# Child Safety

Director: Greg McKay
A.R.S. § 8-451

**Vision**: Children thrive in family environments free from abuse and neglect.

# FY 2019 Strategic Plan

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## Mission

Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

## Agency Description

DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

## Executive Summary

In FY2018, the Department of Child Safety (DCS) continued to focus on creating capacity in the system permitting DCS Specialists to further engage with families to improve assessment quality, deliver services to families and improve the number of children achieving permanency.

Significant gains have been made implementing the DCS Management System and the results have been seen throughout the department. Opportunities for improvement remain in several keys areas of the organization including standardization of in-home case management, ongoing practice framework, and improving supports for kinship families and helping youth 14+ transition to adulthood.

IT infrastructure project (Guardian) to proceed with technical integrator and complete separation from DES network services.

Employee retention and engagement also remains a focal point for the department and will include creation of tiered accountability and enhanced supervisor training and supports.

| All dollars in thousands | | | General Fund | Other Appropriated | Non-appropriated | Total |
|---|---|---|---|---|---|---|
| **FY 2019 Enacted** | | | $375,838.7 | $189,715.7 | $437,430.2 | $1,002,984.6 |
| | Goal 1 | Adoption Subsidy | $10,114.8 | $- | $893.1 | $11,007.9 |
| | Goal 4 | CHILDS Replacement Project | 10,102.7 | $- | $- | $10,102.7 |
| | Goal 1 | Child Care Rate Increase | $- | $7,400 | $- | $7,400 |
| | | | | | | |
| **FY 2020 Request** | | | $ 396,056.2 | $ 197,115.7 | $ 438,323.3 | $ 1,031,495.2 |
| | | *$ Change* | $ 20,217.5 | $ 7,400 | $ 893.1 | $ 28,510.6 |
| | | *% Change* | *5.38%* | *3.90%* | *0.20%* | *2.84%* |

# Department of Child Safety

| Goals | Goal Performance Indicator(s) | Objectives FY 2019 |
|---|---|---|
| 1: Improve timeliness of permanency | Percentage of children achieving permanency <12 months<br><br>Of children in foster care for 12 months or more at the start of the year, increase % achieving permanency by end of year | a) Standardize referral and delivery of In-Home Case Management<br><br>b) Implement a standardized Ongoing Case Management Practice Framework<br><br>c) Increase successful transition to adulthood of all children 14+ while in foster care<br><br>d) Develop and implement process to monitor performance of court- authorized removals |
| 2: Increase the placement of children in a family-like setting | Number of placement moves per 1,000 care days<br><br>Percentage of care days spent in a family setting | a) Improve supports to kinship families<br><br>b) Improve the system-wide placement array for children in foster care (Traditional, Medically Fragile, DDD, BH and Detention) to reduce the use of congregate care<br><br>c) Expand Fostering Sustainable Connections IV-E waiver demonstration project |
| 3: Improve employee retention through improved supervision | Agency employee turnover<br><br>Supervisor Turnover | a) Design coaching and quality assurance model for supervisors<br><br>b) Implement infrastructure and tiered accountability for supervisor coaching model<br><br>c) Define and implement training "Day 1 as a new Supervisor" |
| 4: Develop and implement the agency IT infrastructure | Complete 100% of IT implementation plan | a) Implement Guardian deliverables for FY19 on time and on budget<br><br>b) Implement Separation project on time and on budget |
| 5: Implementation of Integrated Health Plan | % of identified services delivered<br><br>% of identified services delivered on time<br><br>Integration of Administrative Services Only model | a) Develop and implement organization and processes that support improved delivery services identified in Early & Periodic Screening Diagnostic and Testing<br><br>b) Finalize and launch Request For Proposal for Behavioral Health –Administrative Services Only model integration |