AGENDA
Unified Child and Youth Safety Implementation Plan Steering Team

Meeting Date: Tuesday, October 2, 2018 – 1:00PM-4:00PM
Location: Department of Human Services Building (HSB-137 B-D)
500 Summer St. NE Salem, OR
Conference Call Information:
Dial in: 1-877-848-7030
Participant Code: 285-3245

Meeting Purpose: To ensure that the five strategic goals and supporting business objectives are achieved, with youth and families at the center of all work efforts. Make decisions pertaining to the order and priorities of the plan.

Members:
- Dana Ainam, Social Services Department Manager, Grand Ronde Tribe
- Jeannine Beatrice, Chief of Staff, DHS
- Shannon Biteng, Child Welfare Field Administrator, DHS
- Peter Buckley, Former Legislator, Oregon State Representative
- Sara Gelser, Senator, Oregon State Senate
- Carolyn Graf, Board Member, Oregon Foster Parent Association
- Dana Hargunani, Chief Medical Officer, Oregon Health Authority
- Megan Hassen, Juvenile Law & Policy Counsel, Oregon Judicial Department
- Hon. Patrick Henry, Multnomah County Circuit Court
- Traci Savoy Jack, Strategic Consulting Director, Casey Family Programs
- Ajit Jetmalani, M.D., Child Psychiatry, Oregon Health & Science University
- Marilyn Jones, Child Welfare Director, DHS
- Tami Kane-Suleiman, Child Protective Services Manager, DHS
- Belinda Kjensrud, Parent Mentor, Parents Anonymous
- Anani Kuffner, MAPS, DHS
- Margie Macleod, Vice President of Quality Management, Morrison Child & Family Services
- Francis Maher, Executive Director, St. Mary’s Home for Boys
- Jana McLeilan, Child Welfare Deputy Director, DHS
- Amy Miller, Deputy Director, Oregon Office of Public Defense
- April Munks, Child Welfare District 10 Program Manager, DHS
- Fariborz Pakseresht, Director, DHS
- Kimberly Rickets, Strategic Consulting Managing Director, Casey Family Programs
- Nathan Rix, Executive Projects Director, DHS
- Ben Sand, CEO, Portland Leadership Foundation – Embrace
- Derenda Schubert, Executive Director, Bridge Meadows
- Nathaniel Schwab, Representative, Oregon Foster Youth Connection
- Kris Scrabeck, Community Resource Manager, Oregon Youth Authority
- Wenonoa Spivak, Director of Programs & Education, Court Appointed Special Advocates (CASA) of Jackson County
- Kalisha Stout, Permanency Supervisor for District 2, DHS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>LEAD</th>
<th>TIME</th>
<th>ACTION, NOTES</th>
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<tbody>
<tr>
<td>Welcome</td>
<td>Shannon Biteng</td>
<td>1:00</td>
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<tr>
<td>Status of Priority Projects</td>
<td>Marilyn Jones &amp; Jana Mclellan</td>
<td>1:10</td>
<td></td>
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<tr>
<td>Break</td>
<td></td>
<td>2:25</td>
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<tr>
<td>Oregon Child Abuse Hotline</td>
<td>Alain Datcher &amp; Kristen Khamnohack</td>
<td>2:35</td>
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<tr>
<td>Closing</td>
<td>Shannon Biteng</td>
<td>3:30</td>
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# Transition Tracker for Child Welfare Action Plan

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Manager</th>
<th>Program Lead</th>
<th>Transferring to CW</th>
<th>Targeted Completion</th>
<th>Unified Plan Status</th>
<th>Child Welfare Status</th>
<th>Recommendations</th>
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</table>
| Enhance state and district level community engagement | Previously: Pamela Heisler            | Stacy Lake   | Yes                | December, 2018      | Proceed with caution| Proceed with caution| • Field Services complete listening tours in districts not visited (community and foster youth sessions not yet determined)  
  • Project workgroup and CW Racial Equity Leadership teams should combine to support implementation |
| Listening tour report                           | Previously: Joshua Griggs            | Shannon Biteng | Yes                | Spring 2018         | NA                  | At risk             | • Field services, Tim Sinatra, Communications and Publications work together to complete report |
| Caregiver training redesign                     | Previously: Pamela Heisler            | Karyn Schimmels and Jana McLellan | Yes             | June, 2019         | On track            | On track            | • Transfer to Foster Care Training Specialist for project management  
  • Review PSU contract to determine if redesign fits within current contract  
  • Assess alignment of curriculum with vision of foster parent academy/college model |
| Caregiver retention and support                 | Previously: Pamela Heisler            | Karyn Schimmels and Jana McLellan | Yes             | December 2018      | At risk             | At risk             | • Transfer to Foster Care Training Specialist for project management  
  • Map all initiatives relating to recruitment, retention and support for foster parents  
  • Implementation by foster care team |

Updated as of 10/01/18
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<tbody>
<tr>
<td>Certification and well-being staffing’s</td>
<td>Previously: Pamela Heisler</td>
<td>Shannon Biteng</td>
<td>Yes</td>
<td>December, 2018</td>
<td>On track</td>
<td>On track</td>
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</table>
• Program lead needs to be changed to Foster Care Program Manager  
• Combine this project with subtask 7 in Coordinated response to abuse project (sensitive issue review) |
| Recruitment and retention of SSS1’s | Brooke Hall | Shannon Biteng | Yes | December, 2018 | On track | On track |  
• Continue with design and implementation of Exit Interview Survey  
• Extend project to work on newly identified areas |
| Practice model fidelity | Previously: Angela Leet – Transitioning to Brooke Hall | Tami-Kane Suleiman and Lacey Andresen | Yes | December, 2018 | On track | At risk |  
• Project needs to be mapped to identify different bodies of work and timelines associated with each  
• Work needs to be connected to Office of Research, Reporting, Analytics and Implementation  
• Involve union and HR in proficiency assessment |
| Supervisor training redesign | Previously: Tracy Wilder | Karyn Schimmels and Shannon Biteng | Yes | June, 2019 | At risk | At risk |  
• Assign Field Services as co-lead  
• Assess alignment of curriculum with vision around core competencies, retention, trauma informed practice and clinical supervision |
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<tr>
<td>Coordinated response to abuse</td>
<td>Previously: Tracy Wilder&lt;br&gt;Needs project manager for CW tasks</td>
<td>Lacey Andresen, Tom Vanderveen, Bruce Baker, Chuck Hibner</td>
<td>Yes</td>
<td>December, 2018</td>
<td>On track</td>
<td>On track</td>
<td>• Remove Sub-task 12 from Project Scope (out of home care assessments)&lt;br&gt; • Pull out Child Welfare specific tasks (OCWP policy making procedure, update sensitive issue review protocol, review foster home certification exceptions)&lt;br&gt; • Transfer cross agency tasks to Director’s Office Executive Projects Team to project manage (Clarify roles and responsibilities relating to reports of abuse for children with developmental disabilities, Work with interagency CCA Oversight workgroup to document how the 54 gaps in CCA oversight identified by an internal audit have been addressed, Create a QA tool for licensing and regulatory reviews of CCAs, Develop a written agreement between OTIS and the Office of Child Welfare Programs (OCWP) that documents roles, responsibilities, and expectations about information sharing)</td>
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<td>Aligning policy, procedure and best practice</td>
<td>Previously: Tracy Wilder&lt;br&gt;Needs project manager</td>
<td>Lee Lower</td>
<td>Yes</td>
<td>December, 2018</td>
<td>Proceed with caution</td>
<td>At risk</td>
<td>• Have publications take over editing of procedure manual</td>
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<td>Centralized screening</td>
<td>Alain Datcher</td>
<td>Kristen Khamnohack</td>
<td>Yes</td>
<td>Go Live: April, 2019&lt;br&gt;Project Close out: June, 2019</td>
<td>Proceed with caution</td>
<td>On track</td>
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## Team Purpose

*Ensure that the five strategic goals and supporting business objectives are achieved, with child safety and well being at the center of all work efforts. Make decisions pertaining to the order and priorities of the plan. Remove barriers and be an ambassador for the plan within your organization.*

## Vision

Child and youth safety and well being is at the center of state government policy, process, and operations.

## Scope / Business Strategy

Implementation work will redesign child and youth safety systems with child safety and well being at the center, taking advantage of other-state best practices and service sharing and standardization opportunities. Project work will cross the following DHS functions: child protective services, licensing, certification, oversight of child caring agencies and foster homes, human resource consultation, investigations and screening and other provider contracting impacting children and youth.

## Operating Model

Using project portfolio management, the project team will coordinate internal departments and external partners to create a transparent, early intervention and proactive system in which trauma-informed and culturally responsive principles and practice are at the core of achieving the vision.

## Charter Authority

The Governor and the Director of the Department of Human Services expect the agency and partners to work together to implement the strategies of the Unified Child and Youth Safety Implementation Plan. This team assembles to ensure alignment and drive action about how to best ensure optimal safety and health for children, youth and families.

## Membership

Members are co-producing in implementing the plan and providing leadership with removing barriers. They are appointed by the DHS Director.

- Foster youth alumni
- Foster family representatives
- Tribal representatives
- Community representatives from agencies that impact the substitute care system
- Licensed child caring agency representatives
- Oregon legislators
- DHS caseworkers, supervisors, and managers—including Executives
- Court and Citizen Review Board representatives

The DHS Director, DHS Chief of Staff, and Child Welfare Director provide sponsorship for the project work. DHS Director of Executive Projects (Nathan Rix, 503-302-5212, nathan.k.rix@state.or.us) will staff the team and is the single point of contact for implementation plan execution.

## Team Communication

- E-mail will be the primary method of communication between meetings.
- Call-in information will be provided for each meeting, however in-person attendance is preferred.
- Sending delegates to represent members is discouraged. However, a member may send an identified delegate empowered to make steering decisions.
- All project work and deliverables will be available through the Unified Child and Youth Safety Implementation Plan website.
Responsibilities & Expectations

Underlying Principles:

- Focus of meetings should be ensuring that youth are at the center of all implementation plan work.
- Unanimous consensus is not required; the DHS Director will make ultimate decisions as needed and as advised.
- Work on individual goals and business objectives will happen at the state agency level. Projects will be staffed by Director’s Office, DHS cross-departmental resources and in partnership with partners.
- For internal documents, 80% is good enough (perfection should not be the enemy of the good). For external documents, the team will review prior to releasing.

Individual Roles and Responsibilities:

- Members will come to meetings regularly having reviewed materials in advance, prepared to dialogue and try to resolve any outstanding issues to make as much forward progress as possible.
- To keep the work moving, members may also contact the Director of Executive Projects at any time between meetings with questions or comments.
- Members and their identified delegate will be empowered to make commitments for their organization and will be expected to deliver on those commitments or identify issues before commitment dates pass.

Implementation Plan Governance

The primary governance body for this work will be the Unified Child and Youth Safety Implementation Plan Steering Team. They will provide oversight and adherence to goals and will monitor and control projects. It will include but is not limited to the following representatives: former foster youth, child caring providers, foster families, tribal leaders, staff from other related and relevant programs, such as the Intellectual and Developmental Disabilities Services, members of past and existing legislative and executive task forces related to child and youth safety, and well being, Oregon Legislators, the Oregon Health Authority (OHA), DHS field staff, DHS Executive Projects Director, DHS Child Welfare Director, DHS Chief of Staff and DHS Director. Members will be appointed by the DHS Director.

High-level Schedule

A detailed schedule will be developed when projects and associated duration are finalized. February 2017: finalize Unified plan; launch plan website, improvement email box, and listserv; begin hiring project managers
March 2017: hire program managers and finish defining work streams; first steering team meeting; develop all initial project management documentation for the five goals within the Unified plan
April 2017: project managers finalize planning documentation and form work teams to implement work
May 2017-December 2017: project execution cycle
January 2018: steering team re-evaluates priorities and modifies work for project managers
February 2018-November 2018: project execution cycle
December 2018: project close out reports
Public Meeting Acknowledgement

All meetings will be recorded and attended by members of the public but public testimony will be taken only when temporary or permanent rules are put forth for adoption. Members of the public may contact the DHS Director’s Office at any time by emailing the Executive Projects Director: nathan.k.rix@state.or.us

Convening Information

The Unified Child Safety Implementation Plan Steering Team meets every other month. Meeting agendas and materials are distributed in advance of meetings.

<table>
<thead>
<tr>
<th>Version #</th>
<th>Short Description</th>
<th>Date</th>
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<tbody>
<tr>
<td>0.1</td>
<td>Initial Draft</td>
<td>2/14/17</td>
</tr>
<tr>
<td>1.0</td>
<td>Draft for first steering team meeting</td>
<td>2/22/17</td>
</tr>
<tr>
<td>1.1</td>
<td>Word-smithing</td>
<td>3/1/2017</td>
</tr>
<tr>
<td>1.2</td>
<td>Steering Team edits</td>
<td>3/3/2017</td>
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<tr>
<td>1.3</td>
<td>Final edits</td>
<td>3/28/2017</td>
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Rebuilding Oregon’s Child Welfare Program

**Our vision** is for every child and family to have a safe and positive environment in which to live and develop.

We will achieve the vision by focusing on the following program principles:

- **Safety first mindset**
  Everything we do is focused on the safety of the child, and every effort is made to keep children and families together without compromising safety.

- **Smaller, more efficient and effective system:**
  Only the children who need our protection enter the foster care system, stay no longer than necessary, have their individualized needs addressed, and transition to permanency as soon as possible.

- **Addressing ethnic and racial disparities:**
  Reducing the overrepresentation of Native American and African American children in the system.

- **Optimized resources:**
  Appropriate number of staff, foster parents and providers with the appropriate level of training, resources and support.

- **Data-informed, evidence based and outcome driven:**
  Using data, research, science, and predictive analytics to inform decisions, and measuring through outcomes and results.

- **Community and system engagement:**
  Leveraging the wisdom, resources and support from communities and partner systems.

- **Building a new culture:**
  Rooted in safety, a caring and supportive environment, high expectations and accountability, meaningful participation, and connection to community.

- **Honoring the Tribes:**
  Higher level of engagement with the Tribes around training and implementation of the Indian Child Welfare Act (ICWA).
**Vision:** Every child and family has a safe and positive environment in which to live and develop.

**Mission:** Every child and family is empowered to live independent, safe and healthy lives.

**Action:** Promote exceptional and equitable service by embracing opportunity for growth and providing innovation, resources and support to our staff.

**Keys to Success:** Data-informed decisions, valued professional discretion, implementation with a focus on service to children and families, and leadership commitment to positive personal development.

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### Child/Family Safety and Well-being
- Safety for DHS-involved children
- Probability of safety along the life of a case
- Practice model fidelity
- Coordinated child-safety centered response to abuse
- Centralized hotline
- Model of case practice

### System Alignment
- Caseload and workload
- Recruitment and retention of employees
- Continuum of care
- Recruitment and retention of foster/kinship care
- Staff allocation across districts
- Capacity and placement needs
- Service matching
- Leadership capacity, capabilities, and stability

### Service and Intervention Effectiveness
- Core supervisor training
- Certification safety and well-being review
- Program evaluation
- Gaps in service
- Ethnic and racial disparities
- Youth-centered placement approach
- Internal staff development and training
- Internal staffing movements
- Employee engagement
- Control service utilization

### Community Engagement
- Enhanced district level community engagement
- Community-based reports of incidents
- Serving youth within home communities
- Capacity and connectivity with local stakeholders and partners

### Outcomes - Metrics
- Targeted services to children and families
- Appropriate length of stay to achieve greatest outcomes for those entering care in the next year
- Reduction in abuse/neglect/maltreatment
- Appropriate thresholds for entering and exiting the Child Welfare system
- Decrease in disparities for minority populations
- Recruitment and retention of optimal caseworkers; improvement in retention
- Appropriate length of stay to achieve greatest outcomes for those entering care in the next year
- Reduction in abuse/neglect/maltreatment
Child Welfare Reform Timeline

- **November – December 2017**
  - Child Welfare Director Hired
  - Research Director Onboarding & Restructure
  - Completed hiring of 50 Staff from 2017 Session

- **January – March 2018**
  - Research Director Onboarding & Restructure
  - 2017 Research Agenda
  - Staff Listening Tours
  - Community Forums:
    - Bend, 1/3/18
    - Clackamas, 1/16/18
    - Washington County, 1/18/18
    - Roseberg, 2/14/18
    - Klamath Falls, 1/25/18
    - LaGrande, 2/1/18
    - Salem, 3/19/18
    - Portland, 3/29/18

- **April – June 2018**
  - Staff Listening Tours
  - Community Forums:
    - Bend, 1/3/18
    - Clackamas, 1/16/18
    - Washington County, 1/18/18
    - Roseberg, 2/14/18
    - Klamath Falls, 1/25/18
    - LaGrande, 2/1/18
    - Salem, 3/19/18
    - Portland, 3/29/18

- **July – September 2018**
  - Regional Community Forums Completed
  - Abbreviated Assessment in Place
  - Supervisor Conference on Safety held
  - Drone Assessment Tool Complete
  - Streamline hiring process, continuous recruitments
  - Statewide Trauma Informed Care for Staff Begins, Target: 7/1/18
  - Overdue Assessment Team Mobilized
  - Foster Care Recruitment & Retention Plan Draft Complete, Target: 9/1/18
  - State assessment for Service Delivery Model Complete, Target: 6/30/18
  - Capacity & Placement Matching reviews complete, Target: 9/1/18
  - DHS Culture Change Training, Target: 10/15/18
  - Pilot Safety at Screening Tool, Target: 11/1/18
  - Workload Model Recommendations, Target: 11/15/18
  - All 168 positions from 2018 session hired, Target: 1/1/19

- **October – December 2018**
  - Capacity & Placement Matching reviews complete, Target: 9/1/18
  - Full implementation of Safety Screening Tool, Target: 3/1/18
  - Alignment of staffing needs Target: 3/1/19
  - Elimination of temporary lodging, Target: 1/1/19
  - Central Office Staff Listening Tour, 7/31/18
  - District 1 Staff Listening Tour, 11/28/18

- **January – March 2019**
  - Current Status

**BOLD = Completed**
Updated 10/01/18
OREGON CHILD ABUSE HOTLINE

CENTRALIZATION TIMELINE

AUGUST

DISTRICT 4  DISTRICT 14
DISTRICT 7  DISTRICT 15
DISTRICT 12  
TOTAL SCREENERS: 20

SEPT. - OCT.

STABILIZATION PERIOD

TOTAL SCREENERS: 0

NOVEMBER

DISTRICT 13
DISTRICT 8  DISTRICT 10
TOTAL SCREENERS: 14

DECEMBER

DISTRICT 6
DISTRICT 9
DISTRICT 16
TOTAL SCREENERS: 12

JANUARY

DISTRICT 5
TOTAL SCREENERS: 12

FEBRUARY

DISTRICT 3
DISTRICT 11
TOTAL SCREENERS: 17

MARCH

TOTAL SCREENERS: 29

APRIL

TRANSITON COMPLETE
104 SCREENERS

Updated 9/12/18