Department of Child Safety
Fiscal Year 2022 Strategic Plan 2-pager

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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.

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

The Arizona Department of Child Safety (AZDCS) strategies, objectives, metrics, and initiatives have been developed and aligned to reach our vision through daily application of our shared values:

- **Safety** - *We are safety experts. We create physically and psychologically safe environments for children, families, caregivers, staff, and service providers. Our organizational culture provides safety to explore all ideas and topics, learn about other perspectives, and support one another.*
- **Compassion - *We are Compassioneers.*** *Every day, we work with empathy and respect for all. We lead with kindness in understanding that families are influenced by their experiences. We treat every child, family and caregiver as if they were our own, and connect with people by seeking all points of view.*
- **Change** - *We are all born to grow. We are curious, open to change, and seek continuous improvement, driven toward our vision and mission.*
- **Accountability** - *We hold ourselves to the highest levels of professionalism. We embrace practice and process standards in order to provide the very best services consistently and efficiently, with transparency and privacy for children and families.*
- **Advocacy** - *When children can't speak for themselves, we can. As leaders in child well-being, we advocate to make the world a better place for children, while helping their families improve and heal. We champion actions that strengthen communities, families, and our staff.*
- **Family** - *Family reaches beyond the home. As the DCS family, we strengthen each other by connecting people with their communities so that all can thrive in a safe and supportive environment.*
- **Engagement -** *Engagement means listening and being responsive to earn the trust of all we encounter. Through engagement, we make discoveries together and build upon individual strengths. We involve families in decisions and help them find family-specific solutions.*
- **Teaming -** *The best decisions are made together. We use our collective knowledge and consider everyone's viewpoints to identify opportunities, solve problems, and provide the best possible outcomes, because child safety is a responsibility we all share.*

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	All decisions are data informed, timely, mission-focused, built for sustainability and consider system implications	2017	In-home transfer process complete, Supervision Coaches in place and coaching supervisors and program managers. Redesign of ongoing supervision rolling out. Planning for adoptions supervision standardization has started.
2	DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values	2016	Three-tiered structure developed and being implemented combating racial disparity in Foster Care. Tier 1 – Internal committee; Tier 2 – partnership with child protection stakeholders; Tier 3 – connectivity to community partners High Five System tied to core values so staff can recognize one another for practicing shared values. Modernizing recruitment process through social media campaigns.
3	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support.	2017	Behavioral Health Integration successfully launched. Service array redesign to launch July 2021.
4	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal	2017	Initial congregate care facilities have been certified as QRTP (Qualified Residential Treatment Program), phase 2 agencies are in process of becoming certified. New, foster parent orientation to launch that directly connects potential foster parents to "best match" licensing agencies.
5	DCS data is complete, accurate, protected, governed, and used to inform decisions	2017	Deployment of Guardian Release 0 is complete as of Feb 1, 2021. Bugs/issues are prioritized and bundled as part of Release 1 Reporting still in development and progressing.

#	Annual Objective	Objective Metrics	Annual Initiatives
1	All decisions are data informed, timely, mission-focused, built for sustainability and consider system implications • Increase number of units that have standardized clinical and administrative supervision implemented • Increase number of functions that have standard work, process adherence resources, and performance management processes pertaining to mobile work and telecommuting	• Percent (%) of units will have standardized clinical and administrative supervision implemented • Percent (%) of DCS functions will have standard work, process adherence resources, and performance management processes pertaining to mobile work and telecommuting	1. Implement standardized clinical supervision in remaining ongoing case management units 2. Implement standardized administrative supervision and performance management in remaining ongoing case management units 3. Refine standard work, process adherence resources, and performance management processes (including mobile and telecommuting work force)
2	Foster and inspire an effective and engaged workforce comprised of mission-driven professionals who believe in and practice our shared values	• Reduce agency employee turnover • Reduce Supervisor turnover • Increase percentage of leaders receiving coaching on a monthly basis • Increase proficiency score of Supervision Coaches • Quantitative measure of Leaders, PM and above, practicing our core values • Qualitative measure of Leaders, PM and above, practicing our core values • Increased proficiency and frequency in recognizing and discussing bias during clinical supervision	1. Develop and implement an aligned leadership and management culture that embodies and promotes our shared values, a learning and coaching mindset, and behavioral integrity 2. Increase and improve communication to develop relationships and trust between DCS and the community, and to develop skill in recognizing and discussing bias during clinical supervision.
3	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support. • Increase the percentage of children entering out-of-home care who are reunified within 12 months of entry without increasing post-reunification re-entry rates • Improve the clinical and therapeutic supports for children served in-home or out-of-home, and their parents and caregivers	• Percent (%) of children entering out-of-home care who are reunified within 12 months of entry, without increasing post-reunification re-entry rates • Percent (%) of children and youth in out of home care receiving timely comprehensive wellness exams (EPSDT) and behavioral health assessments	1. Implement enhancements to the direct services array (supports FFPSA) 2. Increase awareness of cross-agency process and develop efficient, operational partnerships with child-welfare system partners to improve service delivery that promotes child safety, strengthens families and promotes child well-being (ADE, DHS, AG's, DES, QFCO, Courts and others) 3. Monitor and improve integrated behavioral and physical health system within DCS
4	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal • Decrease the number of placement moves per 1,000 care days • Increase the percentage of care days spent in a family setting • Establish a baseline of the number and percentage of care days per month spent in a QRTP for each child cohort type	• Number (#) of placement moves per 1,000 care days • Percent (%) of care days spent in a family setting • Settlement Compliance (SC): Substantial compliance met in 100% of required actions within applicable deadlines. • Settlement Compliance (SC): Outcome measures met and sustained for the periods specified, before 12/31/2025.	1. Increase the skills and array of caregivers, including the development of QRTPs 2. Refine and implement caregiver training to improve support of children and youth with higher needs 3. Redefine the support infrastructure for foster families to improve the recruitment experience and match the level of support between caregivers and the needs of children in their care 4. Finalize and implement a child to out-of-home caregiver matching process 5. (SC) Develop and implement a standardized review of required actions. 6. (SC) Engage plaintiffs' counsel in *ad hoc* subject matter conferences and semi-annual review conferences. 7. (SC) Identify, review, and provide deliverable documents to plaintiffs' counsel as described. 8. (SC) Determine and request verification of compliance as actions are completed.
5	DCS data is complete, accurate, protected, governed, and used to inform decisions • Map business processes transitioned to Guardian, ensure measurable performance metrics • Complete IT implementation plan	• Measure of Business Processes that are bug-free and sustainable with minimal manual intervention • Percent (%) complete of IT implementation plan	1. Launch Guardian and update related business processes 2. Implement continuous improvement for business processes through release and deployment. 3. Stabilize IT infrastructure and processes through continuous improvement initiatives.