



Vision, Mission & Core Values

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

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

Core Values:
Safety: All of Arizona's children are safe and protected from harm
Permanency: All of Arizona's children live in safe, loving, forever families
Well-being: All of Arizona's children are given the opportunity to thrive through support of strong families and their communities

Five-Year Agency Strategic Priorities

- Improve objective decision making at the Hotline & Investigations
- Improve performance and quality of services through employee retention
- Reduce length of stay for children in out-of-home care
- Reduce recurrence of maltreatment by improving service delivery
- Improve capacity to place children in family environments

State Fiscal Year 2017 Strategic Plan

- FY17 strategic objectives continue progress towards agency's five strategic priorities
- Avoid historic 10%+ out-of-home population growth through improving safety decisions, targeted permanency activities and prevention services**
- FY17 efforts will sustainably and systematically reduce the investigations backlog, permitting resource shifts to permanency efforts for children
 - Refreshing Arizona's SAFE Model will improve consistency and accuracy in safety assessments and safety intervention decisions at hotline and in the field
- Improve employee retention**
- Reduced caseloads, improve staff on-boarding, training and leadership development
- Maintain fiscal responsibility**
- Reduce the use of shelters and group homes, appropriate use of family support services, and reductions in the number of children in out-of-home care will allow the Department to operate at or below its budget allocation

Arizona Department of Child Safety 2017 Strategic Plan



"Arizona will become the safest place in the country for children to grow and thrive. Success is the peace of mind in knowing that we did the best we are capable of every single day. Our purpose is fulfilled where we leave people better than the way we found them. From the smallest to the largest of us, DCS will ensure we are always at our best, because our best is always needed. Children, families and our entire community deserve nothing less."

Director Gregory McKay



FY17 Strategic Objective #3: Maintain Fiscal Responsibility

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Five-Year Agency Strategic Priorities

- *Improve objective decision making at the Hotline & Investigations*
- *Improve performance and quality of services through employee retention*
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State Fiscal Year 2017 Strategic Plan

FY17 strategic objectives continue progress towards agency's five strategic priorities

Avoid historic 10%+ out-of-home population growth through improving safety decisions, targeted permanency activities and prevention services

- *FY2017 efforts will sustainably and safely eliminate the investigations backlog, permitting resource shifts to permanency efforts for children*
- *Refreshing Arizona's SAFE Model will improve consistency and accuracy in safety assessments and safety intervention decisions at hotline and in the field*

Improve employee retention

- *Reduced caseloads, improve staff on-boarding, training and leadership development*

Maintain fiscal responsibility

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Reflection on SFY 2016 Accomplishments

Targeted efforts greatly reduced the investigations backlog, freeing up caseworkers to spend more time with children and families

Reversed seven year trend of year-over-year growth in number of children in DCS care. More children are now exiting the system than entering

Initiatives geared towards improving objective safety decision making at the hotline and in the field have demonstrated positive impacts, allowing more children to safely at home with appropriate family support services

**SFY 2016 Results:
Improve Objective Decision
Making at the Hotline**

New Hotline decision-making tool implemented to improve accuracy of abuse/neglect screening and effectively prioritize agency response to safety risks

Statutory change allowed agency to screen out calls of concern for alleged abuse or neglect when:

- alleged abuse or neglect occurred more than three years prior to call*
 - identity or current location of the child victim, child's family, or the person suspected of abuse or neglect is unknown*
- Penalties implemented for false reporting of abuse or neglect to Hotline*

SFY 2016 Results: Improve Objective Decision Making in Investigations

Created data dashboards for workload management to track safe, effective caseload management - tracking implemented for all open reports & report status

Implemented guidelines for quality assurance reviews by supervisors. Supervisors review case manager key decision points and conduct quality assurance check of case closure

Expanded use of Considered Team Removal Decision Making meetings to involve more stakeholders (including family) in decision making processes

Analyzed investigation outcome data with support team from Casey Family Programs and Eckerd

Received technical assistance in Safety Science to further improve the reviews of fatality and near-fatality cases

**In FY 2016 DCS Closed
More Reports Than
Received New Ones**



**SFY 2016 Results:
Improve Performance and
Quality of Service Through
Employee Retention**

Manageable workloads improve retention, which improves quality

- *Child Safety, Risk Assessment Documentation & a Field Guide were developed to improve information collection/documentation and prevent re-work should a caseworker resign*
- *Investigation procedures were changed via statutory and rules changes. New policies are being written*
- *Created targeted teams to reduce the investigation backlog, reducing caseworker overload*

Hire and develop the right people for the work

- *Implemented exit surveys to understand why staff leave*
 - *Increased training opportunities through certified Public Manager course*
 - *Implemented advanced trainings for*
 - *Investigations track and*
 - *ongoing training track*

SFY 2016 Results: Reduce Length of Stay for Children in Out-of-Home Care

Strategic staffing and supervisor case reviews help achieve more timely permanency for children

- *Implemented supervisory case review guides for monthly case progress discussions and quality assurance check*
 - *Completed cursory reviews of all dependency cases*
- *Established the Life Long Connections Team Decision Making type to focus on issues of permanency for children in congregate care settings*
- *Practice Improvement Specialists began facilitating targeted permanency staffing on cases with reunification goal*

Improved case transfer process reduces workload & service delays
Implemented a standard transition process transferring cases from investigations to ongoing case management in seven sections

**SFY 2016 Results:
Reduce Length of Stay for
Children in Out-of-Home Care**

**Strengthened collaboration with the courts
to address timely permanency**

*Safe Reduction Workgroup strategies are underway in
the following groups: Judicial, Attorney, Community
Engagement, Consistent Decision-Making, Family
Engagement & Targeted Services*

**Family engagement to achieve reunification
for more children**

*Developed Practice Guidelines that provide
engagement techniques and best practices
when drug testing and supervising
parenting time*

The background features a dark blue color with a faint, light blue graphic of a house with a chimney on the right side. Below the house, there is a silhouette of a family consisting of two adults and two children. The main content is enclosed in a large white circle.

SFY 2016 Results: Improve Capacity to Place Children in Family Environments

Increase foster homes through recruitment and support

- *Established the Fostering Inclusion Respect Support Trust Advisory (FIRST) Commission*
 - *Created the azfamilyresources.org website in partnership with FIRST to provide accessible information and resources for foster families in Maricopa county*
- Improving the application process for initial foster home licensing*

Family engagement to locate relatives and kin

- *Standardized the family locate process to increase use of Placement Coordinators to identify available kinship placements upon removal*

SFY 2016 Results: Reduce Recurrence of Maltreatment by Improving Service Delivery

Expanded in-home services to prevent repeat maltreatment & removal

- *Launched Building Resilient Families program in Maricopa County*
- *Expanded the SENSE program to support substance exposed newborns and their families in Mohave County*
- *Standardized the service approval process so that the right families receive the right services at the right time*
 - *Developed and implemented the Service Referral*
 - *Approval matrix for out-of-home services*

Deployed Practice Guidelines on parenting time (visitation) & drug testing

Targeted prevention strategies to reduce the need for Department intervention

- Partnered with faith-based resources website, the CarePortal Network, in Pima County*
- *Created community groups in Glendale and South Mountain to help identify community-based & prevention-focused interventions*

FY 2017 Strategic Objectives

Objective #1: Stabilize Out-of-Home Population Growth

Refine and implement Safety Assessment and Intervention Model improvements

- Refresh Arizona's SAFE model with particular attention to practice knowledge and application
- Partner with Action 4 Child Protection to update procedures, and provide coaching

Refine and implement statewide field standardization

- Implement statewide standardization of the early case transfer process from investigations to ongoing/specialized units, visual management, and ongoing case management process

Targeted permanency activities to reduce out of home population

- Specific project work that supports safely reducing duration in care thus reducing out of home population
- Complete cursory reviews and increase capacity for Targeted Permanency Staffing

Expansion of the Office of Prevention

- Improve use of preventative services that help children remain safely at home and strengthens families, thus safely reducing the number of children who enter out-of-home care (Building Resilient Families, Healthy Families)

Metric

- Maintain out of home population below 19,000 children by June 30, 2017

FY17 Strategic Objective #2: Reduce Employee Turnover

Execute Investigative Backlog Reduction Project

- Specific project work that eliminates investigations backlog state wide and establishes sustainment of performance

Define and implement case management position structure and compensation

- Specific actions to realign the pay structure and job classification for the Child Safety Specialist I, II, III

Refine and implement employee onboarding experience, increase training for caseworkers

- Improve retention through improvement of employee onboarding, training and coaching of all case carrying staff and supervisors

Refine and implement management and leadership development program for all people leaders

- Improve retention through development of supervisors and managers in both general management and leadership skill set

Metric

- Reduce all employee turnover from 26.7% to 25% by June 30, 2017

FY17 Strategic Objective #3: Maintain Fiscal Responsibility

Refine and implement budget process

- Management process that supports fiscal responsibility and standardizes planning, reporting and accountability

Refine and implement a placement improvement process

- Improve the foster care experience including management of existing and new foster families and placement of children

Refine and implement family support service array standards and application

- Develop improved process standards for services that improve outcomes and ensure accountability

Achieve operations cost targets

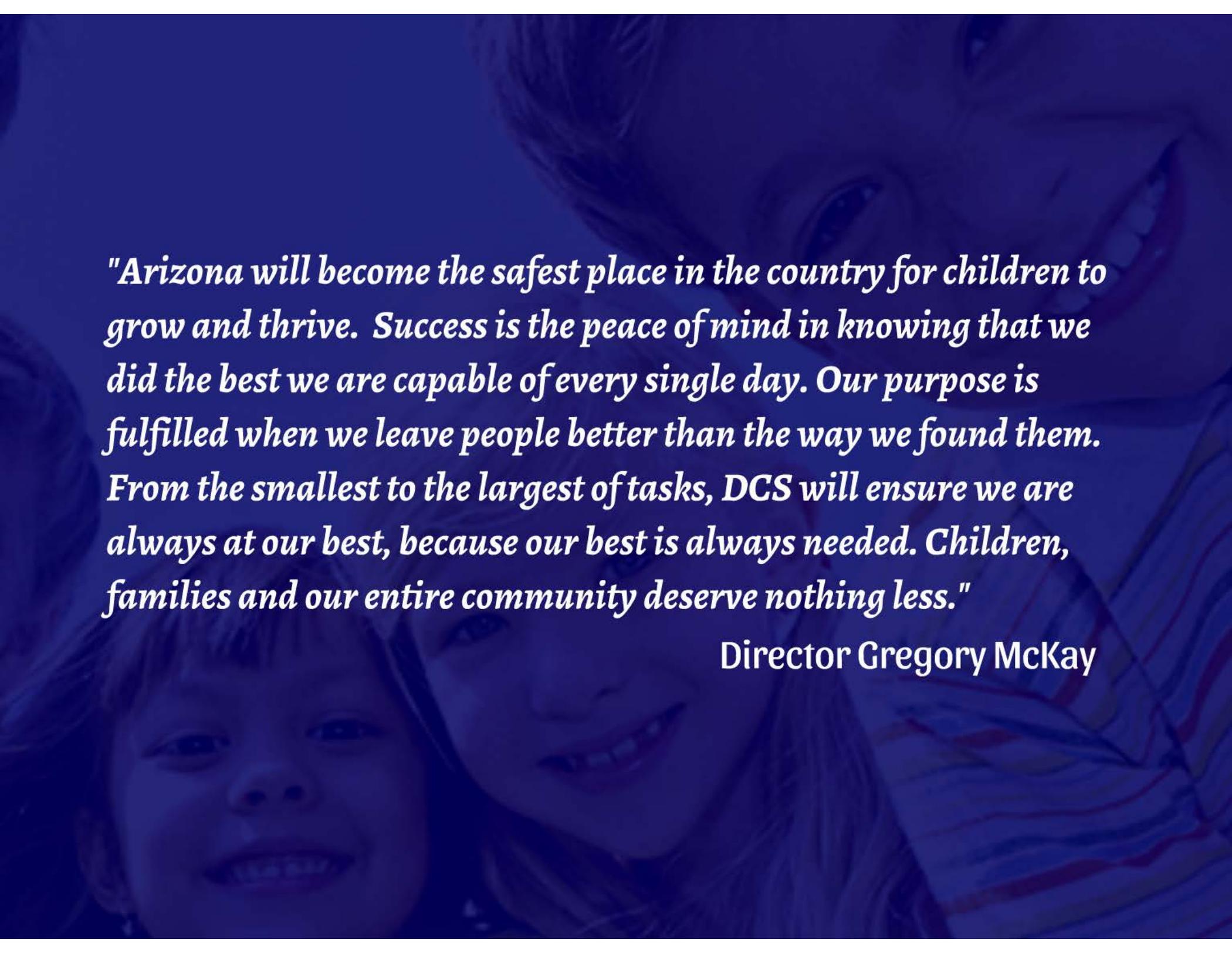
- Execute specific process improvements and targeted projects to reduce operating costs

Execute IV-E Waiver Demonstration Project

- Execute the IV-E waiver demonstration projects including redeployment of any potential savings

Metric

- Operate the Department at or below the appropriated budget



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FY17 Strategic Objective #3: Increase Fiscal Responsibility

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