DEPARTMENT OF CHILD SAFETY

Quarterly Progress Report
(Filling FTE Positions and Reducing the Inactive)
Report Date: September 30, 2019
Reporting Period: FY2019, Quarter 4

INTRODUCTION

In the spring of 2019, House Bill 2747 was passed that requires the Arizona Department of Child Safety (DCS) to continue this report through June 2020. Previous versions of this report required that data be reported on the last day of the quarter of the reporting period. This did not allow the Department time to run data as of the last day of the quarter and still have reasonable time to compile, review and publish this report. This obligated the Department to report lagging data for the out-of-home (OOH) population, full time employee (FTE) data that is partial for the last month of the quarter, and inactive case data that effective only through the third week of the last month of the reporting period.

Additionally, during the third and fourth quarters of state fiscal year 2019 (FY19), DCS was progressively realigning the five Regions. This action was necessary and driven by several factors. Chief among them were the growth and distribution of the population inside not only Maricopa County but also Pima, Pinal and Yavapai Counties. The logistics of providing case management and services in northern Arizona and other rural areas of Arizona were also a consideration. The implementation of these changes were footnoted in the March and June 2019 version of this report.

The Department provides most of the data in this report in other published reports; Monthly Operational and Outcomes Report (MOOR), and the Semi-Annual Child Welfare Report. However, those reports provide data *after* the completion of the reporting period ('lagging data') allowing time to ensure data quality. For example, the MOOR provides OOH data 60 days lagging. The changes in realignment meant that the out-of-home data and staffing distribution across offices from previous versions of this report cannot be compared to current data and changes made in the fourth quarter of FY19 affect the caseloads by office. As a result, the Department provided June's preliminary out-of-home data for the fourth quarter of FY19. DCS is now providing updated data that is current through June 2019 (not preliminary) and will continue providing this report each quarter for data from the previous quarter. This will ensure that all data reported will be lagging as of the last day of the previous reporting period.

The Regional realignment resulted in changes in the regional names, reassignment of several counties to new regions; and moving specific sections and units to different regions and/or sections. A map of the new DCS Regions is provided as an attachment to this report (Attachment A).

PROGRESS MADE IN INCREASING THE NUMBER OF FILLED FTE POSITIONS

The Department of Child Safety (DCS) maintains continuous efforts to reduce turnover in order to sustain sufficient staff resources that provide quality services to the children and families it serves. In state fiscal year 2019 (FY19), one of the Department's strategic objectives has been to develop and retain a highly effective workforce by improving employee retention through improved supervision.

In FY19, Governor Ducey signed HB2747 passed by the Arizona State Legislature that approved pay raises for DCS Specialists, Case Aides, Program Supervisors, Program Specialists and entry-level administration. This will allow the Department to compete for high quality staff with other agencies and private entities

and retain those employees who have dedicated themselves to protecting children and supporting the Department's mission.

DCS continues its effort to improve employee retention by improving supervision. The Department has been developing roles and responsibilities for Supervision Coaches, developing their standard work, filling the coaching positions and developing their training. DCS continues its work to implement a hiring selection process and interview guide for new field supervisors and standardized onboarding and on the job training experience for new field supervisors. The new training will be piloted in the fall of 2019.

DCS HR works closely with local hiring managers to identify candidates for DCS Specialists based on selective preferences. Since different offices may have different or unique needs, HR's work with managers will help identify candidates who more closely meet the office's needs. HR continues to refine the interviewing process to have candidates interview at the actual site for which they are being considered to diminish confusion for both candidate and hiring manager. These efforts are showing improvements in the process. Additionally, DCS HR has been utilizing career focused social media bulletins, rather than job boards to allow easier sharing among colleagues and individuals in the specific job field.

DCS has developed multiple partnerships with local colleges and universities to attract potential candidates for employment. DCS maintains its partnership with ASU participating in the ASU Title IV-E Strategic Planning Meeting and Quarterly meeting. Additionally, DCS is assisting with implementation of a rural MSW Part-Time program for current employees.

To support DCS Specialists, Program Supervisors, Case Aides and other front line staff experiencing secondary trauma, DCS implemented its peer-to-peer support program, Workforce Resilience. This program seeks to enhance a healthy workforce and provide staff a safe and supportive environment when coping with the experiences inherent in child welfare and help address burnout staff may experience.

The Department has been sustaining its active recruitment process to fill all DCS Specialist positions. As of June 2019, the Department filled 1,272 (91 percent) of the 1,406 funded positions. DCS funds 236 supervisor positions, 232 (98 percent) of which are filled.

The Department continues its efforts to minimize the overall attrition of all DCS employees. Chart 1 shows the number of DCS Specialist hires for CY 2017 through CY 2019, along with hiring targets. These targets were established against historically observed attrition rates.
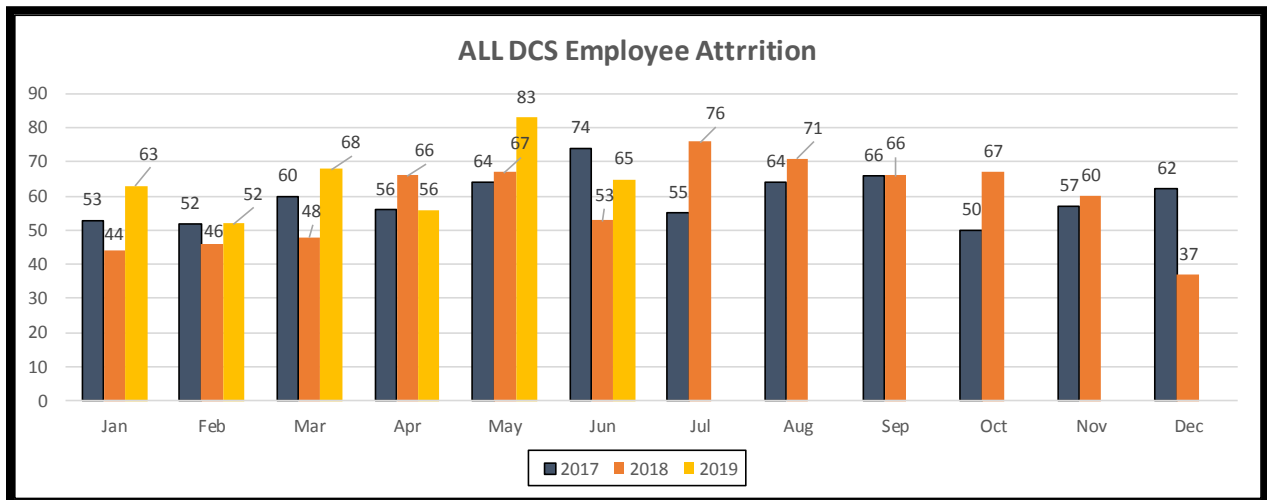
Chart 1 – DCS Specialist Hires and Target Trends
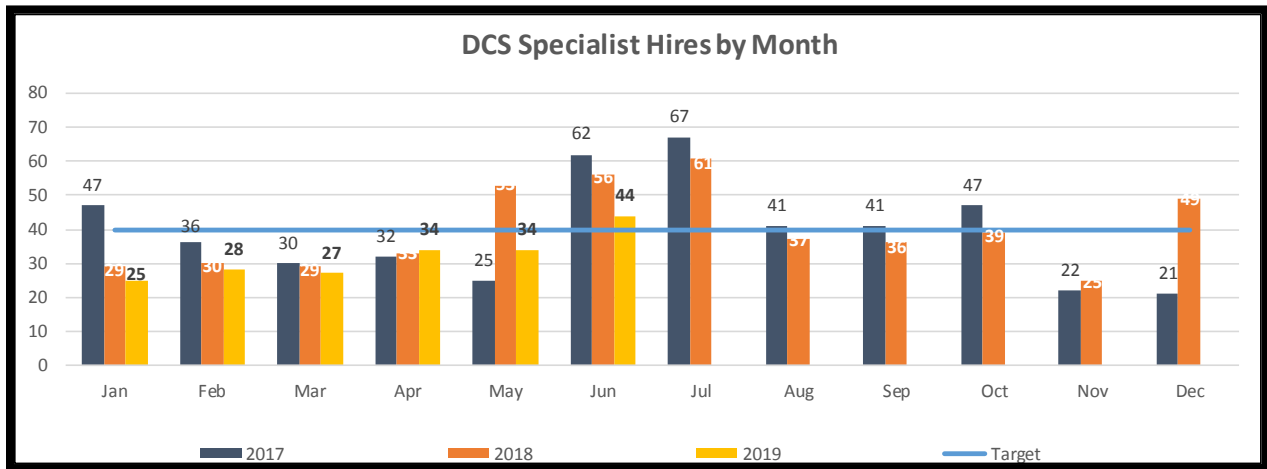
*Data has been updated from prior reporting periods.

Chart 2 shows the Department's reduction in turnover for all employees for CY 2017 through CY 2019.
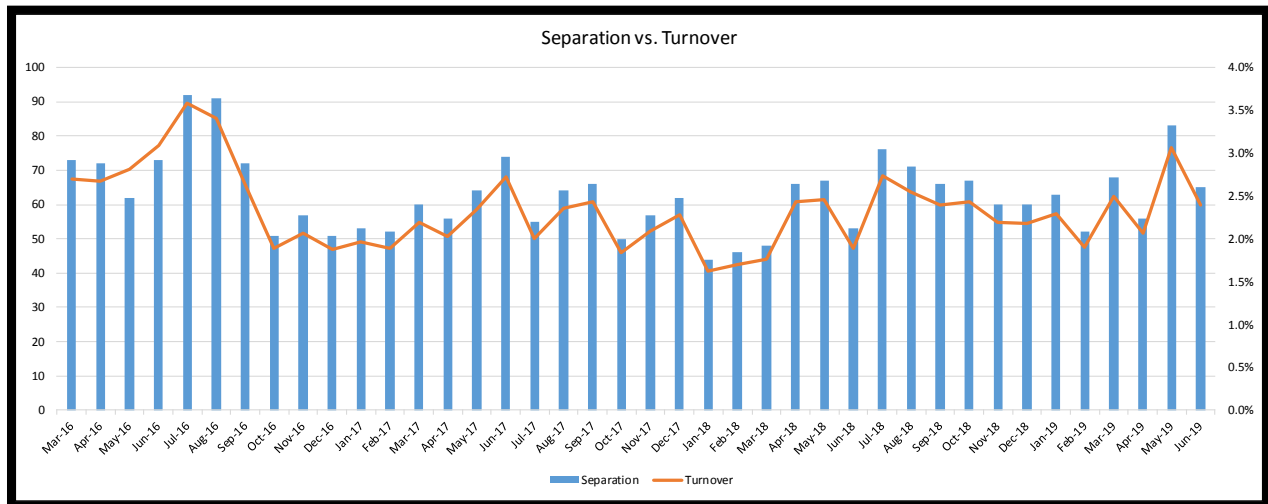
Chart 2 – All DCS Employee Attrition Trends

*DCS Employee Attrition for June 2019 was updated from the prior report.

Chart 3 demonstrates the Department's monthly separation data and monthly turnover rate since March 2016.

Chart 3 – All DCS Employee Monthly Turnover Rate Trends

*June 2019 turnover rate data was from the prior reporting period.

PROGRESS MAINTAINING INACTIVE CASES AND IMPROVING CASELOADS

DCS has maintained the inactive cases well below the legislative benchmark of 1,000 since April 2017. Additionally, the Department reduced the number of open reports from 9,611 in December of 2016 to 6,414 as of June 2019. The Department has experienced a stabilization in the number of open reports where is has remained below 7,500 since February 2017.

Additionally, DCS HR continues its efforts to hire and place DCS Specialists at a rate equal to or greater than departures from the Department. Sustained staffing levels help contribute to the reduced number of inactive cases, total open reports, and foster care population. The overall caseloads for DCS investigators continue to decline across most offices (see Table 2).

In March 2017, DCS fell below the legislatively required benchmark of 1,000 inactive cases. From a peak of 16,014 in January of 2015, the Department now has only 166 inactive cases as of July 1, 2019, representing a 99 percent decrease. To avoid a return to higher numbers of inactive cases, the Department uses performance management and other elements of the management system to maintain caseload levels. DCS implemented several sustainment measures throughout the state to ensure inactive cases remain well below the benchmark. These include the implementation of performance management metrics to monitor and control the total number of open reports and the percentage of those reports that are overdue for investigation, and completion and closure and the implementation of leader standard work to ensure routine follow-up.

The Department achieved the benchmark of less than 13,000 open reports six months ahead of the established target date. From a peak of 33,245 open reports in April 2015, the Department reduced that to only 6,414 as of June 2019, representing an 81 percent reduction (see Table 1).

PROGRESS MADE REDUCING THE OUT-OF-HOME POPULATION

As noted earlier, the data for the OOH population was for this edition of this report. The Department continues to achieve a safe reduction in the historical out-of-home foster care population. The Department experienced an increase in the number of children in OOH care (364) in the fourth quarter of SFY 2019 compared to the third quarter. However, the Department has still made progress made since the baseline period of March 31, 2016 (18,917 children) in reducing the OOH population by 25 percent (4,712 children) to the current number of children in out-of-home care (14,205).

By slowing the entry rate and sustaining performance for children exiting care, the Department has been able to maintain a safe reduction of the foster care population. In addition, this is highlighted by no significant change in the re-entry rate for children who left care within the past 12 months. The preliminary entry rate per 1,000 of Arizona's general population was 5.0 in June 2019. The reduction in the number of children entering out-of-home care can be attributed to several factors. These include, but are not limited to, the additional standardized process tools including supervisory administrative and case progress review checklists, as well as standardized safety discussions guides and training staff to better engage a family's network to identify in-home options in order to maintain children safely in the home. In 2017, DCS renovated and completed statewide training for the Safe AZ Model. Improved response times also contributes to the reduction of children entering care as this enables DCS Specialists to make decisions that will help support families, provide services in a timely manner and avoid entry into care.

Through the continued application of monthly clinical staffings on reunification cases using a standardized process, ongoing workers have been able to maintain the rate of children exiting care. By way of these standard process activities, paired with the continued use of cursory case reviews and Fostering Sustainable Connections (the Title IV-E Waiver demonstration project), the Department has safely maintained a reduction of the out-of-home care population during FY2019.

Table 1 – Benchmark Performance

		Q4FY17	Q1FY18	Q2FY18	Q3FY18	Q4FY18	Q1FY19	Q2FY19	Q3FY19	Q4FY19
Inactive Cases [1]										
	Benchmark (less than)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	Actual	354	212	265	176	225	183	302	355	166
Inactive Cases by disposition [2]										
	Investigation Phase	222	125	165	84	115	74	188	227	140
	In-Home Cases	111	77	89	84	98	93	98	112	25
	Out-of-Home Cases	21	10	11	8	12	16	16	16	1
Number of Open Reports [3]										
	Benchmark (less than)	13,000	13,000	13,000	13,000	13,000	8,000	8,000	8,000	8,000
	Actual	5,644	6,444	6,621	6,087	5,871	6,562	6,695	6,554	6,414
Number of Out-of-Home Children [4]										
	Benchmark (less than)	16,807	16,471	16,142	15,819	15,503	15,192	14,889	14,591	14,299
	Benchmark (% reduction	2%	2%	2%	2%	2%	2%	2%	2%	2%
	Actual	16,917	16,316	15,744	15,139	14,869	14,241	14,209	13,841	14,205

Footnotes

[1] Number of inactive cases is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.

[2] Inactive cases by disposition figures were updated from the previous Quarterly Progress Report to reflect data current through June 30, 2019.

[3] Number of open reports is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run. Effective September 2019, this number reflects actual data on last day of the reporting period.

[4] Out-of-home population figures were updated from the previous Quarterly Progress Report on June 30, 2019.

Table 2 – Headcount and Caseload Performance

Region[1]	Section #	Section name	Baseline # Open Reports (investigations)	Baseline # of In home cases	Baseline # of Out-of-Home Children	Q3 Investigators	Q3 Case Managers	Q3 # Open Reports (investigations)	Q3 # of In home cases	Q3 # of Out-of-Home Children	Q3 Investigation (reports per worker)	Q3 In Home (cases per worker)	Q3 Out of Home (children per worker)	Region[1]	Section #	Section name	Q4 Investigators	Q4 Case Managers	Q4 # Open Reports (investigations)	Q4 # of In home cases	Q4 # of Out-of-Home Children[2]	Q4 Investigation (reports per worker)	Q4 In Home (cases per worker)	Q4 Out of Home (children per worker)
Central (10)	0, 1	Apache Junction/Kearney	576	---	601	17	17	197	---	477	11	---	27	Maricopa-East (10)	n/a	Moved to Northwest under realignment	---	---	---	---	---	---	---	---
	2	Casa Grande/Coolidge	834	---	688	18	18	145	---	457	8	---	25		n/a	Moved to Northwest under realignment	---	---	---	---	---	---	---	---
	3	Osborn	1005	---	542	19	19	327	---	585	17	---	31		3	Osborn	19	19	282	---	506	15	---	27
	4	In Home	17	495	111		37	33	562	24	1	15	1		4	In Home	---	38	27	436	17	1	12	0
	5	Mesa	1423	---	615	20	20	229	---	414	12	---	21		5	Mesa	18	18	306	---	509	17	---	28
	6	Gilbert	1236	---	824	20	20	292	---	362	15	---	18		6	Gilbert	19	19	227	---	478	12	---	25
	7	Tempe	1786	---	913	20	20	270	---	498	14	---	25		7	Tempe	20	20	321	---	626	16	---	32
	8	South Mountain	1493	---	663	16	16	447	---	567	27	---	34		8	South Mountain	17	17	522	---	467	31	---	28
	9	North Central	1522	---	775	17	17	208	---	498	12	---	30		9	North Central	18	18	284	---	401	16	---	22
	10	University	2	---	1520		42	---	---	1484	0	---	35		10	Permanency - South Mountain	0	40	2	---	1540	0	---	38
Pima (20)	1	Eastside Loop	980	49	342	16	20	181	---	223	11	---	11	South (20)	1	Eastside Loop	13	14	148	---	222	11	---	16
	2	Oracle	227	27	398	11	21	125	---	248	11	---	12		2	Tucson North - Oracle	12	12	124	---	256	10	---	21
	3	Country Club	132	18	370	9	18	133	---	269	14	---	15		3	Tucson South - Valencia	13	13	123	---	307	9	---	23
	4	Oracle	126	19	313	7	13	211	---	141	31	---	11		4	Tucson Midtown - Oracle	11	11	207	---	175	19	---	16
	5	Madera A	599	39	164	20	10	161	---	187	8	---	18		5	Madera A - 4th Ave.	15	15	161	---	204	11	---	14
	6, 0	AHIT/Adoptions	7	0	555	---	31	7	---	537		---	17		6	Permanency - Alvernon	0	28	---	---	586	---	---	21
	7	22nd/Alvernon	326	53	379	9	17	180	---	215	21	---	13		7	Alvernon	15	15	156	---	242	10	---	16
	8	Santa Cruz				7	---	102	---	---	15	---	---		8	Cochise County	13	13	128	---	198	10	---	15
	9	Madera B	174	15	312	11	20	170	6	244	16	0	12		9	Madera C / Nogales	15	15	173	0	311	11	0	21
	10	Alvernon	82	0	340	0	29	8	196	149	0	7	5		10	In Home	0	30	19	198	88	0	9	3
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		11	Yuma	12	12	124	39	259	10	13	22
Northern (30)	1	Prescott/Prescott Valley	266	---	398	12	12	201	38	283	16	3	23	Northwest (30)	1	Prescott/Prescott Valley 30-1	11	11	187	5	179	17	1	16
	2	St. Johns/Winslow/Show low	127	---	188	11	11	60	12	192	5	1	17		n/a	Moved to Northeast under realignment	---	---	---	---	---	---	---	---
	3	Flagstaff/Page/Cottonwood/Fredonia	200	---	220	6	12	78	---	138	13	---	12		3	Coconino County / Cottonwood 30-3	10	10	145	51	276	14	5	26
	4	Bullhead City/Lake Havasu	176	---	399	8	15	119	39	320	15	3	21		4	Bullhead City/Lake Havasu 30-4	12	12	147	45	336	13	4	29
	5, 00	Kingman	198	---	132	7	15	66	8	448	9	1	31		5	Kingman 30-5	9	17	85	9	456	10	1	27
Southeast (40)	1	Benson, Douglas, Nogales, SV	254	30	245	1	2	9	5	56	7	2	23	Northeast (40)	n/a	Moved to South under realignment	---	---	---	---	---	---	---	---
	2	SV, Safford	645	34	169	3	6	2	30	180	1	5	29		n/a	Moved to South under realignment	---	---	---	---	---	---	---	---
	3	Globe, Payson	383	14	119	5	5	69	20	103	14	4	21		3	Globe / Payson / Safford - 40-3	6	11	100	21	188	17	2	16
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		4	St. Johns/Winslow/Show Low -40-1	4	8	62	21	179	15	3	23
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		5	Apache Junction/Kearney -40-2	15	15	162	34	502	11	17	34
	n/a	Not Applicable during Q3	---	---	---	---	---	---	---	---	---	---	---		6	Casa Grande/Coolidge 40-4	17	17	182	36	444	11	18	26
Southwest (50)	0, 1	AHIT	483	---	4	18	---	1	---	1	0	---	0	Maricopa-West (50)	1	AHIT	18	---	20	---		0	---	0.0
	3	In Home	44	---	101	2	39	33	617	35	17	16	1		3	In Home	0	37	48	656	23	1.3	18	1
	4	Thunderbird	937	---	774	19	19	273	---	533	14	---	27		4	Thunderbird	19	19	238	---	534	13	---	28
	5	Peoria	1999	---	839	17	17	277	---	476	16	---	27		5	Peoria	16	16	246	---	407	15	---	25
	6	Glendale/Durango	1558	---	584	17	17	307	---	390	18	---	22		6	Glendale/Durango	14	14	192	---	414	14	---	29
	7	Avondale/Advocacy	614	---	804	21	21	252	---	592	12	---	28		7	Avondale/Advocacy	18	18	278	---	525	16	---	30
	8	Adoptions	0	---	1667	---	42	---	---	1258	0	---	30		8	Permanency	---	41	1	---	1304	---	---	32
	9	Yuma, Parker, Summerton	347	---	418	13	13	153	---	285	12	---	22		n/a	Moved to Pima under realignment	---	---	---	---	---	---	---	---
	12	West 101	953	---	670	18	18	310	---	534	17	---	29		12	West 101	22	22	207	---	615	9	---	28
	13	Pinnacle Peak	597	---	713	17	17	137	---	373	8	---	22		13	Pinnacle Peak	19	19	162	---	401	8	---	21
																			1392		4223			
105, 106, Other	various	OCWI, GH/FH, Other	370	---	48	69	---	781	---	65	11	---	---	105, 106 - Other	various	OCWI, GH/FH, Other	67	---	618	---	30	9	---	---
Totals			22,698	793	18,917			6,554	1,533	13,841									6,414	1,551	14,205			

Footnotes

- FTE reporting for March 31,2016: The process of reporting FTE, in particular the specific section assignment of trainees, was not yet established in March 2016. As a result, the FTE counts for that period are not available since they do not match the information on the total number of filled FTE positions as is required by the monthly hiring report.

- Number of open reports is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.

- As of Q1 FY2019, Specialists in a trainee status are accounted for in FTE figures in each section with an equal distribution of 66% caseload.

Table 2 Footnotes (con't.)

 - Out-of-home population figures are directly from the Monthly Out-of-Home Care run for the Monthly Outcome and Operational Report (MOOR) which is a lagging 60 day metric.

 - In Home cases are based on a hand count of cases actively managed in each respective Region. March 2016 values for Northern Region are not available given that the Region counted the number of children and not the number of cases.

 - In Home case figures were not hand counted in Southwest Region in March 2016. The hand count only included total child count.

 - In Home cases assignments differ Regionally. Central and Southwest Regions employ specific in-home units who manage in-home cases only, while Northern, Pima and Southeast Regions have mixed units that may carry in-home or out-of-home cases.

 - FTE assignments to investigations or case management are based on assignment of 50% investigative and 50% ongoing in Central, Northern and Southwest Regions. Pima and Southeast Regions and certain Northern Region sections employ a distribution of 34% Investigations and 66% ongoing.

 - As of Q1 FY2019, Specialists in a trainee status are accounted for in FTE figures in each section with an equal distribution of 66% caseload.

[1] During Q3 and Q4 of FY2019, DCS began realignment of regional offices. Select units from the Southeast Region were moved to the Pima Region, from the Northern Region to the Southeast Region, from the Southwest Region to the Pima Region and from the Central Region to the Southeast Region. These changes reflect Yuma and Cochise Counties moving to Pima Region. Pinal, Apache and Navajo County being combined with Graham, Greenlee, and Gila Counties as part of a regional realignment of Southeast Region. Additionally there were units moved across sections (offices) within the same Region. This included assigning sections to the previously inactive Section 8 in the Pima Region. In Q4, a new section (11) was added to Pima Region. Additionally, Northern Region changes include reassigning Section 03 in home cases to Section 01 and moving Section 2 to the Southeast Region. A map of the new Regional realignment is included in this edition of this report.
Effective 7/1/19, Regional names will change and are described below and captured in the table above:

CURRENT NAME	NEW NAME
Central Region	Maricopa-East Region
Southwest Region	Maricopa-West Region
Northern Region	Northwest Region
Southwest Region	Northeast Region
Pima Region	South Region

[2] Out-of-Home data for the fourth quarter of FY19 from the previous Quarterly Progress Report on June 30, 2019 has been updated in September 2019.

Attachment A
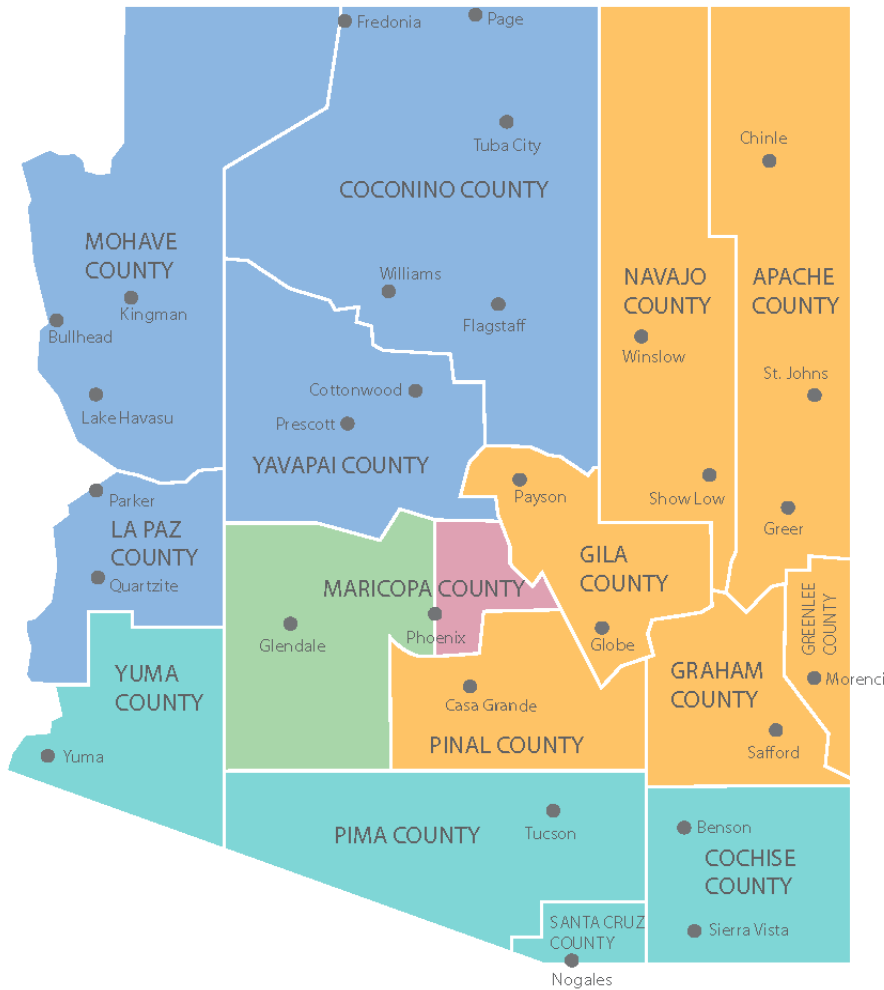
Regional Map

NORTHWEST REGION
Coconino, Mohave, La Paz Counties

NORTHEAST REGION
Apache, Graham, Greenlee, Gila and Pinal Counties

MARICOPA - WEST
Maricopa County - West of 7th Avenue

MARICOPA - EAST
Maricopa County - East of 7th Avenue

SOUTH REGION
Cochise, Pima, Santa Cruz, and Yuma Counties

OFFICE OF CHILD WELFARE INVESTIGATIONS
Maricopa and Pima Counties

CHILD ABUSE HOTLINE-1-888-SOS-CHILD
1-888-767-2445

Revised 06.18.19