathered and is likely achievable in a shorter timeline than originally established. Conversations with former Field Services staff have raised concerns for me around communication, oversight, and relationships with the field that involve this project and any others that were under the purview of Field Services. Current capacity does not exist for oversight and quality assurance for Certification Safety and Well-Being reviews, however, potential data tracking mechanisms are being explored in addition to a potential QA process and capacity will be reassessed at a later date.

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
July 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

This project began focused on training for caregivers and has expanded to align completely with PIP work to include recruitment, support, and retention of caregivers. To that end, this project now intersects with work teams already in place: *the Statewide Foster Care Recruitment, Retention, and Support Workgroup* and the *Child Welfare Training Advisory Committee*. In order to fit the needs of the project, the membership of each is being evaluated and invitations are being extended to additional members. Some expansion may happen only in smaller work groups for specific tasks.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Hosted first pre-workteam meeting to draft very initial charter and scope
2. Requested expanded scope of the Child Welfare Training Advisory Committee on 6/21
3. Met 1:1 with GRACE Program Director to review structure and outcomes in the areas of recruitment, retention and support of caregivers and strengths of data-driven foster parent recruitment
4. Linked Child Safety Plan and this project to Statewide Foster Care Recruitment, Retention, and Support Workgroup via in person quarterly meeting
5. Held meeting to outline steps for caregiver website upgrades, including page for all caregiver training
6. Met with Portland State University to understand process used to redesign new caseworker training and develop similar process for caregiver training redesign
7. Met with 211 Info to make connection between caregiver training and support needs and calls made to the foster parent hotline

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Conduct outreach to increase representation of interested stakeholders on work teams
2. Host Kick-off Meeting with expanded membership of Training Advisory Committee
2. Establish clear, expanded scope of the project with a sub charter on Caregiver Recruitment, Retention Support
4. Meet with EMBRACE Oregon/ Every Child and other community partners engaged in supporting caregivers

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

Clear communication around roles and responsibilities will be essential to move this project forward, as it crosses over multiple advisory bodies, several internal and external stakeholders, and multiple central office staff. I believe we can align efforts and combine resources to expedite progress on all fronts. Within the scope of this work are a host of small, tangible tasks to accomplish as part of Child Welfare's September 1st plan. These items will be prioritized and focus on caregiver retention. Moving forward, I recommend that Caregiver Training for Task J be tracked separately from Caregiver Recruitment, Retention, and Support because both bodies of work are large and complex and may require varied leadership and stakeholders.