

Project Transition Plan

Task G – Centralize Hotline Operations

Executive Projects (EP), Office of the DHS Director and Child Welfare Program (CWP)
Unified Child and Youth Safety Implementation Plan

PROBLEM STATEMENT AND PROJECT SCOPE

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.

The purpose of this project is to develop a centralized hotline to screen reports of child abuse to create a statewide system that provides consistent safety responses and reliable customer service to all mandated and non-mandated reporters. Centralizing Oregon's child abuse reporting is a part of a larger 3-Branches of Government strategic plan to ensure Oregon's Child Caring Agency licensed facilities operate under similar definitions of abuse and can expect similar responses to allegation of abuse and neglect. The scope of the project is to:

- Determine continuity of operations that includes facility and infrastructure needs for 24/7 operations
- Develop workforce and staffing plan
- Develop communication plan
- Develop Continuous Quality Improvement (CQI) framework and plan
- Develop centralized screening rules and procedures
- Develop training curriculum and materials
- Develop implementation plan including phased transition timelines
- Develop charters for subcommittee work to develop and implement

WORK ACCOMPLISHED AS OF JULY 30, 2018

1. Centralized Hotline Steering Committee approved all charters for subcommittee work including Rules, Technology, Continuous Quality Improvement, Continuity of Operations, Workforce, Communication & Community Engagement and Training. (April 2018)
2. Developed a Frequently Asked Questions document for staff impacted by the transition to a centralized hotline. (April 2018)
3. Presented project plan to community stakeholders, District Managers, Program Managers, Safety Consultants, and held community forums. (April 2018)
4. Finalized and began executing communication plan.
5. Finalized and began executing technology plan. (May 2018)
6. Drafted a Continuity of Operations Plan. (May 2018)
7. Drafted work breakdown structure and updated project implementation timeline. (April 2018)
8. Conducted case reviews and provided a list of key findings and recommendations. (May 2018)
9. Hired and onboarded Hotline Manager and expanded project team. (July 2018)

OUTSTANDING PROJECT WORK AS OF AUGUST 1, 2018

TASK	Next Steps	Owner	Deadline/Frequency
1.	Execute communication plan and distribute to all project team leads and internal and external stakeholders	Alain Datcher, Project Manager	Monthly
2.	Ongoing oversight and facilitation of the Centralized Hotline Steering Committee meetings through implementation	Alain Datcher, Project Manager	Monthly
3.	Continued coordination with Casey Family Programs, Action 4 Child Protection and related consultants.	Alain Datcher, Project Manager	As-needed

4.	Confirm project budget for facilities, training and staffing plan	Alain Datcher, Project Manager	July 30
5.	Update screening procedure manual and rule	Alain Datcher, Project Manager	Fall 2018
6.	Develop and begin implementing training curriculum for screening staff and child safety staff	Alain Datcher, Project Manager	February 2019
7.	Continue to phase in districts to new Hotline location	Alain Datcher, Project Manager	Ongoing
8.	Closeout subcommittees and project plan	Alain Datcher, Project Manager	Ongoing

PROJECT TRANSITION TASKS

N/A – Project manager to transition with project.

CURRENT PROJECT HEALTH AND MANAGEMENT STATUS

In the Summer of 2018, it was determined that projects would transition from the DHS Director’s Office to Child Welfare Program. The new executive sponsor will be Marilyn Jones, Child Welfare Director. At the time of transition from the Director’s Office, there was not consensus on the health of this project. Project health is displayed below with both Executive Projects (EP) and Child Welfare (CW) reported project health below.

Project Health (EP Team)	Project Health (Child Welfare)	Project Status
<input type="checkbox"/> Closed <input type="checkbox"/> On Schedule <input checked="" type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<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 type="checkbox"/> Executing/Monitoring <input checked="" type="checkbox"/> Closing

RISK AND MITIGATION STRATEGY

RISK	DESCRIPTION	MITIGATION STRATEGY
Communication	Ongoing engagement and executing communication strategy as districts are beginning to be phased in.	Work with CW Communication team, Field Services Team, CCE Subcommittee and communication consultant to ensure timely messages are sent to internal and external stakeholders.

Budget	There are several factors still impacting the budget for the hotline including purchasing a backup generator for the facility.	The Technology Subcommittee developed a list of technology & facilities recommendations—many of which have budgetary implications. Continue to work with executive sponsor, Office of Facilities Management, and CFO to resource the project adequately.
Phased Implementation of Districts	Districts that are being phased in may not be able to provide the vacant positions and materials	

RECOMMENDATIONS

To ensure that the Child Safety project portfolio is accomplished on-time and is sustainable by program staff, the DHS Director’s Office recommends the following:

- Ensure clear sponsorship, decision-making structure, and clear roles and responsibilities at all levels of the project.
- Apply formal project management principles and tools to ensure timely and appropriate integration of constituent parts, and anticipate risks and threats throughout the project lifecycle.
- Employ transparent and consistent communication about project progress to stakeholders, including posting key project management documents to public websites.

In this project specifically, the DHS Director’s Office recommends:

- Ongoing communication between Executive Projects Portfolio Manager and Project Manager to minimize missed deliverables.
- A “lessons learned” meeting between the Project Manager and Portfolio Manager

Child Welfare recommends;

- Closing the project and moving to program for implementation

DOCUMENTS INCLUDED IN TRANSITION

The following documents are attached to this transition document:

- Project Charter
- Centralized Hotline Governance Structure
- Steering Committee participant list
- Project Status Reports