

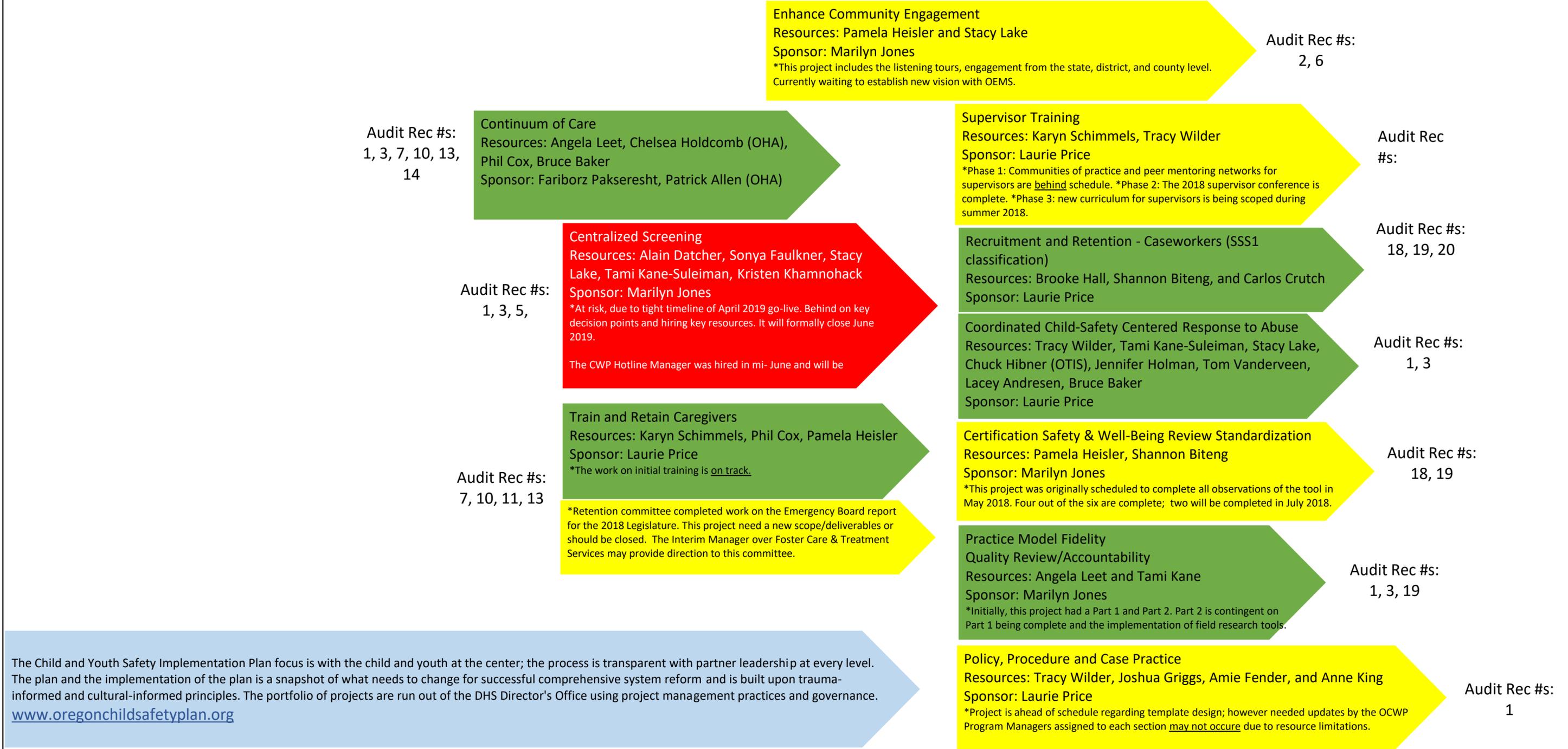
Department of Human Services
Executive Projects: Child Safety Project Portfolio Overview

Not Initiated **G** On Track **Y** At Risk **R** High Risk **C** Closed

Phase

Pre-Initiation Initiation Planning Executing Monitoring/Controlling/Pre-Closing Closed

Department of Human Services
Unified Child and Youth Safety Plan



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
June 11, 2018	A	Enhance Community Engagement at the State and Local Level	Pamela Heisler	<input type="checkbox"/> Closed <input type="checkbox"/> On Schedule <input checked="" 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

While pockets of great collaboration exist, DHS Child Welfare does not effectively include all community partners to create safe and stable outcomes for children and youth.

STATUS SUMMARY

The DHS CW Action Plan District Tour is now officially complete. A listening session with Central Office staff is being contemplated for late July 2018. Overall, 10 Districts were visited and listening sessions held with staff and community. In total, 739 staff and 784 community members participated. A rough estimate of staff time dedicated to the tour, including field and central office, totals over 3,700 hours.

The project team is now partnering with the Office of Research, Reporting, Analytics and Implementation to conduct a qualitative analysis of data collected- totaling more than 800 pages of feedback. After analysis, a small team will draft an Initial Findings Report, followed by a more detailed report that crosswalks feedback with work underway.

We have increased staff representation on the Enhancing Engagement Workgroup and are seeking alignment with the new vision of the Office of Equity & Multicultural Services (OEMS). The project is proceeding with caution until alignment is achieved with OEMS.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Completed final two Staff Listening Sessions in Multnomah County at Alberta and Midtown branches.
2. Hosted 3 workgroup meetings with representation from youth, foster parents, providers, CCO's, housing, and biological parents, with shared learning from the Office of Equity & Multicultural Services Statewide Assessment and the LIFE Program.
3. Expanded child welfare staff representation on workgroup.
4. Completed 2 youth focus groups with 24 participants in Eugene and Portland.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Complete analysis and draft Initial Findings Report from the District Tour.
2. Develop final District Tour Report with statewide and regional themes, a cross-walk of themes with work underway, and work to be started, as well as highlights of quick wins completed to date.
3. Host workgroup meetings – 4th Mondays 9:00am-12:00pm.
4. Explore opportunity for alignment with OEMS vision for service equity.

5. Finalize a Summary of Findings for the Youth Focus Groups and distribute widely.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Clarify communication expectations and timelines	Explore integration with the new strategic direction of the Office of Equity and Multicultural Services.
Resources	Track and tailor to needs of each district	Rely on workgroup membership to provide field and community perspective.
Communication	Develop communications strategy at state level that can be modified but reflected in local communications	Hire new Child Welfare Communications Coordinator to replace outgoing coordinator.

CONCLUSIONS/RECOMMENDATIONS

The District Tour remains a very positive experience for internal and external participants. At 3 of the 4 staff sessions in District 2 (Multnomah) it should be noted that staff presented letters to leadership, which they read aloud during the opening panel. Their work was celebrated and well received. It should remain a priority to determine any next steps that will be taken to continue engagement so that this can be communicated with the release of findings.

It is essential that community engagement and racial equity are embedded across all that we do. Conversations are underway with the Office of Equity and Multicultural Services (OEMS) to ensure our efforts are aligned with the new strategic direction of the agency. We will continue to identify areas this work should be integrated so it can become a seamless process. For example, the workgroup members will begin discussing the strengths of the LIFE program as a model for increasing engagement at the case level.

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
June 14, 2018	B	Recruitment and Retention	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 type="checkbox"/> Planning <input checked="" type="checkbox"/> Executing <input type="checkbox"/> Closing

PROBLEM STATEMENT

Recent research shows that 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

Shannon Biteng is the new Child Welfare Program Manager lead for the recruitment and retention project. This change was made as the project work aligns with work being done on the field services team. Karyn Schimmels and the training team will still be involved in the project work and Karyn will still be the lead for anything related to training.

Realistic Job Preview (RJP) Work Group

- Project lead and project manager are exploring the possibility of hiring a video production company to help structure this work. A proposal which includes estimated project costs has been submitted to Department Leadership. Human Resources is currently determining whether they have the funds to support this effort.

Continuous Posting

- The continuous posting is in use for Permanency, CPS, Adoptions, and Certification position. It is not being used for screening positions. The plan is to transition to the continuous posting process for screening positions when the agency is ready to hire for the centralized screening hotline. Initially there were some bumps with the process; however, Shannon Biteng has worked closely with Jennifer Moisa to ensure the process is smooth. The continuous posting eliminates several steps for hiring managers in the field, helping to make the hiring process faster. Marilyn Jones expectation for the field is to have the hiring manager calendar interview dates when the requisition is requested. Marilyn also expects program areas in the same branch who have openings to conduct joint interviews and match applicant's skill set to the appropriate program area. CW plans to reinforce these expectations with the field soon.

The Recruitment and Retention work group is working on creating a standardized exit interview survey to be used in all district offices. The team is working closely with the Office of Research Reporting Analytics and Implementation (ORRAI) on development of the survey.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align directly with current QBR measures.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Work group meetings
 - Project Team:
 - April 30th:
 - Andrew Waugh from ORRAI to discuss engagement survey and exit interviews
 - Realistic Job Preview Workgroup
 - Solicitation form sent to the Office of Contracts and Procurement sent to begin contracting process
2. Met with the Office of Research, Reporting and Analytics to discuss RMSS Survey,

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Bring on contractor for Realistic Job Preview
2. Finalize Exit Interview Survey and begin to draft process for Stay interviews
3. Project Team: Create plan related to equity and inclusion in hiring process

WORK TO RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Project team lacks adequate representation from the field	Continue to reach out to field Program Managers to solicit participation
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
Resources	Clarify the roles and responsibilities of all resources and stakeholders	May need leadership to prioritize work for program managers

CONCLUSIONS/RECOMMENDATIONS

The project is currently on track. Project scope has been narrowed down, and work on various phases of the project has begun. Project manager is working closely with research team, as various parts of the DHS research agenda will affect this project.

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
June 26, 2018	C	Supervisor Training	Tracy Wilder	<input type="checkbox"/> Closed <input type="checkbox"/> On Schedule <input checked="" 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

Currently the training Child Welfare Program supervisors receive in Oregon does not adequately prepare supervisors for their diverse role within the agency.

STATUS SUMMARY

This project focuses on developing a new curriculum for CWP supervisors. CWP Training Unit is leading two concurrent bodies of work. The first focuses on redesigning supervisor quarterly meetings. To date, the structure has been developed and this month, an on-going newsletter with resources for supervisors in the field is being launched. However, several planned activities have not been completed: establishing peer mentoring networks and communities of practice for supervisors. The project will be marked as “Proceeding with Caution” until this work is complete.

The second body of work including the planning and execution of a statewide, mandatory supervisor conference. This work is complete. Supervisor conferences were held in Hood River on March 13th and 14th and in Bend on March 20th and 21st. The theme for the conference was growth, resilience, and connection. 99% of the supervisory work force attended one of the two sessions. Evaluations for the conference were overwhelmingly positive, with a clear majority of supervisors feeling the conference was a valuable use of their time. Now that the conferences are complete, the conference planning team will review all evaluations to determine lessons learned and trainings to provide in the future.

The next meeting for the Supervisory Curriculum Design work group is scheduled for the first week of July 2018. During this time, the work group will revise the process map and begin the needs and gaps assessment. A representative from Casey Family Programs is on this work group. Casey Family programs has been asked to provide the work group with information about best practices and supervisory training models used in other states. Additionally, a PSU Hatfield Resident Fellow was onboarded in early June 2018 to conduct additional research and prepare procurement materials, in the event the work group wants to adapt an existing curriculum used elsewhere for Oregon CWP.

Future work led by Child Welfare will focus on designing *advanced* training and professional development opportunities for supervisors. This will include the utilization of technology in order to provide targeted mini trainings to the field. This is scheduled to begin after the initial training for supervisors is complete in December 2018.

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. Statewide Supervisor Conferences:
 - Planning completed
 - Conferences held in Hood River and Bend

2. Supervisor Training Redesign
 - Process map created
 - Casey Family Programs conducted other-state research

3. Project delivery changes
 - Brooke Hall transitioned to CWP Field Services and Tracy Wilder, Rules and Policy Project Manager on the Executive Projects Team assumed responsibility for the project management. Karyn Schimmels is still the Child Welfare Program Manager partner in this work.
 - PSU Hatfield Fellow onboarded to conduct research and possibly launch procurement.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Determine best practices for supervisor training and what models other states utilize (July 2018)

2. Determine lessons learned from conference (July 2018)

3. Continue to plan ongoing training for supervisory workforce

4. Identify desired competencies, skills and knowledge needed of Child Welfare Supervisors (July 2018)

5. Develop a system to review trainings at regular intervals and adjust trainings when needed (August 2018)

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Clarify the roles and responsibilities of all resources and stakeholders	No
Schedule	Created staggered timeline and start dates for all training related projects	No

CONCLUSIONS/RECOMMENDATIONS

Project is 'proceeding with caution' (yellow) until peer mentoring networks and communities of practice for supervisors are established and new curriculum development is underway.

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
June 1, 2018	D	Ensure Fidelity to the Practice Model – Quality Review/ Accountability & Enhancements	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 type="checkbox"/> Planning <input checked="" 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 team has identified tasks and deliverables, assigned tasks and set timelines for the project duration. The project team is engaging in consultation from Action for Child Protection to adopt tools to enhance practice and measure workforce competency in the practice model. The deliverables under the categories of Fidelity Review & Quality Assurance, Model Enhancements, Practice Competency are in the execution phase with an implementation schedule being developed in June/July. Scope components related to field communications have been transferred to the newly formed Field Services Team within Child Welfare.

Originally, the project scope included practice model training needs. That scope is being put on hold indefinitely. Under new Child Welfare Leadership, the training work has shifted to focus on building up the workforce and resourcing the field adequately to ensure training efforts are successful. Training work will be led by Child Welfare, in cooperation with the use of research tools created by the Office of Reporting, Research, Analytics and Implementation (ORRAI). Furthermore, work will focus on implementing MAPS positions, which bring additional coaching to the field and analysis of outcomes from the 2017 training redesign cohort.

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. Received consultation and adapted model enhancement tools from Action for Child Protection - ongoing
2. Developed proficiency assessment in collaboration with Action for Child Protection (May 2018)
3. Court Report Revamp in collaboration with JCIP – draft complete (May 2018)
4. Transferred Field Communications Deliverables to Central Office Field Services Team (April 2018)
5. Developed first draft of the Case Transfer Process Timeline (June 2018)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Complete case transfer procedure/roles and responsibilities	Project Subcommittee
2.	Develop implementation plan for model enhancement procedures	Tami Kane/Project team
3.	Finalize court report revamp	Jennifer Holman/Subcommittee
4.	Continue consultation with Action for Child Protection	Angela Leet/Project team
4.	Coordinate and align with ORRAI projects	Angela Leet/Kirsten Kolb
5.	Create consistent fidelity tool across child welfare programs	Tami Kane/Rudy Torres

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Scope	Internal communications and transparency	Monitor and coordinate
Stakeholder Concern	Ensure legislative and community concerns are addressed	Ongoing
Budget	Work within child welfare budget	Monitor and track
Integration (Data/Research)	Plan, evaluate, listen and communicate	Ongoing

CONCLUSIONS/RECOMMENDATIONS

The defined deliverables of the Fidelity to the Practice Model project are in execution and moving forward to meet timelines. The project team expects to meet deadlines and conclude in December of 2018. The project team is paying close attention to the implementation plan as to not overwhelm the field. This will be the focus in the coming months.

The Fidelity and Quality Assurance project tasks are behind schedule, but not enough to move the full project status to "Proceed with Caution." Progress is stalled due to competing priorities and needs. The two areas of focus are QA alignment across child welfare programs and coordination with the field and Consolidation of fidelity/QA review results within one data source. This will be an area of focus in the short term to determine reasonable scope and leadership direction.

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
June 1, 2018	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

Revised with OHA co-sponsorship (March 2018):

Oregon’s children’s system is in crisis and is failing to serve children, youth and families who are involved with multiple systems and have complex needs. State agencies and service systems are disconnected, siloed and do not collectively manage the continuum of care. This has resulted in a system within which children and youth languish in inappropriate settings such as emergency departments and institutions, providers and caregivers do not feel supported therefore are not retained within the system and child, youth and family safety and health needs are not met.

STATUS SUMMARY

New leadership within the Department of Human Services (DHS) and the Oregon Health Authority (OHA) opened opportunities to broaden the scope of the project and in partnership to identify and address macro systemic barriers across child serving agencies and systems. The original project team had identified the need for a charge from Directors Pakersesht and Allen to ensure DHS/OHA partnership in improving the continuum of care.

DHS Child Welfare & I/DD and OHA Children’s Behavioral Health subject matter experts submitted the OHA|DHS Child, Youth and Family Continuum of Care Proposal to the directors in March 2018. During April, May and June the core team will engage in the project partner engagement phase to collect feedback from partners and stakeholders on the Continuum of Care proposal. In addition, OHA and DHS are participating in and aligning system improvement efforts with the Governor and legislative proposal being developed by the Children and Youth with Specialized Needs Work Group.

All partner feedback and recommendations related to the Continuum of Care Proposal will go into a report for the Director’s to shape a path forward to ensure system improvement efforts and alignment with related work across the state. This report will be completed mid-Summer 2018 and will be public.

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

1. Completed the Project Partner Engagement Plan (April 2018)

2. Launched the project partner engagement phase (April 2018)
3. Collected feedback and logged partners/stakeholders (April-current)
4. Met with state agency partners, local system partners, families and youth to understand current work, needs, recommendations and to ensure transparency (ongoing)
5. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)
6. Aligned project objectives with Youth with Specialized Needs Work Group/Governor's office (ongoing)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

- | | | |
|----|---|----------------------------------|
| 1. | Produce program partner engagement and feedback report | Angela Leet/Project team |
| 2. | Incorporate recommendations and feedback into planning | Agency Directors/Angela Leet |
| 3. | Identify agreed upon quick wins and improvements that can be implemented in the short term | Project team and system partners |
| 4. | Enhance relationship between state wide SOC governance infrastructure and project (ongoing) | Angela Leet |
| 7. | Align efforts with initiatives with common desired outcomes | Angela Leet |

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Budget	Track and adjust where needed. Budget will depend on each agency's 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.	Monitor
Integration	Shared commitment and communication across state agencies.	None
Sponsorship	Maintain collaboration and shared commitment through transparency and partnership	None

CONCLUSIONS/RECOMMENDATIONS

While it is critical that this project does not duplicate other state-wide efforts, such as the Youth with Specialized Needs Work group hosted by the Governor's office and Senate President Peter Courtney and Representative Steiner Hayward, it remains necessary for state agencies to address barriers which exist due to siloed responsibility, contrasting policies and funding complexities. The agencies are committed to working with the System of Care governing bodies across the state as well as other system reform efforts with an eye on alignment and coordination.

The OHA|DHS Continuum of Care proposal had one goal and that was to begin a high-level conversation regarding a system in crisis. The proposal met this goal. The work now is alignment and shared direction and coordination.

Project Status Summary

Executive Projects, Office of the Director
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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
June 1, 2018	F	Coordinated Response to Abuse – Improve consistency, communication, accountability and transparency.	Tracy Wilder	<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

Task F encompasses 15 separate initiatives, each with a separate goal of improving consistency, communication, accountability and transparency. Significant work was performed during the last quarter to document work completed on six of the 15 tasks and close out the initiatives or “subtasks”. Additional work has been initiated to work on the last nine initiatives or “subtasks”.

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) DETERMINE THE FUTURE OF DIFFERENTIAL RESPONSE IN LIGHT OF PASSAGE OF SB 942 AND DEVELOP COMMUNICATION PLAN FOR FIELD AND COMMUNITY PARTNERS (Subtask 2).

- (a) Documented the work completed to update the rule to repeal differential response and amended the procedures to retain the paid support services to assist families in keeping their children at home and expand those services across the state.
- (b) Closed out subtask 2 and updated closing document to web.

(2) IMPLEMENT STATEWIDE STANDARDS FOR ROLES AND RESPONSIBILITIES FOR CASES THAT CROSS MORE THAN ONE COUNTY (“COURTESY SUPERVISION”) (Subtask 4).

- (a) Documented the work completed to develop a new Inter-County Case Management Procedure.
- (b) Closed out subtask 4 and updated closing document to web.

(3) DOCUMENT HOW THE PROVIDER BACKGROUND CHECK GAP HAS BEEN ADDRESSED (Subtask 5).

(a) Documented the work completed to update and ensure that Department rules aligned with desired outcomes of the audit, as well as the development of process and procedures regarding communication, notices and reports.

(b) Closed out subtask 5 and updated closing document to web.

(4) IMPLEMENT SB 243 (2017) AND RELATED LEGISLATION TO IMPROVE CHILD AND YOUNG ADULT SAFETY IN SUBSTITUTE CARE BY ENSURING COLLABORATION AND ALIGNMENT ACROSS DIFFERENT OFFICES WITHIN THE DEPARTMENT THAT ARE RESPONSIBLE FOR ENSURING SAFETY (Subtask 6).

(a) Documented the work completed to revise rules to reflect changes and definitions outlined in SB 243, as well as developed tools, resources and revised training materials and video for staff and providers.

(b) Closed out subtask 6 and updated closing document to web.

(5) ENSURE DHS IS IN COMPLIANCE WITH NOTIFICATION REQUIREMENTS IN STATUTE REGARDING REPORTS OF CHILD ABUSE AND CONSIDER THE PUBLIC KNOWLEDGE REPORT RECOMMENDATION THAT THE NOTIFICATIONS SHOULD BE DONE FOR REPORTS THAT ARE CLOSED AT SCREENING (Subtask 8).

(a) Documented the work completed to revise procedure to reflect changes and recommendations of the Public Knowledge Report, ensured procedures align with rule, as well as developed revised tools and protocols to ensure compliance.

(b) Closed out subtask 8 and updated closing document to web.

(6) DEVELOP A WRITTEN AGREEMENT BETWEEN OAAPI AND THE OFFICE OF CHILD WELFARE PROGRAMS THAT DOCUMENTS ROLES, RESPONSIBILITIES AND EXPECTATIONS ABOUT INFORMATION SHARING (Subtask 14).

(a) OAAPI has revised the current service level agreement (currently in draft form) to ensure that communication regarding roles, responsibilities and expectations are clearly outlined as well as ensure that communication occurs at a comprehensive level between both program areas.

(7) ADOPT A STANDARD OUT-OF-HOME ASSESSMENT MODEL TO ENSURE CPS AND OAAPI POLICIES AND PROCEDURES REFLECT THE MODEL AND CREATE A QA TOOL FOR THE MODEL (SUBTASK 12).

(a) Reviewing the current policies and procedures for out-of-home assessments and develop a revised procedure.

(8) REVIEW OF CURRENT STATE OF SAFETY-RELATED FOSTER HOME CERTIFICATIONS EXCEPTIONS AND CONSIDER PUBLIC KNOWLEDGE REPORT RECOMMENDATIONS FOR IMPROVED OVERSIGHT (Subtask 15).

(a) Working with representatives from OR-Kids to pull and review data associated with certification exceptions.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

(1) IMPLEMENT SB 243 (2017) AND RELATED LEGISLATION TO IMPROVE CHILD AND YOUNG ADULT SAFETY IN SUBSTITUTE CARE BY ENSURING COLLABORATION AND ALIGNMENT ACROSS DIFFERENT OFFICES WITHIN THE DEPARTMENT THAT ARE RESPONSIBLE FOR ENSURING SAFETY (Subtask 6).

(a) Executive Projects will continue to oversee implementation and watch for signs that additional communication or training is needed.

(2) CREATE A POLICYMAKING PROTOCOL FOR CHILD WELFARE THAT REQUIRES COMMUNICATION AND COLLABORATION WITH OTHER DHS ENTITIES (FIELD STAFF, OAAPI, AND ODDS IN PARTICULAR) AND EXTERNAL STAKEHOLDERS (Subtask 1).

(a) The subgroup working on these issues will be reconvened to work on projects relating to stakeholder engagement and interagency communication.

(b) The work of the subgroup is projected to be completed by mid-2018.

(3) DOCUMENT WORKFLOW PROCESSES FOR RESPONDING TO SAFETY CONCERNS IN EACH OUT-OF-HOME CARE SETTING, INCLUDING WORKING WITH THE INTERAGENCY CCA OVERSIGHT WORKGROUP TO REFLECT THE NEED FOR MULTI-AGENCY COLLABORATION FOR CCA'S (Subtask 13).

(a) A subgroup will convene with representatives OAAPI staff and other program areas to ensure workflow processes are documented.

(b) A communication and implementation plan will be developed to ensure communication is complete and work completed is sustained.

(4) UPDATE THE SENSITIVE ISSUE REVIEW PROTOCOL (Subtask 7).

(a) This work will be led by CPS starting in mid-2018.

(b) Executive Projects will provide oversight and request regular status updated.

(5) REVIEW OF CURRENT STATE OF SAFETY-RELATED FOSTER HOME CERTIFICATIONS EXCEPTIONS AND CONSIDER PUBLIC KNOWLEDGE REPORT RECOMMENDATIONS FOR IMPROVED OVERSIGHT (Subtask 15).

(a) A workgroup will be convened to review exception process and if necessary revise process to ensure the recommendations from the Public Knowledge Report are considered and included for improved outcomes to children.

(6) ADOPT A STANDARD OUT-OF-HOME ASSESSMENT MODEL TO ENSURE CPS AND OAAPI POLICIES AND PROCEDURES REFLECT THE MODEL AND CREATE A QA TOOL FOR THE MODEL (Subtask 12).

(a) A workgroup will be convened to review the current policies and procedures for out-of-home assessments and develop a revised procedure.

(b) The workgroup will ensure that procedure manual is updated to include any revisions.

(c) A communication and sustainability plan will be developed to ensure communication is complete and work completed is sustained.

(7) UPDATE CIRT RULES TO COMPLY WITH SB 819 (2017) AND ESTABLISH PROCESS FOR RESPONDING TO PROCESS IMPROVEMENT RECOMMENDATIONS FROM CIRT (Subtask 3).

(a) A workgroup will be convened to review the current process for responding to process improvement recommendations from CIRT and will revise as necessary.

(b) A communication and sustainability plan will be developed to ensure communication is complete and work completed is sustained.

(8) UPDATE SENSITIVE ISSUE REVIEW PROTOCOL (Subtask 7).

(a) A workgroup will be convened to review the current protocol and update as necessary and appropriate.

(b) A communication and sustainability plan will be developed to ensure communication is complete and work completed is sustained.

(9) DEVELOP A WRITTEN AGREEMENT BETWEEN OAAPI AND THE OFFICE OF CHILD WELFARE PROGRAMS THAT DOCUMENTS ROLES, RESPONSIBILITIES AND EXPECTATIONS ABOUT INFORMATION SHARING (Subtask 14).

(a) Provide follow up on draft agreement and ensure agreement is reviewed and approved by all applicable parties.

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.	None

CONCLUSIONS/RECOMMENDATIONS

The project is proceeding with collaborative support from several program areas of the agency. Many of the projects that remain are close to being ready to hand off to programs to continue to support and ensure ongoing sustainability.

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
June 25, 2018	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 checked="" 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 standardized training curriculum for screeners.

STATUS SUMMARY

The project is facing barriers to adequate and timely resourcing, managing consistent communications and engagement and integrating multiple project components. During the months of March and April, changes to the program leads impacted resourcing, executing deliverables and implementing the project scope. This has led to a delay in meeting several project milestones and addressing project risks in a timely fashion.

The project schedule was revised in January to increase time for staff engagement, resource procurement and implementation of project deliverables. Meeting a project completion date by April 2019 is dependent upon an increase in fully-dedicated staff and consistent direction from program leads. Positions to assist on the project have been approved and are currently in the hiring queue. The Hotline Manager was hired in June 2018. In addition, two deputy hotline manager positions have been authorized. When these positions are hired, the project will be adequately staffed and empowered to execute the project. Until that time, the project will be marked as 'at risk' (red).

Several subcommittees continue to convene, produce recommendations and meet deliverables. Subcommittees who are currently developing work plans include Communication and Community Engagement, Workforce and Technology. The Training and Rules subcommittees have several factors impacting their ability to meet deliverables. Two key priorities for the subcommittees are to increase the communications on the project and draft a workforce transition plan that details how staff will be relocated to the future hotline or reassigned within their respective districts.

A communication plan has been drafted that details immediate, short and long-term with consultants from Casey Family Program. Work is also underway to review screening rule and procedure, develop a comprehensive staffing plan, implementation timeline and training curriculum for screeners. Several aspects of Task G are being accomplished simultaneously, including building out the project facility and working on communications materials.

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 Continuous Improvement, 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. Drafted Communication Plan and Technology Recommendations for the Hotline Project.
2. Drafted a Continuity of Operations Plan for the central hotline.
3. Presented project plan to internal and external staff members and community partners in Districts 2 & 3.
4. Collaborated with the Self Sufficiency Program to align transition timelines at the local and central office levels.
5. Drafted work breakdown structure and updated project implementation timeline.
6. Conducted case reviews and provided a list of key findings and recommendations.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize and execute communication and workforce transition plans.
2. Hire and onboard Hotline Manager and expand project team to complete work.
3. Finalize draft of the Continuity of Operations Plan and Technology recommendations for Steering Committee approval.
4. Finalize draft of the Project Management Plan and Implementation Plan.
5. Finalize a Policy Option Package for the 2019-2021 biennium.

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication & Engagement	Casey Family Programs provided a communications consultant to draft a Communications Strategy that includes immediate, short and long-term action items.	A dedicated member to drive the recommendations and strategy detailed in the draft communication plan.
Adequate and Timely Resourcing	Request increased staffing to executive management and project sponsor. Hire and onboard Hotline Manager.	Streamline the hiring of 2 OPA 3 positions as well as staff for the transition. Hire Hotline Manager deputies.
Sponsorship	Hire and onboard hotline manager.	None, decision is imminent.

CONCLUSIONS/RECOMMENDATIONS

This project is at risk of delaying its schedule, however the project is still within scope. The project team continues to drive much of the work forward, primarily through convening and developing planned deliverables using subcommittees. The project team continues to develop and adapt the implementation plan for the project, including a schedule of overarching deliverables. Once the Hotline manager is hired and onboarded, key decisions must be made to bring the project back to a healthy status. Meetings have occurred with several entities, including OTIS, Casey Family Programs, Dept. of Facilities and Budget and ORRAI to align and sequence known dependencies.

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
June 1, 2018	H	Policy, Procedure and Case Practice	Tracy Wilder	<input type="checkbox"/> Closed <input type="checkbox"/> On Schedule <input checked="" 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

Gaps exist between Child Welfare rules, policy, and the operational guidance available to case workers and supervisors. The operational guidance provided through the Procedure Manual is often out of date, and it is difficult to use. This leads field staff to not understand how to complete tasks or to complete tasks incorrectly.

STATUS SUMMARY

The Policy and Procedure Workgroup is evaluating and updating the procedure manual to ensure that it aligns with policy, is user friendly and easily accessible by staff. The workgroup has performed a gap analysis comparing rules and procedures to ensure alignment. Additionally, the workgroup is working with the Office of Information Services and the Publications and Creative Services Office to develop templates and standards for an updated user manual, as well as to determine the best platform to utilize for delivery.

The 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) redesign the procedure manual for usability; (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.

The project is being marked “proceed with caution” due to resourcing constraints. CWP leads have been identified to update their sections of the procedure manual with the goal of completing updates in September 2018. This is an aggressive timeline and CWP and the project team are exploring ways to create capacity to meet the deadline.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

No QBR measures directly align with this project.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Completed gap analysis for entire procedure manual, identifying outdated policy and rule references and gaps between procedure and rule.
2. Established revised procedure guidelines and requirements.
3. Developed survey questions to seek feedback and buy-in regarding redesigned procedure manual.
4. Researching templates to develop a standard for the layout and design of the procedure manual.
5. Review of SharePoint with the Office of Information Services to determine user usability for redesigned procedure manual.
6. The Publications and Creative Services Office prepared three draft templates for review and are making revisions as requested.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Finalize the template to be used in the updated procedure manual.
2. Complete survey, compile and complete analysis of feedback.
3. Work with Program staff to update procedure manual and ensure revisions align with revised procedure guidelines and requirements and that content aligns with rules (September 2018).
4. Develop communication plan.
5. Develop hand-off plan for Program staff (no later than December 2018).

RISK 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 Amie Fender, Anne King, Shannon Biteng, as well as other subject matter experts in Child Welfare to ensure policy guidance and rules are in central location.
Integration	Ensure sustained leadership commitment to new expectations	None
Resourcing	Explore ways of increasing capacity and bring relief to subject matter experts who are updating their sections of the manual	Indicate the project is now 'proceeding with caution.'

CONCLUSIONS/RECOMMENDATIONS

The project is 'proceeding with caution' (yellow) with collaborative support from several program areas of the agency. Program areas are working on rewriting procedure to ensure alignment with procedure guidelines and requirements. Upon implementation in Fall 2018, the project management team will develop a hand-off plan to Child Welfare staff to ensure the manual is updated at regular intervals.

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
June 25, 2018	I	Implement Certification, Safety, & Well-being Review Staffings	Pamela Heisler	<input type="checkbox"/> Closed <input type="checkbox"/> On Schedule <input checked="" 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

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

Observation of the *Certification Safety & Well-Being Review* staffings have been conducted in Districts: 4, 8, 10, and 14. Teams from three units in child welfare have collaborated on the observations – Safety, Permanency, and Well-Being. Observations in Districts 2 and 5 have been delayed due to capacity and leadership transitions. Many consultants have been working on closing out overdue assessments and the Foster Care Program Manager, departed in the midst of scheduled observations. The last two will be planned for early July, with the full group expected to reconvene late summer, under the leadership of the Interim Manager over Foster Care & Treatment Services to determine next steps based on the information collected from the observations. This project will proceed with caution until the observations are complete and project team has determined next steps.

QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project 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. Finalization of Observation Tools.
2. Development of Observer Instructions.
3. Execution of 4 of 6 observations.

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Select dates and times for Districts 2 and 5 observations
2. Coordinate observation teams
3. Execute Observations

4. Compile and analyze observation and debrief data (July)

5. Reconvene workgroup and all observers for review of findings (August)

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Develop central office oversight responsibility.	Ongoing
Communication	Develop communications to staff and caregivers that discuss the process and purpose of the reviews, talking points for certifiers.	Develop communications plan
Process	Establish oversight mechanism for regular reviews of staffings and subsequent follow through.	Develop in work team
Resourcing	Extend schedule for field observations	None, the last two sessions will be planned for July 2018

CONCLUSIONS/RECOMMENDATIONS

The project health is marked Yellow (proceeding with caution) because the original plan was for all field observations to be completed in May 2018. Four observations are completed to date and the last two observations will be scheduled for early/mid July 2018. Our team will work with the Child Welfare Field Administrator and the Interim Manager over Foster Care & Treatment Services to determine next steps after observations are complete. When the workgroup reconvenes, it will need to consider options for foster parent feedback in addition to identifying next steps.

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
June 8, 2018	J Part 1 and 2	Train and Retain Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> On Schedule 1 <input checked="" type="checkbox"/> Proceed w/Caution 2 <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> Planning 2 <input checked="" type="checkbox"/> Executing 1 <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

Caregiver Training Redesign (Part 1):

The information gathering stage of this project has been completed and results of staff and caregiver surveys compiled. A subcommittee met for an all-day work session on April 9th and a half-day work session on May 10th to draft Caregiver Core Competencies, which are now being referred to as Caregiver Areas of Skills and Knowledge (CASK). The Caregiver Training Redesign Workgroup sought initial feedback from the Child Welfare Race Equity Leadership Committee prior to seeking more stakeholder input. A Stakeholder Engagement Plan was developed and will guide communications and methods of engagement. June through July will focus on seeking and incorporating feedback. On July 12th the core team for this project will reconvene to develop a work breakdown structure for the next phase of activities and deliverables.

Caregiver Retention (Part 2):

This project has slowed due to leadership transitions and needs to be reevaluated with the Interim Manager over Foster Care and Treatment Services. There are many efforts underway related to foster parent retention, recruitment, and support. Related projects include the rollout of child care stipends, the development of a statewide foster parent recruitment and retention strategic plan, and the development of programming related to the \$750K Emergency Board ask for foster parent support. In the meantime, workgroup members focused on shared learning and developed a vision for caregiver retention, including: respect, trust, responsiveness, tangible support, time for relationship building, information sharing, celebration, teaching and training, and communication. The priorities for workgroup deliverables center on celebration and communication.

WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. ALL-DAY WORK SESSION TO DRAFT CAREGIVER AREAS OF SKILLS AND KNOWLEDGE (APRIL)
2. Half-day work session to revise Caregiver Areas of Skills and Knowledge (May)
3. Developed Stakeholder Engagement Plan for vetting Areas of Skills and Knowledge (May)
4. Vision for Caregiver Support/Retention Developed (April-May)
5. Caregiver Training Redesign Workgroup Meetings (April & May)
6. Caregiver Support & Development Workgroup Meeting (April & May)

WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Complete Stakeholder Engagement process for Caregiver Areas of Skills & Knowledge (June-July)
2. Convene core team to develop work breakdown structure for next phase of Training Redesign (July)
3. Connect with interim Child Welfare Program Manager to reevaluate vision for Caregiver Retention project (June)
4. Hold workgroup Meetings
5. Determine which aspects of Leadership Academy Project on foster parent recruitment, retention, and support can be considered in scope for either project

RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Meet with new Interim Manager over Foster Care and Treatment Services.	Amend charter and/or project plan, after meeting to document revisions.
Contracts	Engage early and often with PSU to align timelines and deliverables across training efforts. Embed PSU staff at the workgroup level.	None.
Integration	Sub Committee review delivery and fidelity problems and develop plan to address.	Track risks and issues formally to ensure adequate integration.

CONCLUSIONS/RECOMMENDATIONS

The Caregiver Training Redesign project continues to maintain high energy from internal and external stakeholders. Meeting attendance is high, as is email responsiveness to inquiries. Once the Caregiver Areas of Skills and Knowledge have been thoroughly vetted, the project should begin to move quickly through the process of cross-walking with existing curriculum and identifying gaps. At that point, subgroups may be needed to fill in curriculum gaps and consider delivery methods. While the project has moved forward steadily, the project's original timeline of December 2018 was too aggressive. We will rebaseline the project timeline at the 7/9 core team meeting,

The Caregiver Retention project requires more information to move forward, especially as there are many related and time sensitive projects underway. There is an opportunity to utilize workgroup members for implementation of the Caregiver Child Care Stipends as well as the \$750K Emergency Board funding. Lastly, the workgroup is primarily made up of foster parents and community partners. Depending on next steps, we may need to expand membership to include more child welfare staff.