



Arizona Department of Child Safety

Douglas A. Ducey
Governor

Gregory McKay
Director

June 30, 2017

The Honorable Don Shooter
Chairman, Joint Legislative Budget Committee
Arizona House of Representatives
1700 West Washington
Phoenix, Arizona 85007

Re: Department of Child Safety Quarterly Benchmark Progress Report

Dear Chairman Shooter:

Pursuant to Laws 2016, 2nd Regular Session, Chapter 8, Section 24, the Department submits its report on the progress made increasing the number of filled FTE positions, meeting the caseload standard and reducing the number of backlog cases and out-of-home children for the fourth quarter of FY 2017.

If you have any questions, please contact our office at (602) 255-2500.

Sincerely,

For Director McKay

Gregory McKay
Director

Enclosure

cc: Richard Stavneak, Director, Joint Legislative Budget Committee
Senator Debbie Lesko, Chairman, Joint Legislative Budget Committee
Lorenzo Romero, Director, Governor's Office and Strategic Planning and Budgeting
Patrick Moran, Joint Legislative Budget Committee
Sarah Pirzada, Governor's Office and Strategic Planning and Budgeting



DEPARTMENT OF CHILD SAFETY

Quarterly Benchmark Progress Report (Filling FTE Positions and Reducing the Backlog)

June 2017

PROGRESS MADE IN INCREASING THE NUMBER OF FILLED FTE POSITIONS

There has been focused work by the Department to fill 100 percent of DCS positions and reduce turnover in order to sustain sufficient staff resources that provide quality services to the children and families it serves. Significant effort has taken place to fill positions statewide, including routine planning and information sharing meetings between Executive management, the Regional Program Administrators and Human Resources Managers. Recruitment and retention data is tracked and reviewed bi-monthly. Action plans are developed when areas of concern are identified through this tracking process. The Department continues its active recruitment process to fill all Child Safety Specialist positions. As of May 2017, the Department had filled 1,343 (95%) of the 1,406 funded positions. DCS funds 218 supervisor positions, 99% of which are filled. The breakdown of funded supervisor positions by region and the Hotline are as follows: Hotline-12, Central-63, Pima-49, Northern-20, Southeast-9, and Southwest-64. The Department is actively recruiting to fill the vacant supervisor positions, which will reduce the DCS Specialist to supervisor ratio.

The Department of Child Safety (DCS) continues to employ a professional recruiter to develop community and organizational partnerships to create a pathway of qualified candidates. The Department has centralized the statewide recruitment of the DCS Specialist classification, under the direction of the Recruitment Manager. The Department continues its active recruitment process to fill all positions. During CY 2017, DCS Human Resources (HR) has focused on the accountability of the Title IV-E University child welfare program. DCS HR has been working with Arizona State University, Northern Arizona University, and DCS Office of Procurement and Contracts to improve monitoring for all students from 2014 to present on their tenure with the agency. DCS HR completed a Standard Operating Procedure to outline the process of the program and created a tracking system outlining the percentage of students completing the program and students leaving prior to completing their contractual obligation.

The Department's Human Resource (HR) team has made improvements to the hiring process during SFY 2017. An analysis was conducted in relation to the ratio of staff hired and leaving DCS employment, which resulted in additional efforts to recruit field staff. The HR team has a goal of 40 new hires per month, which exceeds the average number of staff leaving the Department. In order to reach this goal, the team contacts all applicants immediately upon receipt of the initial application, sends recruitment packets via email to speed up the transmission of information, conducts follow up emails or phone calls to applications to obtain missing or incomplete information, schedules the new hire interview immediately upon receipt of the complete application, and has added an additional staff member to assist in completing background reference checks. The HR team has also started to monitor the number of new hires that leave DCS within

the first year to allow future analysis of this information.

DCS continues to offer case aides with five or more years of experience the opportunity to promote to DCS Specialist positions, which brings staff already familiar with the child welfare system to areas of need. In May 2017, qualifying DCS staff, including case managers, case aides, and support staff, were provided a \$150 bonus.

In addition to the Department’s efforts to reduce turnover and improve recruitment of DCS Child Safety Specialists, the Department is also committed to minimizing the overall attrition of all DCS employees by improving the onboarding experience, and striving to improve overall job satisfaction with the agency. Chart 1 shows the number DCS Specialist hires for CY 2016 and 2017 to date along with hiring targets established against attrition rates historically observed. Chart 2 shows the Department’s significant improvements in reducing turnover for all DCS employees in the past two quarters. Data for March is preliminary and will updated in future reports.

Chart 1 – DCS Specialist Hires and Target Trends

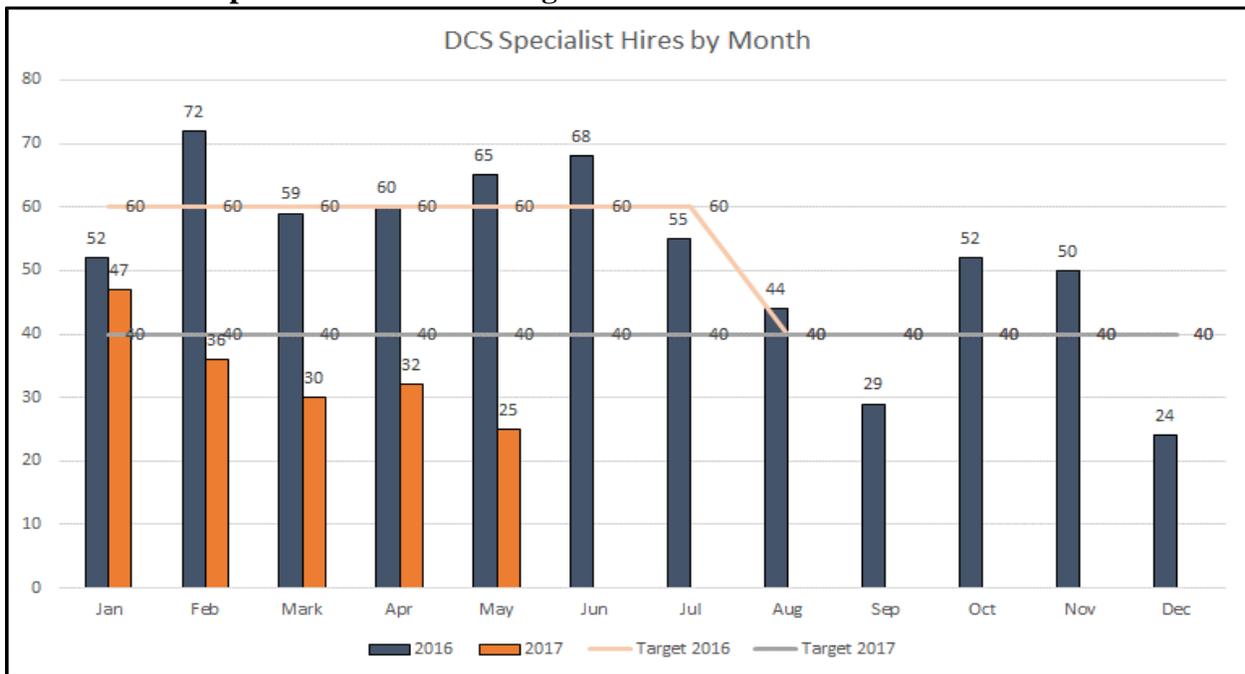
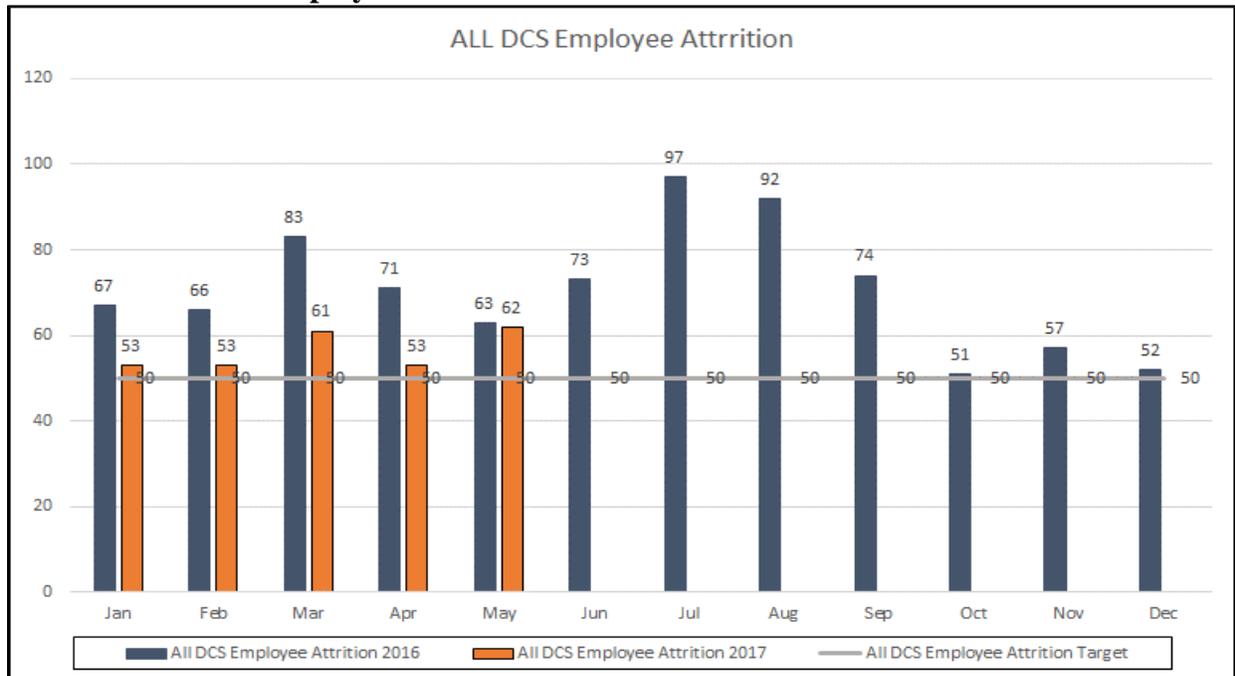


Chart 2 – All DCS Employee Attrition Trends



*DCS Employee Turnover is not available for the month of June at the time this report was due and will be updated in the next quarterly report.

PROGRESS REDUCING INACTIVE CASES AND IMPROVING CASELOADS

During the fourth quarter of FY 2017, the Department maintained activities and initiatives across the state to continue reducing the backlog and total number of open reports. Additionally, the DCS human resources department has made concerted efforts to hire and place specialists at a rate equal to any departures from the Department. As a result of the sustained staffing levels, reduced number of backlog inactive cases and total open reports, and reduced foster care population, the overall caseloads for DCS investigators have reduced this quarter. It is important to note that the Department realigned several units in the Central and Southwest Regions.

The Department achieved another milestone this quarter in its effort to reduce the backlog and open reports. In March 2017, DCS fell below the legislatively required benchmark of 1,000 backlog cases. From a peak of 16,014 in January of 2015, the Department now has only 354 backlog cases as of June 19, 2017, representing a 98 percent decrease. The Department’s efforts now focus on maintenance of caseload levels to avoid a return to higher numbers of backlog cases. Already, in many portions of the state, efforts transitioned from reduction initiatives to sustainment activities as a means of maintaining the positive gains achieved and preventing the recurrence of an investigative backlog. In those particular offices, sustainment measures 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, and the implementation of leader standard work to ensure routine follow-up.

DCS continues the use of selected assistance work teams and, Regional action plans, while leveraging provider partnerships and maintaining weekly performance huddle calls as a means of maintaining progress and establishing performance accountability. As a result of these efforts, the

Department has 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 has reduced that to only 5,644 open reports as of June 19, 2017 representing an 83 percent reduction (see Table 2).

PROGRESS MADE REDUCING THE OUT-OF-HOME POPULATION

While much of the emphasis has been focused on continued reduction of the backlog and total number of open reports, additional efforts have been made to reduce the out-of-home foster care population. The Department continues to realize progress in fiscal quarter 3, reducing the out-of-home foster care population by 4.25 percent (762 children) ending with 17,174 children in care. The progress made since the baseline period of March 31, 2016 is a 9.2 percent reduction (1,743 children). These gains represent the first continued and sustainable population reduction in nearly a decade. The reduction of the foster care population can be attributed to several key factors: slowing of the entry rate and sustained performance in children exiting care.

Over the past three fiscal quarters, investigative case manager workload has dropped appreciably as the backlog has been eliminated (see Table 3). This coupled with the additional standardized process tools including supervisory administrative and case progress review checklists, as well as standardized safety discussions guides, have contributed to the reduced number of children entering the out-of-home care population.

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. Through these standard process activities, paired with the continued to use of cursory case reviews and Fostering Sustainable Connections (the Title IV-E Waiver demonstration project), the Department seeks to continue realizing safe and sustainable out-of-home care population reductions.

Table 2 – Benchmark Performance

		Q1FY17	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18	Q3FY18	Q4FY18
Backlog Cases	<i>Benchmark (less than)</i>	10,000	7,000	4,000	1,000	1,000	1,000	1,000	1,000
	<i>Actual</i>	4,790	2,854	746	354				
Backlog Case by disposition	<i>Investigation Phase</i>	4,554	2,671	633	222				
	<i>In-Home Cases</i>	222	160	99	111				
	<i>Out-of-Home Cases</i>	14	23	14	21				
Number of Open Reports	<i>Benchmark (less than)</i>	---	---	---	13,000	13,000	13,000	13,000	13,000
	<i>Actual</i>	13,477	9,611	6,610	5,644				
Number of Out-of-Home Children	<i>Benchmark (less than)</i>	---	---						17,500
	<i>Benchmark (% reduction)</i>			2%	2%	2%	2%	2%	2%
	<i>Actual</i>	18,183	17,936	17,174	16,917				
Footnotes									
- Number of open reports is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.									
- Number of inactive cases is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.									
- Out-of-home population figures are directly from the 20th of the Month "TIGGER" report which is a lagging 60 day metric.									

Table 3 – Headcount and Caseload Performance

Region	Section #	Section name	March 31, 2016 Baseline			Quarter 3 FY 2017									Quarter 4 FY 2017						
			Caseload			FTE		Caseload						FTE		Caseload					
			# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigators	Case managers	# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigation (reports per worker)	In Home (cases per worker)	Out of Home (children per worker)	Investigators	Case managers	# of open reports (investigations)	# of In home cases	# of Out-of-Home Children	Investigation (reports per worker)	In Home (cases per worker)	Out of Home (children per worker)
10 - Central	0, 1	Apache Junction/Kearney	576	0	601	14	14	366		652	27		48	13	13	218		617	16		46
	2	Casa Grande/Coolidge	834	0	688	15	15	320		618	22		42	16	16	230		627	14		39
	3	Osborn	1005	0	542	14	14	359		546	26		39	14	14	112		588	8		41
	4	In Home	17	495	111		31	25	457	10	1	15	0		31	21	502	7	1	16	0
	5	Mesa	1423	0	615	15	15	174		570	12		38	18	18	216		605	12		33
	6	Gilbert	1236	0	824	20	20	299		641	15		32	19	19	163		629	9		33
	7	Tempe	1786	0	913	20	20	400		665	20		33	20	20	288		639	14		32
	8	South Mountain	1493	0	663	17	17	413		744	24		43	16	16	220		681	14		43
	9	North Central	1522	0	775	13	13	263		528	20		39	15	15	248		501	17		34
	10	19th Avenue	2	0	1520		38	0		1584	0		42		39	0		1626	0		41
20-Pima	1	East Broadway	980	49	342	20	27	222	52	350	11	2	13	19	24	193	40	303	10	2	12
	2	Wetmore	227	27	398	11	21	201	29	444	19	1	21	11	21	207	35	448	19	2	21
	3	Country Club	132	18	370	11	21	83	24	439	8	1	21	11	22	66	20	407	6	1	18
	4	Wetmore	126	19	313	12	23	134	13	254	11	1	11	11	22	191	21	252	17	1	11
	5	Madera A	599	39	164	11	21	113	12	301	11	1	15	11	21	208	0	335	19	0	16
	6, 0	AHIT/Adoptions*	7	0	555	2	20	15	0	376	9	0	19	5	27	4	0	658	1	0	24
	7	22nd/Alvernon	326	53	379	10	20	129	42	336	13	2	17	10	22	102	29	309	10	1	14
	9	Madera B	174	15	312	10	20	139	23	299	14	1	15	10	20	114	51	248	11	3	13
	10	Alvernon	82	0	340	10	20	50	0	246	5	0	13	5	5	37	0	65	7	0	13
	30- Northern	1	Prescott/Prescott Valley	266	---	398	12	12	242	26	229	21	2	19	13	13	205	19	252	16	1
2		St. Johns/Winslow/Show low	127	---	188	6	6	43	13	350	7	2	55	8	8	55	18	321	7	2	40
3		Flagstaff/Page/Cottonwood/Fredonia	200	---	220	12	12	107	9	149	9	1	13	11	11	129	3	153	12	0	14
4		Bullhead City/Lake Havasu	176	---	399	8	8	127	77	278	15	9	33	8	8	162	11	313	20	1	38
5, 00		Kingman	198	---	132	10	10	71	6	327	7	1	32	11	11	91	12	304	9	1	28
40- Southeast	1	Benson, Douglas, Nogales, SV	254	30	245	5	9	18	9	196	4	1	21	6	11	20	4	188	4	0	17
	2	SV, Safford	645	34	169	7	13	123	35	194	19	3	15	5	10	178	6	197	34	1	19
	3	Globe, Payson	383	14	119	3	5	35	4	102	13	1	19	3	5	46	11	110	18	2	22
50- Southwest	0, 1	CHILDELP Advocacy	483	0	4		0	3		0	0	0		0	0	0		1	0		0
	3	In Home	44	---	101		41	35	502	133	1	12	3		38	36	486	27	1	13	1
	4	Thunderbird	937	0	C	19	19	245		606	13		32	19	19	238		573	12		30
	5	Peoria	1999	0	839	19	19	300		651	16		34	19	19	286		623	15		33
	6	Glendale/Durango	1558	0	584	21	21	293		566	14		27	23	23	330		629	14		27
	7	Avondale/Advocacy	614	0	804	20	20	296		745	15		37	19	19	183		631	10		33
	8	Adoptions	0	0	1667		21	0		1516	0		72		42	0		1559	0		37
	9	Yuma, Parker, Summerton	347	0	418	16	16	153		442	9		27	16	16	112		436	7		27
	12	West 101	953	0	670	18	18	319		563	17		31	17	17	288		582	17		35
	13	Pinnacle Peak	597	0	713	15	15	219		458	15		31	17	17	227		431	13		26
9, 105 - Other	various	Various	370		48			252		66					220		42				
Totals			22698	793	18143			6586	1333	17174						5644	1268	16917			

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.
- Number of inactive cases is the actual figure as of the Monday before the legislatively required reporting period based on the automated report run.
- Trainees are accounted for in FTE figures in each section with an equal distribution of 20% caseload.
- Out-of-home population figures are directly from the 20th of the Month Tigger which is a lagging 60 day metric.
- In Home cases are based on a handcount of cases actively managed in each respective region. March 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 handcounted in Southwest Region in March 2016. The handcount 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 employ a distribution of 34% Investigations and 66% ongoing.
- Southwest Region Section 3 manages both in home cases and permanency planning units. The workload distribution is based on one unit of Permanency Planning Specialist and the remaining Specialist assigned to In Home.
- * Pima Region Section 6, Quarter 3, was updated as adoption cases have been centralized to this unit after transitioning from a Vendor managed unit. As a result an additional adoption unit was created and updates to the total number case managers was required.