

# 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
January 19, 2018	A	Enhance Community Engagement at the District Level	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> <b>Planning</b> <input checked="" type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

All DHS Child Welfare districts across Oregon do not consistently or optimally engage with community partners to increase resource partnerships and supports for children and families in communities, as well as for children in foster care.

## STATUS SUMMARY

The full workgroup will kick-off on January 23<sup>rd</sup> to begin to formal project scope and develop a joint understanding of what community engagement means and entails. In the meantime, the District Tour has launched with staff listening sessions, community forums, foster parent and youth gatherings in Bend, Oregon City, and Beaverton. Future locations include Roseburg, Klamath Falls, La Grande, Portland, and potentially Salem. Over 240 community partners have attended the forums, 150 staff attended the listening sessions, and 41 foster parents attended their own pre sessions. Collaboration between central office and local district offices has been strong. There has been so much interest and outreach from community members in Hood River and Coos County that we will also be conducting small listening sessions in those areas in February. Surveys will be sent to all attendees to acquire feedback regarding the sessions and areas for improvement.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not currently align directly within current QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Planned and executed District Tours in Bend, Oregon City, and Beaverton
2. Continued individual meetings with stakeholders and community partners to support project teams

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Convene full work group – kick off meeting January 23<sup>rd</sup>.
2. Refine scope and develop work team goals.
3. Complete District Tour
4. Compile post-tour survey evaluation

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Clarify communication expectations and timelines	None
Resources	Track and tailor to needs of each district	Convene work group on 1/23
Communication	Develop communications strategy at state level that can be modified but reflected in local communications	Convene work group on 1/23

## CONCLUSIONS/RECOMMENDATIONS

The District Tour so far has been a success, with great participation and attendance in both the community forums and staff listening sessions. Preliminary feedback has been overwhelmingly positive, but we will have greater detail once we compile survey results. The results will be made available in a report in Spring 2018.

# Project Status Summary

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
January 19, 2018	B	Recruitment and Retention	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> <b>Planning</b> <input checked="" type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

Recent research has shown there is a national crisis in recruiting and retaining qualified staff in child welfare agencies. In Oregon, high caseworker vacancy rates result in staffing shortages that increase the workloads of the remaining staff, leaving them with less time to devote to the critical duties associated with assuring child safety. In addition, data shows Oregon suffers from lack of diversity within the workforce, which can impede efforts to engage families, children, and community partners and lead to an inability to retain staff from diverse populations.

## STATUS SUMMARY

This project currently has two workgroups meeting on a regular basis—the recruitment and retention project team, and the hiring workgroup. The recruitment and retention project team’s role is to set the scope of the project, review and give input on related sub workgroup’s efforts, contribute to overall project objectives, and provide expertise. The goal of the hiring workgroup is to create a more effective and efficient hiring process. Initially the workgroup will be focused on three main tasks: updated position descriptions to accurately reflect the duties of the position, creating a list of standardized supplemental and interview questions based on requested skills for position, and developing a training and communications plan to ensure hiring managers are aware of all responsibilities related to the hiring process. I am currently working with the Office of Continuous Improvement (OCI) to gather information from various programs within DHS that provide support to supervisors. Tracy Wilder from OCI and I have met with teams from Human Resources, the Office of Equity and Multicultural Services, and FMLA/OFFLA coordinators. The purpose of these meetings has been to determine common issues and themes supervisors’ struggle with in relation to the hiring process. The information gathered will be used in the hiring workgroup to inform the communications and training plan.

Two additional workgroups are scheduled to begin in February 2018. One workgroup will help to create a realistic job preview video for the Social Service Specialist 1 position. A Realistic Job Preview (RJP) is a recruiting tool used to communicate both the good and bad aspects of a job. Essentially, it is used to provide a prospective employee a realistic view of what the job entails. The RJP workgroup will determine;

- How the RJP will be created (e.g., structured observations, meetings with current employees)
- How the RJP will be distributed (e.g., written material, video, interview)
- How to present both positive and negative aspects of the job (e.g., always follow a negative item with a positive item)
- RJP (i.e., early or late in the recruiting process)

A second workgroup will work with representatives of the new Human Resource system, Workday, to determine what data the Department needs to capture within the new system, as well as determine measurements for success related to this project.

## 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:
    - Determine Project Timelines and Brainstorm of Requested Skills (December 4<sup>th</sup>, 2017)
    - Data presentation (January 19<sup>th</sup>, 2018)
  - Hiring workgroup:
    - Meeting with Recruitment Team, OFFLA/FEMLA team, and OEMS (December 2017-January 2018)
    - Meeting to Examine the Hiring Process – Efficiency Gains, Diverse and Highly Qualified Applicant Pools (January 2018)
    - Standardized Position Description Review (January 2018)

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2. Sub-work group meetings
  - Hiring workgroup:
    - Produce standard position descriptions for general SSS1 position, CPS, Permanency, Certifications, and adoptions (Ongoing. Work expected to complete in March 2018)
    - Create standardized interview and application questions based on requested skills (March 2018)
  - Data workgroup:
    - Meet with Workday representatives to determine what data to capture in new system (February 2018)
    - Determine project performance measurements (March 2018)
  - Realistic Job Preview Workgroup
    - Kick off meeting (February 2018)
    - Develop script (February 2018)
    - Determine who to interview (March 2018)
    - Determine how to produce video (in-house or out of house) (March 2018)

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3. Recruitment and Retention Work team meeting (February 6<sup>th</sup> 2018, March meeting TBD)

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4. Met with Research team to discuss exit interviews (March 2018)

## 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

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Unified Child and Youth Safety Implementation Plan



REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
January 19, 2018	C	Supervisor Training	Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> <b>Planning</b> <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 currently has three phases, each of which is ongoing. Phase one, which began in September 2017, redesigned the supervisor quarterly meetings to include ongoing professional development and training opportunities. Quarterly meetings held in September 2017 included training by Steve Friedland entitled "Helping Staff Recognize and Reduce Vicarious Trauma, Compassion Fatigue, or Burnout". In January 2018, training will be provided to supervisors via netlink. The training offered, "Enhanced Hiring Practices for Supervisors" is designed to provide supervisors with needed information regarding hiring and HR processes. This training topic was chosen as it was identified as a need by supervisors during feedback received at the September supervisor quarterly meetings.

Phase two of the project includes redesigning the initial training offered to supervisors, planning a supervisor conference to be held in 2018, as well as creating additional networking and training opportunities for supervisors. Planning for the 2018 supervisor conference is currently underway. The planning committee has already selected several presenters and are reviewing additional proposals. The Conference will be held on March 13<sup>th</sup> and 14<sup>th</sup> in Hood River, and March 20<sup>th</sup> and 21<sup>st</sup> in Bend. Redesign of the initial supervisor training is currently in the planning phases. A subcommittee has been selected and all have been invited to participate in the first meeting, scheduled for February. Project leads are scheduled to participate in a phone call with the Casey Family Foundation in late January to discuss models of training used by other states. The Child Welfare training team has hired two rotational positions to help with the supervisor project. Both started in early January and are currently focused on planning for the supervisor conference and with the design of peer mentoring networks and communities of practice.

Phase 3 of the project 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 phase is scheduled to begin after the redesign work is completed.

## 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. Supervisor conference planning committee
  - Requests for proposals sent to hotels in Bend and Hood River in October 2017. Two hotels were selected
  - Committee met on 1/3/18, 1/19/18 and plans to continue meeting on a weekly basis until March 2018.
  - Creation of Supervisor Conference Agenda for Bend and Hood River
  - Planning for 9 dine around events at each location.
  - Review of training proposals for key note speaker and break out workshops

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2. Planning and design of netlink training to be delivered to supervisors in January 2018.

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3. Supervisor Subcommittee workgroup
  - Selection and invitation to participants (December 2017)
  - Scheduled call with Casey Family Foundation (January 2018)
  - Creation of materials for needs and gaps assessment (December-January 2018)

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Begin needs and gaps assessment of current supervisor training (February, 2018)

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2. Continuing planning for supervisor conference (ongoing)

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3. Survey to supervisors (March 2018)

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4. Begin design of communities of practice and peer mentoring (February 2018)

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Clarify the roles and responsibilities of all resources and stakeholders	No
Schedule	Schedule for planning the supervisor conference is ambitious	Will continue to work with sub-work group members to ensure work is completed in a timely manner
Schedule	Created staggered timeline and start dates for all training related projects	No

## CONCLUSIONS/RECOMMENDATIONS

Project is on schedule and is proceeding as planned.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
January 19, 2018	D	Ensure Fidelity to the Practice Model – Part 1 Quality Review/ Accountability Part 2 Training	Angela Leet Brooke Hall	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS Child Welfare does not adequately and consistently apply tools, assessments and practice models for decision making of custody and child safety determinations to ensure child safety.

## STATUS SUMMARY

### Part 1 – Quality and Accountability

The project team is in the process of analyzing fidelity reviews which the CPS and Permanency teams have completed and the themes identified through those reviews. The goal is to utilize the themes to identify 2-3 target areas for the project team to address in 2018. In addition, Action for Child Protection consultants will be providing information and connections to other state best practices and recent improvements made to impact fidelity to the practice model.

### Part 2 – Training

This work is being coordinated with the Office of Reporting, Research, Analytics and Implementation (ORRAI). Curriculum and training development will integrate model enhancements and practice tools within the DHS Research Agenda as well as enhancements or policy changes developed by the Part 1 project team.

## 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. Gained access to consultation through Action for Child Safety, creators of the practice model (12/17)
2. Drafted communication to the field regarding commitment to the model and expectations (12/17)
3. Project manager met with all CPS consultants to collect feedback and identify needs (12/17)
4. Identified practice areas which have the highest need for improvement in 2018 (1/18)
5. Reviewed and approved proposal for state wide implementation of service array and family engagement (1/18)



## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Leadership communication to field regarding commitment to the model	Tami Kane-Suleiman/Marilyn Jones
2.	Complete analysis of fidelity review themes	Angela Leet/Team
3.	Identify three project goals for completion in 2018	Angela Leet/Tami Kane-Suleiman
4.	Consider promising practices from other states	Angela Leet/Tami Kane-Suleiman
5.	Part 1 and Part 2 coordination	Angela Leet/ Brooke Hall

## 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 project team has identified the need to develop a reasonable scope to ensure gains are made in the short term. Fidelity is greatly impacted by case load size, staff retention and an appropriate continuum of safe placements. The project team field staff have clearly identified that until these issues are address it is difficult to increase fidelity or expect improved practice from the work force. Knowing that these other needs are being addressed by the Department, the team will consider what policy changes, enhancements and standards need to be in place assuming other improvements and project are successful.

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
January 19, 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"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

The urgency to find placements compromises certification and licensing standards, impacts child safety and constrains the ability to determine placement based on children’s needs. In addition, the ability to meet the needs of children and youth is constrained by the current multi-agency managed continuum of care. It is believed that system capacity issues as well as other system barriers are the consequence of a disjointed and ineffective system of care across child serving agencies who are collectively responsible for the continuum of care and service array.

## 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 identify and address macro systemic barriers across child serving agencies and systems. The original project team had identified the need for a change from Directors Pakseresht and Allen to ensure DHS/OHA partnership in improving the continuum of care. The DHS Continuum of Care Document was completed by a smaller work group of subject matter experts in October 2017 to begin the conversation. Director Pakseresht shared the document with Director Allen and the two directors made the commitment to co-sponsor a system improvement effort. In December, OHA and DHS (Child Welfare and I/DD) subject matter experts, began convening to draft a shared problem statement, goal statement and a menu of solutions. This work will be submitted to the directors for review in February. The initial goal is to ensure alignment between OHA and DHS and then to expand the conversation across child serving state agencies and OHA/DHS stakeholders.

## 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. Shared the DHS Continuum of Care document with the child serving community (11/17)
2. Obtained commitment from DHS and OHA directors to co-sponsoring the project (11/17)
3. Created and convened a new project team of OHA and DHS staff tasks with drafting proposal (12/17)
4. Participated and engaged in cross system capacity committees and collaborative groups (ongoing)

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1.	Align work with the Youth with Specialized Needs Work Group	Angela Leet/Nathan Rix
2.	Enhance relationship between state wide SOC governance infrastructure and project (ongoing)	Angela Leet/Peter Rosenblatt
3.	Participate in OHA capacity effort committees	Angela Leet and Peter Rosenblatt
4.	Complete OHA/DHS shared proposal	Angela Leet and Peter Rosenblatt
5.	Plan forum for stakeholder/state agency participation	Angela Leet and Peter Rosenblatt

## 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

This project's trajectory has improved given OHA's partnership and the opportunities provided through new leadership at both DHS and OHA. The original project team has been put on pause as OHA/DHS has been charged with focusing first on coming together to align on scope and direction of the project.

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 or 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.

# Project Status Summary

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REPORT DATE	PROJECT LETTER	PROJECT NAME	PREPARED BY	PROJECT HEALTH	STATUS
January 19, 2018	F	Coordinated Response to Abuse – Improve consistency, communication, accountability and transparency.	Kris Skaro and Alain Datcher	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input type="checkbox"/> Planning <input checked="" type="checkbox"/> <b>Executing</b> <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. As noted in the work completed section of this status report, the bulk of the work in the last quarter was focused on preparing for new legislation that went into effect on January 1, 2018, which directly related to the coordination and consistency of the Department's response to abuse, but related projects in Task F were combined with the legislative implementation efforts to the extent possible. (A matrix of all legislative changes referenced in this report is available [here](#) and the bills are available [here](#).)

## 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) 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.

(a) Amended Rules. (More information about these rule changes is available [here](#).)

(A) CPS rules were significantly amended to reflect new requirements. CPS procedures were also amended consistently with the new rules.

(B) OAAPI rules were amended to reflect new settings that became the responsibility of OAAPI on January 1, 2018 per leadership direction and to align with CPS changes whenever possible, which is a goal of Task F as part of responding to CCA audit. (See also section (5).)

(C) Monitoring Safety rules were amended to reflect all statutory requirements relating to information sharing with legal parties to a child or young adult's case, including the Citizen Review

Board (CRB), parents, attorneys, and court appointed special advocates (CASA). (See also section (2).)

(D) ODDS rules governing child foster home certification and group home licensure were amended to reflect new certification and licensing standards and abuse reporting requirements for providers.

(E) Rules on child-caring agency (CCA) licensing requirements were amended to reflect minor changes to CCA regulation in 2017.

(b) Created Provider Training. (All referenced provider training materials are available [here](#).)

(A) The Foster Care Program engaged Portland State University to create a computer-based training for Child Welfare certified foster parents.

(B) A one-pager was created for use by any Office of Developmental Disabilities Services (ODDS) staff and providers to understand the new requirements.

(C) OAAPI created an online presentation about new abuse reporting requirements.

(c) Created Staff Training.

(A) CPS held in-person trainings and distributed many additional resources to CPS staff to support implementation.

(B) Foster Care committed to provide training for certifiers and to share the provider training with staff so that certifiers are aware of what information providers have received.

(C) Permanency committed to provide training for ongoing caseworkers.

(d) Prepared information for Deputy Director Dr. Reginald Richardson to present to interim legislative committees regarding implementation efforts.

(e) Posted documents relating to legislative implementation efforts to a [central webpage](#) for easy access.

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**(2) ENSURE THE DEPARTMENT IS IN COMPLIANCE WITH NOTIFICATION REQUIREMENTS IN STATUTE REGARDING REPORTS OF CHILD ABUSE.**

(a) In the previous reporting period, Executive Projects completed a review of all statutory notification requirements, including those in recent 2017 legislation and made recommendations to leadership. In this reporting period, the Child Welfare Director provided clear direction that was communicated to judicial partners in December 2017. The decisions are reflected in Department rules. (See in particular OAR [413-080-0051\(2\)](#), but also OAR [407-045-0855\(3\)](#) and [\(4\)](#), [407-045-0885\(4\)\(e\)](#), [407-045-0895\(5\)](#) and [\(6\)](#), [413-015-0211](#), and OAR [413-215-0136](#).)

(b) A transmittal was sent to Child Welfare caseworkers notifying them of the new requirements.

(c) CCA notifications personnel updated their procedures in response to leadership direction.

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**(3) CLARIFY ROLES AND RESPONSIBILITIES RELATING TO REPORTS OF ABUSE INVOLVING CHILDREN AND YOUNG ADULTS WITH DEVELOPMENTAL DISABILITIES.**

(a) Department leadership provided clear direction that starting January 1, 2018, OAAPI would be responsible for responding to reports of abuse involving DD group homes and CPS would continue to be responsible for responding to reports of abuse involving familial settings, including family homes and foster homes.

(b) OAAPI and CPS rules were amended on January 1, 2018 to reflect these decisions. (Rulemaking information is available [here](#).)

(c) CPS provided training to hotline screeners about when reports must be immediately pended to OAAPI for response, including how to identify when a setting is an ODDS licensed group home.

(d) OAAPI rules and processes were developed in collaboration with ODDS to direct how CPS and OAAPI will share information with relevant ODDS staff as required in SB 243 and 244. Contact information was posted online to allow easy access for staff to comply with this legal requirement.

(e) A one-pager for ODDS staff and providers was created that explains the changes in these processes. (This is available [here](#).)

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**(4) DOCUMENT WORKFLOW PROCESS FOR RESPONDING TO SAFETY CONCERNS IN EACH OUT-OF-HOME CARE SETTING.**

(a) Rules have always required that CPS hotline screeners notify the Child Welfare caseworker whenever a report of abuse is received on a child or young adult with an open Child Welfare care, regardless of whether the report is assigned for assessment or closed at screening. As part of implementation of SB 243 and

related legislation, clear direction was added to rules governing caseworker requirements relating to Monthly Contact and Monitoring Child Safety to guide caseworkers in how to respond when this information is received. (See OAR [413-080-0051\(2\)](#).)

(b) SB 243 and related legislation require CPS and OAAPI to share information relating to abuse with ODDS staff when appropriate. A one-pager for ODDS staff and providers alerts ODDS staff that they will be notified regarding abuse reports and directs them to share relevant information to ensure child safety. (This is available [here](#).)

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(5) DOCUMENT HOW AUDIT FINDINGS RELATING TO CCA OVERSIGHT HAVE BEEN ADDRESSED.

(a) A theme of the audit was around lack of clarity of roles and responsibilities between CPS and OAAPI, which resulted in delays that may have impacted child safety. Much of the work of implementation of SB 243 and related legislation, as well as clear direction from Department leadership, should provide significant clarity to CPS and OAAPI staff, as well as other Department staff and external stakeholders. (See also related tasks such as clarifying roles and responsibilities for report of abuse in DD settings; ensuring the Department is in compliance with notification requirements in statute; and implementation of SB 243 and related legislation. All of those projects contributed to increased clarity on roles and responsibilities.)

(b) Another theme of the audit was differences in rules and procedures between CPS and OAAPI. Executive Projects facilitated several meetings with OAAPI and CPS to discuss rule and procedure alignment. This resulted in improvements to OAAPI and CPS rules effective January 1, 2018 and this work is scheduled to continue in early 2018.

(c) Another gap identified related to child-on-child reports of abuse in CCAs. Leadership decisions were made regarding responsibility for these reports, which were previously handled by both CPS and OAAPI, resulting in additional stress and confusion for victims and providers. These reports are now pending to OAAPI, but will be looked at through the lens of adequate supervision, as opposed to viewing the child as a perpetrator. However, OAAPI and CPS rules give the OAAPI Director discretion to engage CPS when circumstances warrant a stronger response.

(d) Many of the other gaps identified were addressed through immediate action and decisions by new leadership. OAAPI leadership has dedicated staff to gather all necessary documentation by mid-2018.

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(6) 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.

(a) The website to host all Central Office protocols going forward went live and the current version of the policymaking protocol and related resources has been posted.

(b) Child Welfare Leadership communicated with all Child Welfare Central Office staff regarding mandatory attendance at monthly Q&A meetings for field staff to learn about recent policy changes.

(c) The first transmittal meeting with held in January 2018 with good attendance.

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**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.

(a) Rule Advisory Committees will be convened on all rules that were amended as part of implementation to solicit feedback prior to permanent adoption of new rules.

(b) The mandatory abuse reporting video will be updated with additional information for providers who also have to report under the definition of abuse in SB 243 and 244 (2017).

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

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(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.

(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.

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(3) UPDATE CRITICAL INCIDENT RESPONSE TEAM (CIRT) RULES AND PROCEDURES TO COMPLY WITH SB 819 (2017) AND ESTABLISH PROCESS FOR RESPONDING TO CIRT RECOMMENDATIONS.

(a) Temporary rules were adopted in the previous reporting period effective September 8, 2017.

(b) A Rule Advisory Committee (RAC) will be held on these rules in February 2018 prior to permanently adopting the temporary rules.

(c) A workgroup will be convened to create a protocol for responding to recommendations consistent with the law and to guide the director in discretionary CIRTs.

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(4) DOCUMENT HOW AUDIT FINDINGS RELATING TO CCA OVERSIGHT HAVE BEEN ADDRESSED.

(a) OAAPI staff will provide any needed documentation to ensure gaps have been addressed.

(b) Executive Projects will report to Department leadership on status by mid-2018.

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(5) UPDATE THE SENSITIVE ISSUE REVIEW PROTOCOL.

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

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

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## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Scope	The large scope has led to quite a lot of subprojects within Task F. The strategy is to create subgroups to tackle specific areas and have program leads sponsor each subgroup.	

## CONCLUSIONS/RECOMMENDATIONS

The legislative implementation pieces took priority over all other work. Thus far, all the efforts from program staff seem to have resulted in a smooth transition to operating under the law. Many of the projects that remain are close to being ready to hand off to programs to continue to carry out going forward. However, there are a couple projects that have not been started and Steering Committee guidance would be useful in directing how work going forward should be prioritized. Additionally, staffing changes will impact Task F, who will be operating under a new project manager soon. Kris Skaro will continue to be engaged with Task F until all projects are completed or ready to be transferred to programs with minimal ongoing oversight through Executive Projects.



# 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
January 19, 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"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> Initiation <input checked="" type="checkbox"/> <b>Planning</b> <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 on schedule and still in the planning phase. A location for the hotline was identified and will be announced on 1/22/18. During the months of November and December the project manager and program leads continued to oversee the development and implementation of the project’s scope. The project team presented a detailed update to members of the Unified Plan Steering Committee and 3 Branch Initiative. The Centralized Hotline Steering Committee convened in December to review final charters for Training, Technology, Rules and Continuous Quality Improvement Subcommittees.

The project team convened all seven subcommittees on January 16<sup>th</sup> to provide an orientation and lead breakout sessions to review scope and map out project deliverables and next steps. These committees will implement key aspects of the project scope and by facilitated by the project team. Two main priorities are to create a communication plan and workforce transition plan. The project team has narrowed their focus on facilities located in the Portland-Metropolitan area. The hotline location is scheduled to be announced in late January.

The project team continues to collaborate with consultants from Action For Child Protection and Casey Family Programs to help provide technical assistance on a staffing plan, project implementation plan and training curriculum. The project team conducted 3 informational interviews and teleconferences with child welfare agencies across the country who have centralized their child abuse hotline operations. Several aspects of Task G are being accomplished simultaneously, including finalizing a project budget, developing a project implementation plan and work breakdown structures and assessing impacts to the agency and community partners

## 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. 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.
2. Presented an update report to the Unified Plan Steering Committee and 3 Branch Initiative.
3. Conducted informational interviews with Texas, Hawaii and Florida to understand hotline best practices and policies.
4. Convened all subcommittees to review project scope and develop plans implement project deliverables and milestones.
5. Attended community forums to present information on the centralized hotline project plan in Washington, Deschutes and Clackamas Counties.
6. Finalized procurement agreement with Casey Family Programs and Action for Child Protection to provide technical assistance on screening academy and project plan.
7. Presented project plan to District Managers, Program Managers and Safety Consultants.
8. Procure a facility located in the Portland-Metropolitan area to house screening operation.

#### WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Develop short-term communication and workforce plans including messaging around project next steps.
2. Finalize and approve project budget for the centralized hotline including technology, marketing and training.
3. Begin developing work plans for subcommittees and next steps for Centralized Hotline Steering Committee.
4. Draft a project implementation plan and provide a work breakdown structure to committee members.

#### RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication & Engagement	Communication and Community Engagement and Workforce Subcommittees have been convened and work is under	Agreement from executive leadership to review and approve plans from the Communication & Community Engagement and Workforce Subcommittees.
Budget	Project team convened meetings with budget, facilities and Secretary of State to finalize budget expenditures.	Executive leadership needs to review and approve final budget.

## CONCLUSIONS/RECOMMENDATIONS

This project is on schedule and within scope. Several subcommittees were convened to begin working on project scope. The hotline facility is close to being finalized and an announcement is scheduled for late January. A budget for the project is being finalized and will be presented to executive leadership early February. Meetings have occurred with several entities, including OAAPI, Casey Family Programs, Dept. of Facilities and Budget and our Data Analytics team. A few barriers do exist: communication and workforce strategies and finalized budget. We will be planning for continuous communication and engagement to internal and external stakeholders re: centralized hotline.

# 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
January 19, 2017	H	Develop and implement a statewide model and expectation of good case practice between caseworkers and supervisors	Nathan Rix	<input type="checkbox"/> Closed <input type="checkbox"/> <b>On Schedule</b> <input checked="" type="checkbox"/> <b>Proceed w/Caution</b> <input type="checkbox"/> <b>At Risk</b>	<input type="checkbox"/> <b>Initiation</b> <input checked="" type="checkbox"/> <b>Planning</b> <input type="checkbox"/> <b>Executing</b> <input type="checkbox"/> <b>Closing</b>

## PROBLEM STATEMENT

Gaps exist between Child Welfare rules and policy and the operational guidance that case workers and supervisors follow on a day-to-day basis. Operational guidance is not readily utilized by field front line staff because some parts are out of date.

## STATUS SUMMARY

The project is in the planning phase. The project manager for this project is changing, due to a personal emergency. A new PSU Public Sector fellow will start on 2/28/18 to begin full-time work on this project. Work group members have been identified and have already researched and identified other states' best practice procedure manuals for field staff. Focus groups conducted in November described many of the changes that field staff need made to the manual.

The scope of the project remains the same and 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) streamline the tasks a caseworker must accomplish throughout the life of a case; (4) clarifying "best practices" to implement policies and rules; (5) setting the expectation that central office program managers will update the procedure manual as policies and rules change; (6) setting the expectation that the manual will be followed in the field.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

No QBR measures directly align with this project.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Teresa Gonczy O'Rourke, the Hatfield Resident Fellow, researched procedure manuals from other states and other types of agencies.

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. On-board the new PSU Public Sector Fellow to lead this project, in cooperation with the existing work team.
2. Develop project plan to complete procedure manual redesign by end of 2018.

3. Reconvene workgroup to affirm the project plan.

#### AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Process	Child welfare policy guidance and administrative rules are not organized in a central location.	Coordinate with Lacey Andresen and Kris Skaro, as well as other subject matter experts in Child Welfare
Integration	Ensure sustained leadership commitment to new expectations	None

#### CONCLUSIONS/RECOMMENDATIONS

The project is proceeding with caution, as the change in project management staff has caused a temporary delay. This will be resolved in February and will be updated in the next status report. Upon implementation, 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
January 19, 2018	I	Implement Certification, Safety, & Well-being Review Staffings	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> <b>Initiation</b> <input checked="" type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

There is no statewide oversight or accountability for the execution of Foster Home Review Committee plans, or the certification, safety, and well-being review protocols therein (not incident based). Inconsistent usage of these protocols means DHS Child Welfare does not have an effective early warning system to review and address potential safety concerns.

## STATUS SUMMARY

The Certification, Safety, & Wellbeing workgroup kicked-off with community partners on January 9<sup>th</sup>. The team decided on a draft process and timeline for workgroup activities, including preliminary information gathering and research, observation tool development, interview question creation, and observations. Planning for next steps is underway with plans to do field observations in the early spring.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project currently aligns with priority 1 within QBR – Every Oregon child and youth in our care deserves to grow up safely. Specifically measure 1.4: off all children in foster care during a 12-month period, the rate of victimization (per 100,000 days of foster care).

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Prep meeting with Foster Care Coordinators (11/13)
2. Kick-Off Meeting (1/9)
3. Draft process and timeline

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Develop staffing observation tool
2. Develop interview questions and process
3. Select field sites for observations and set dates

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Integration	Develop central office oversight responsibility.	Ongoing
Communication	Develop communications to caregivers that discuss the process and purpose of the reviews, talking points for certifiers.	Develop communications plan
Process	Establish oversight mechanism for regular reviews of staffings and subsequent follow through.	Develop in work team

## CONCLUSIONS/RECOMMENDATIONS

Workgroup members are enthusiastic and passionate about this project, both because of its safety implications and its impact on workload. Members noted that this work also ties into efforts at DHS-CW to increase use of Supervision & Support Plans for kids in foster care, as well as the project to centralize screening. Efforts are underway to connect to those projects. Our biggest concern at the moment is staff capacity to conduct the observations.

# 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
January 19, 2018	J	Train Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> <b>Initiation</b> <input checked="" type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS has been unable to recruit, train, and retain enough caretakers to meet the needs of children and youth in Oregon. Not only does this place caseworkers in a difficult position of placing children in homes that may not be the best match, but in some cases, has led to children spending time in DHS offices or hotels. Interviews, surveys, and numerous reports have identified that a combination of inconsistent training, lack of ongoing support, and lack of recruitment capacity locally has led to this shortage of quality homes.

## STATUS SUMMARY

The Caregiver Training Redesign Workgroup has developed a vision for conditions for children experiencing foster care. This month they began reviewing caregiver core competencies from other states and countries to build the foundation for potential options for Oregon. Portland State University partners have worked with the group to develop surveys to learn more about what our providers and employees want to see for training for caregivers. Over 200 staff have responded to date and the caregiver survey will be sent by the end of January in English and Spanish. Results from a focus group with trainers has been compiled and presented as well. The group is considering specialized focus groups depending on feedback from the caregiver surveys

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Results of Foundations Trainer focus group summarized
2. Vision for conditions developed
3. Survey to certification and training staff sent with over 200 respondents to date
4. Survey completed for caregivers and translated into Spanish
5. Foster Parent Focus Group Summary Report complete

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Accomplish goals of Monthly meetings.
2. Execute and compile results from Caregiver Survey
3. Review research on training and core competencies from other states

4. Plan youth focus group to draft attributes, skills, and characteristics of an ideal foster parent

**RISK AND MITIGATION STRATEGY**

<b>RISK</b>	<b>MITIGATION STRATEGY</b>	<b>FURTHER ACTION NEEDED?</b>
Communication	Define in charter.	Agree and write into charter/s
Contracts	Engage early and often with PSU to align timelines and deliverables across training efforts.	Ongoing
Integration	Sub Committee review delivery and fidelity problems and develop plan to address.	Ongoing

**CONCLUSIONS/RECOMMENDATIONS**

This project continues to move forward with high energy and participation from workgroup members, Program Leads, and our university partners at Portland State University.



# 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
January 19, 2018	J Part 2	Recruit, Support, and Retain Caregivers	Pamela Heisler	<input type="checkbox"/> Closed <input checked="" type="checkbox"/> <b>On Schedule</b> <input type="checkbox"/> Proceed w/Caution <input type="checkbox"/> At Risk	<input type="checkbox"/> <b>Initiation</b> <input checked="" type="checkbox"/> Planning <input type="checkbox"/> Executing <input type="checkbox"/> Closing

## PROBLEM STATEMENT

DHS has been unable to recruit, train, and retain enough caretakers to meet the needs of children and youth in Oregon. Not only does this place caseworkers in a difficult position of placing children in homes that may not be the best match, but in some cases, has led to children spending time in DHS offices or hotels. Interviews, surveys, and numerous reports have identified that a combination of inconsistent training, lack of ongoing support, and lack of recruitment capacity locally has led to this shortage of quality homes.

## STATUS SUMMARY

The foster parent focus group summary from October has been completed and was distributed to workgroup members during their first in-person meeting on January 8<sup>th</sup>. The Emergency Board request for an additional \$750K for foster parent support has been drafted and submitted with workgroup feedback and will be decided during the February legislative session. A meeting was also held to increase collaboration and communication between several efforts to address different aspects of foster parent recruitment, retention, and support – Leadership Academy Recruitment Project, DHS Research Agenda, GRACE Grant, Every Child, the Statewide Foster Care Steering Committee, and Caregiver Support & Development Workgroup. Workgroup members will now begin the process of educating themselves about current efforts to support caregivers and ways to address barriers to scale and sustainability.

## QUARTERLY BUSINESS REVIEW (QBR) ALIGNMENT

This project does not align with priorities within QBR measures.

## WORK ACCOMPLISHED IN THE LAST REPORTING PERIOD

1. Completed Focus Group Summary Report
2. Held Caregiver Support & Development Workgroup kick-off Meeting
3. Held Foster Parent Recruitment, Retention, and Support Collaboration Meeting

## WORK TO ACCOMPLISH IN THE NEXT REPORTING PERIOD

1. Set next meeting for collaboration group
2. Hold workgroup meeting

## RISK AND MITIGATION STRATEGY

RISK	MITIGATION STRATEGY	FURTHER ACTION NEEDED?
Communication	Define in charter.	Agree and write into charter/s
Contracts	Clearly define plans and timelines.	Ongoing
Integration	In tandem with implementation, explore sustainability plans.	Ongoing

## CONCLUSIONS/RECOMMENDATIONS

There is a lot of energy and commitment right now to increasing supports for foster parents. Challenges will come in developing the resources needed for increased supports as well as collaborating across all efforts.