

Child Safety

Director: Greg McKay

STRATEGIC PLAN – FY2018



Vision

Children thrive in family environments free from abuse and neglect.

Executive Summary

Strategic Issues & Strategy

In FY2017, the Department of Child Safety (DCS) focused 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 further improvements in objective decision making, continued improvements in foster care placements, placement options and provider/placement supports. Additional opportunities exist to improve IT automation including data integrity and collection as well as pursuing integration of Behavioral Health service with Medical services.

Employee retention and engagement also remains a focal point for the department.

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.

Principles / Values

Our core values serve as guiding principles for DCS. Each of the values listed below guides the agency in achieving its mission and outcomes. They are also the foundation to building the organizational culture.

- Child-Centered – Children belong with families, their own when it is safe
- Family-Focused – Families will have a voice and decision-making role regarding decisions that affect them and their children
- Successful Engagement – Invite family participation to achieve positive outcomes
- Partnerships and Community – The entire community shares responsibility of keeping children safe
- Professional Environment and Workforce Excellence – Demonstrable competence and positive, timely response
- Cultural Responsiveness – Respect for family beliefs and culture
- Accountability and Transparency – Highest practice standards

Resource Assumptions	FY 2018 Appropriations	FY 2019 Budget Request	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full-Time Equivalent	3,193	3,193	3,193	3,193	3,193
General Fund	\$379,790	\$405,000	\$405,000	\$405,000	\$405,000
Other Appropriated Funds	\$180,610	\$180,610	\$180,610	\$180,610	\$180,610
Non-Appropriated Funds	\$0	\$0	\$0	\$0	\$0
Federal Funds	\$415,540	\$427,540	\$427,540	\$427,540	\$427,540
Total Agency Funds	\$975,941	\$1,014,163	\$1,014,163	\$1,014,163	\$1,014,163

Child Safety

Director: Greg McKay

STRATEGIC PLAN – FY2018



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

Goals	Performance Measures	Objectives
Improve timeliness to permanency	Increase the percentage of children achieving permanency in 12 months	➤ Complete Training for investigations and ongoing; Implement SAFE AZ tools
		➤ Implement statewide field standardization
		➤ Targeted permanency activities to reduce the number of children in Out-of-Home care
		➤ Expansion of prevention and intervention services and supports
Increase the placement of children in a family like setting	Decrease the number of placement moves	➤ Refine and implement improved foster family recruitment process
		➤ Implement a standardized statewide placement process
	Increase the percentage of care days spent in a family-like setting	➤ Improve supports to foster care givers
		➤ Refine and implement improved partnerships with foster care providers
		➤ Further expand Fostering Sustainable Connections IV-E Waiver Project
Improve employee retention	Reduce agency-wide employee turnover	➤ Refine and implement employee "on boarding" experience
		➤ Define and implement leadership development program for all people leaders
		➤ Establish a culture of safety and support for DCS staff
		➤ Refine and implement an employee engagement strategy
Develop and implement the agency IT infrastructure	Complete 100% of IT implementation plan	➤ Successfully deploy the mobile solution statewide, including field background checks
		➤ Design and implement safety assessment model in Guardian
		➤ Implement a data quality plan for Guardian
		➤ Implement the "Cloud First" strategy
Develop implementation strategy for Behavioral Health services	Complete 100% of implementation strategy including legislation plan	➤ Development of a complete integration assessment, transition plan and recurring costs analysis, including legislative change requirements