

Department of Human Services

Unified Child and Youth Safety Implementation Plan Steering Team

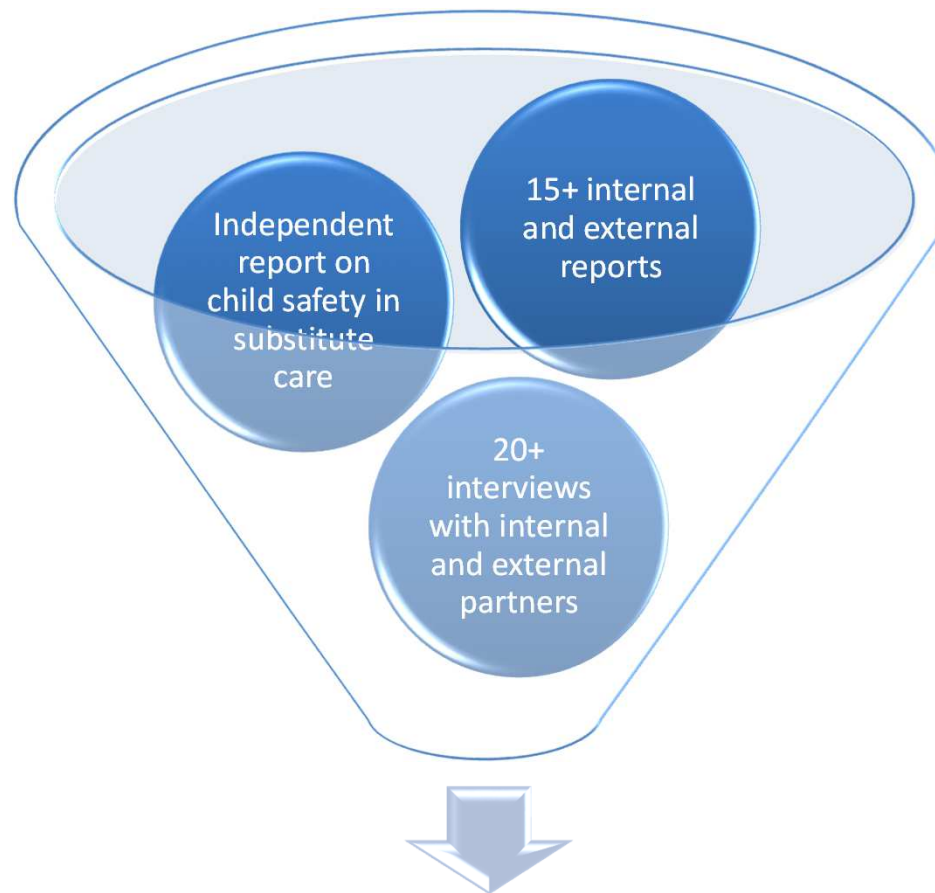
May 10, 2017



Goals for today's meeting

- Introduce project management team
- Affirm priority projects for the Unified Child and Youth Safety Implementation Plan
 - Discuss draft scope
 - Discuss barriers to implementation
 - Your organization's role with project work teams

Background

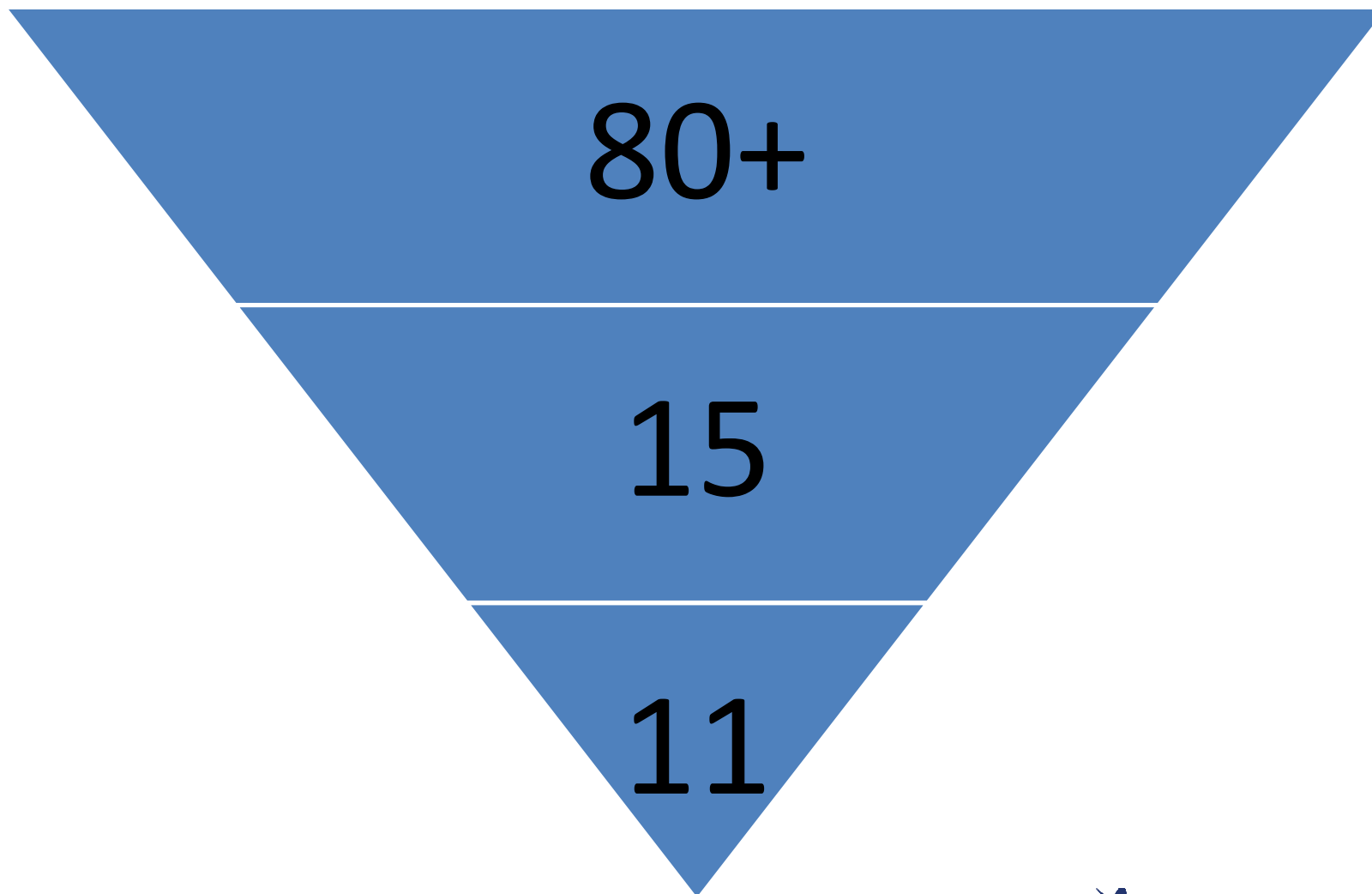


Department-wide child safety plan

The Unified Child and Youth Safety Implementation Plan for Oregon aims to achieve five strategic goals:

1. Build Trust between DHS, Families, Providers and Youth Receiving DHS Services;
2. Ensure Child and Youth Needs are Considered when Delivering Services;
3. Ensure Swift, Safe and Comprehensive Response to Reports of Child Abuse;
4. Cultivate a Youth Centered, Safety-First Culture within DHS; and
5. Retain, Train, Develop and Recruit Certified Families and Licensed Child Caring Agency Providers.

Methodology



Governance

- See handout

Task A: Enhance district level community engagement

- Stakeholder mapping “Who are Your Stakeholders?”
- Guideline Development
- Listening Tour & Local Engagement Plans

Task B: Standardize expectation for Foster Home Review Committees to support resolution of issues or concerns that arise in the process of screening and assessment in foster homes.

- Develop a Department wide leadership communications plan consisting of expectations related to safety and full implementation of the practice model.
- Develop and implement management hiring practices to ensure experience in fidelity application and implementation of the practice model.
- Develop and implement procedures, timelines and expectations for practice model fidelity/quality reviews with adequate follow-up to address areas of growth, strategic planning and celebrate success.

Task C: Create and implement statewide strategy for recruitment and retention of caseworkers.

- Implement active recruitment strategies at the local level.
- Create a more efficient and effective hiring process.
- Assure candidates have a realistic understanding of the realities of a position within Child Welfare.
- Implement a comprehensive, competency based selection process.

Task C: Create and implement statewide strategy for recruitment and retention of caseworkers.

- Ensure supervisors have the tools needed in order to recruit and retain competent staff.
- Analyze how Child Welfare is currently using position descriptions within the Department.
- Determine what career development opportunities are currently available to staff.

Task D: Develop new core supervisor curriculum

- Conduct a needs assessment to determine
 - Current mandatory trainings for child welfare supervisors
 - Current supervisor knowledge and skills
 - Gaps in knowledge, skills and/or trainings
- Determine the need for redesign of current mandatory supervisory training (Supervisor Cohort, HR Essentials) or create new core curriculum for supervisor training.

Task D: Develop new core supervisor curriculum

- Research effectiveness of National Child Welfare supervisory models, best practices associated with training supervisors and determining supervisor competencies.
- Design or redesign training to fit the needs and gaps identified.
- Develop a system to review trainings at regular intervals and make adjustments to trainings when needed.
- Develop an agency wide strategic training plan.

Task E: Ensure fidelity to the "practice model" (OSM/DR, SAFE).

Part 1:

- Develop a Department wide leadership communications plan consisting of expectations related to practice and full implementation of the practice model.
- Develop and implement communications plan to successfully communicate the integration of DR with OSM to ensure shared understanding across the Department.

Task E: Ensure fidelity to the "practice model" (OSM/DR, SAFE).

Part 1 continued:

- Develop and implement management hiring practices to ensure experience in fidelity application and implementation of the practice model.
- Develop and implement procedures, timelines and expectations for practice model fidelity/quality reviews with adequate follow-up to address areas of growth and celebrate success.

Task E: Ensure fidelity to the "practice model" (OSM/DR, SAFE).

Part 2:

- Perform a needs assessment to determine;
 - Current trainings offered on the Oregon Safety Model
 - Current caseworker and supervisor knowledge of concepts within the Oregon Safety Model
 - Gaps in knowledge, or trainings
- Design intermediate and advanced training curriculum to address identified gaps.

Task E: Ensure fidelity to the "practice model" (OSM/DR, SAFE).

Part 2 continued:

- Develop method for consultants to use to identify specific concepts within the Oregon Safety Model that branch offices are struggling with or misapplying.
- Develop and implement a strategic training plan specifically related to the Oregon Safety Model.
- Develop a system to review trainings at regular intervals and make adjustments to trainings when needed.

Task F: Develop placements/services across the continuum of care where gaps have been identified, ensure same-day safe placements within Oregon and treatment access when the need is identified (includes OHA, IDD and OYA).

- Convene OHA, IDD, CW, OYA, system partners and steering committee members as a work team to conduct a system-wide review of existing placements and services and clarify the gaps. Incorporate current efforts within each agency.
- Direct the work team members to develop a statewide plan for filling the system gaps and develop a “right sized” placement and service continuum across foster care and treatment services.

Task F: Develop placements/services across the continuum of care where gaps have been identified, ensure same-day safe placements within Oregon and treatment access when the need is identified (includes OHA, IDD and OYA).

- Ensure a state agency operational structure which sufficiently provides support, oversight and investments to child caring agencies/providers across the treatment service continuum.
- Look for program development opportunities through blended funding across state agencies to meet the needs of shared and distinct populations.
- Revise rules, policies and procedures to ensure continuity of care across the continuum.

Task G: 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

- Preparation for implementation of SB 243 (if passed, bill is effective 1/1/18) to create a department-wide definition of abuse in substitute care settings and mandate internal and external communication.
- Documentation that gaps in the Department's oversight of child-caring agencies have been addressed.

Task G: 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

- Development of a Service Level Agreement between OAAPI and Child Welfare to clarify roles and responsibilities and implement transparency and accountability protocols relating to child abuse investigations conducted by OAAPI.

Task G: 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

- Clarification of roles and responsibilities and communication requirements for responding to abuse of children who receive developmental disabilities services (related to clarification of OAAPI's role and implementation of SB 243).
- Documentation of protocol for responding to CIRT recommendations consistent with SB 819.

Task H: 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.

- Convene system partners, steering committee members, and stakeholders as a work team to review the current decentralized screening system and develop a statewide plan to centralize hotline and screening operations.

Task H: 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.

- Convene Office of Business Intelligence (OBI), Office of Information Services (OIS), and other departments to explore technology systems to be used for screening systems.
- Revise rules, policies and procedures to insure continuous quality improvement and fidelity to the DR model.

Task I: Develop and implement a statewide model and expectation of good case practice between caseworkers and supervisors.

- TBD
- Teresa Gonczy, Hatfield Resident Fellow

Task J: Implement an early warning system to anticipate problems with providers and certified foster families using technical assistance and data.

- Develop and implement a data supported early warning system to alert DHS to concerns and issues arising for providers across foster care and child caring agencies.
- Develop and implement policies and procedures for proactive and protective actions by DHS to mitigate concerns/issues.

Task K: Train and support foster families effectively at the outset of their commitment, including process for initial contact.

- Develop Foster Care Provider Core Competencies and then revise initial foster care provider training to align
- Evaluate infrastructure for the delivery of statewide training and revise for increased effectiveness and fidelity

Next steps for project team

- Project managers will initiate work groups and hold a “kick off” meeting (May-June)
- Co-develop a charter, which will include clear statements about:
 - The problem
 - Scope
 - Schedule
 - Milestones and deliverables
- Project managers will develop a formal project plan (July-August)

Action items

- The project team will begin formal status reporting on each priority project at Thursday, July 6 Steering Team meeting
 - Holiday week: new Doodle poll or keep?
- Steering team will send additional feedback on today's discussion to Nathan (e.g. anticipate barriers, concerns over project scope)
- Steering team will identify areas where members of their organization should be involved at the work group level (Task A-K)

Department of Human Services

Keeping youth and families in the center

***For more Unified Child and Youth Safety
Implementation Plan information:***

<http://www.oregon.gov/DHS/ABOUTDHS/Child-Safety-Plan/Pages/index.aspx>

[URL: oregonchildsafetyplan.org](http://oregonchildsafetyplan.org)