

**Child Welfare Trends in Arizona
Semi-Annual Report Update
January 24, 2013**



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Child Welfare Trends Update

Overview

Six Month Update:

- Child Welfare Improvements & Results
 - Child Abuse Hotline
 - Recruitment & Hiring
 - Child Protective Services Process Improvements
- Growth Continues to Stress the System
- Managing through Continuous Improvement
- The Governor's Budget Supports Our Work & We Need Your Help



Child Welfare Improvements & Results

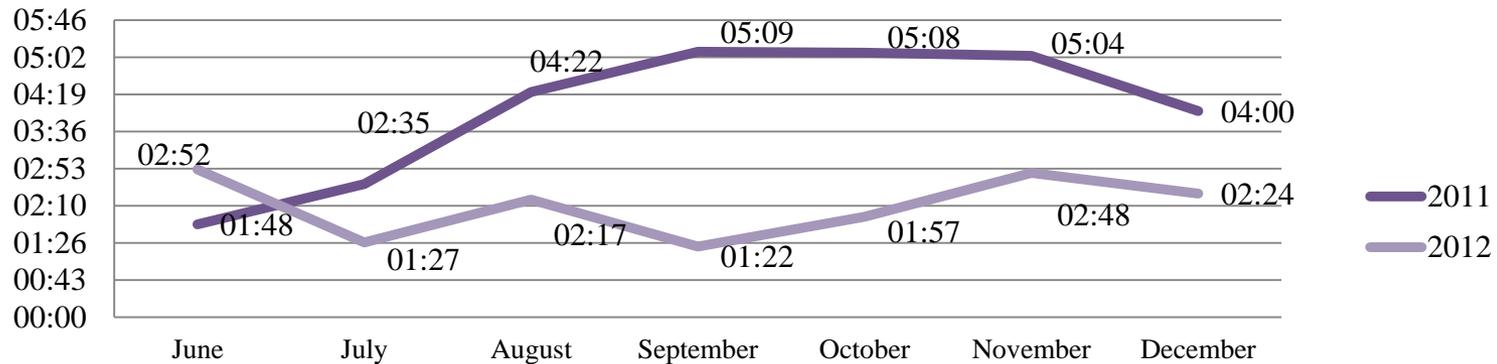


Child Abuse Hotline Results

		2011	Offered	Answered	Abandon	Percent	2012	Offered	Answered	Abandon	Percent	Offered Δ	Answered Δ	Abandon Δ	
Last 7 Months	June		10,579	9,396	1,182	11%	June	11,145	9,407	1,734	16%	566	11	552	
	July		11,083	9,408	1,666	15%	July	11,688	10,429	1,260	11%	605	1,021	(406)	
	August		13,948	11,163	2,785	20%	August	14,535	12,519	2,016	14%	587	1,356	(769)	
	September		13,451	10,740	2,708	20%	September	12,915	11,914	1,000	8%	(536)	1,174	(1,708)	
	October		12,420	9,781	2,589	21%	October	13,806	12,317	1,481	11%	1,386	2,536	(1,108)	
	November		12,660	10,146	2,474	20%	November	13,030	11,085	1,819	14%	370	939	(655)	
	December		11,137	9,301	1,837	16%	December	11,081	9,880	1,182	11%	(56)	579	(655)	
	Grand Total		85,278	69,935	15,241	18%	Grand Total	88,200	77,551	10,492	12%	2,922	7,616	(4,749)	
												Percent to 2011	3%	11%	-31%

- June to December 2011 vs. 2012: Calls offered increased by more than **2,900 or 3%**.
- The Hotline was able to **answer 7,616 or 11% more calls** in 2012 as compared to the same time in 2011.
 - Meaning: We are able to intake more allegations of child abuse or neglect.
- Abandoned calls have decreased **by 4,749 or 31%**, while call volume increased 2,922 or 3%.
- Over the past three months, the Division began measuring the number of calls that abandon in less than 60 seconds; approximately 30% of all abandoned calls will abandon in less than 60 seconds

Hotline's Average Speed of Answer

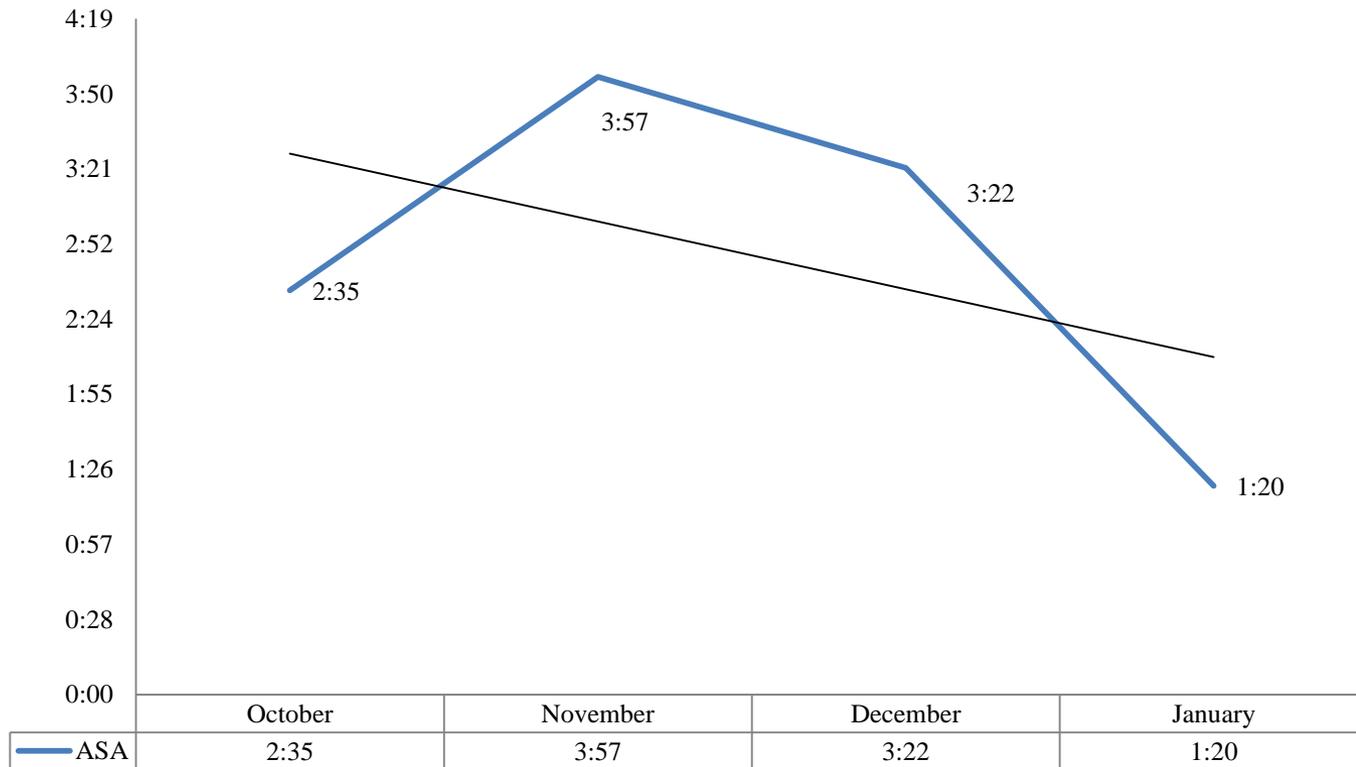


	2011	2012	Δ	% Δ
June	01:48	02:52	01:04	37%
July	02:35	01:27	01:08	44%
August	04:22	02:17	02:05	48%
September	05:09	01:22	03:47	73%
October	05:08	01:57	03:11	62%
November	05:04	02:48	02:16	45%
December	04:00	02:24	01:36	40%
Average	04:01	02:08	01:53	47%



Hotline's Mandated Phone Queue Average Speed of Answer

Mandated Reporter Phone Queue



Hotline's Focus for the Next 6 Months...

- Ensuring any caller, who has taken the initiative to make that critical phone call, has the most positive experience possible
 - Modifying our quality assurance processes and QA department
- Continue to address staffing practice
 - Utilizing a workforce management software
- Researching technology solutions
 - Establishing an expedited and electronic modality to send CPS report to law enforcement and county attorneys
 - Utilizing Fax to E-mail service



Making a Positive Impact

Feedback from a mandated reporter

About a Year Ago



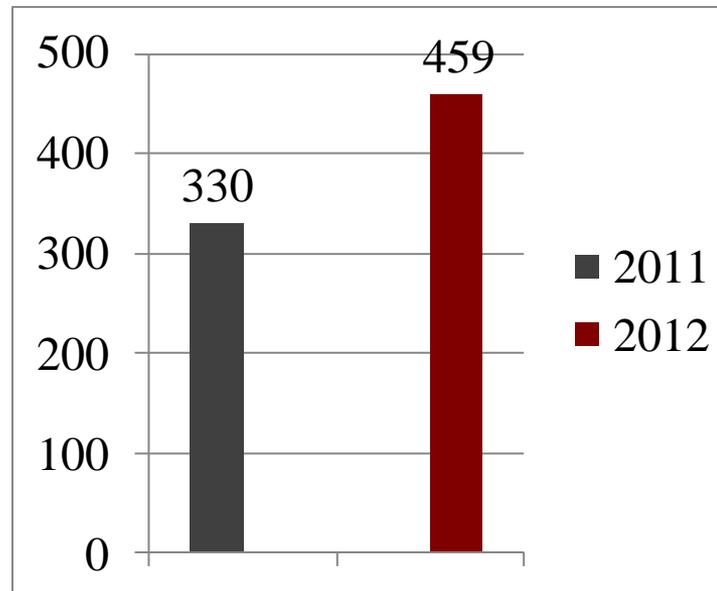
Today



CPS Specialist Staff Recruitment – 2012 Results

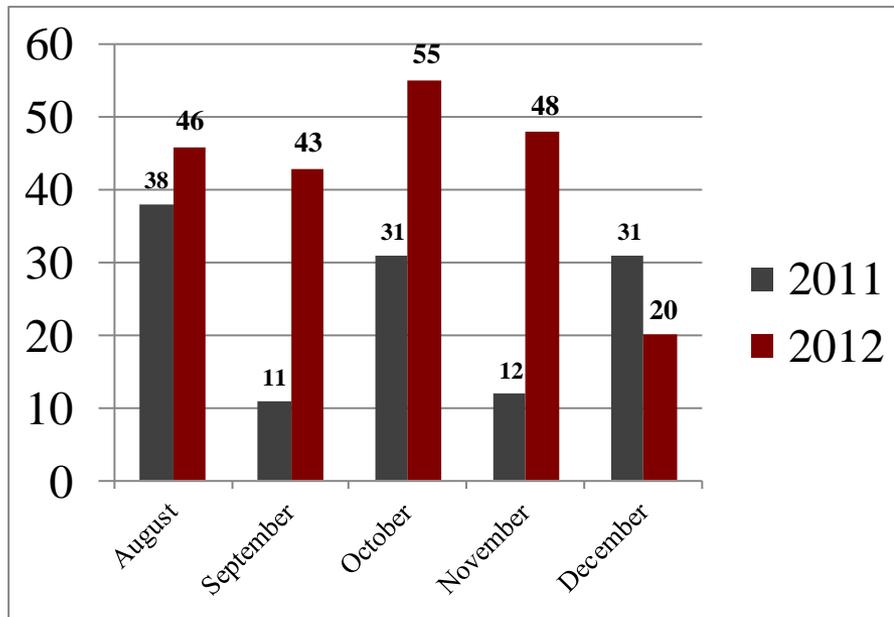
Recruiting process is more efficient. As a result, we hired 129 more Child Protective Services Specialists.

New Hires



CPS Specialist Staff Recruitment – 2012 Results

Hiring Comparison since Centralized Recruitment Implementation



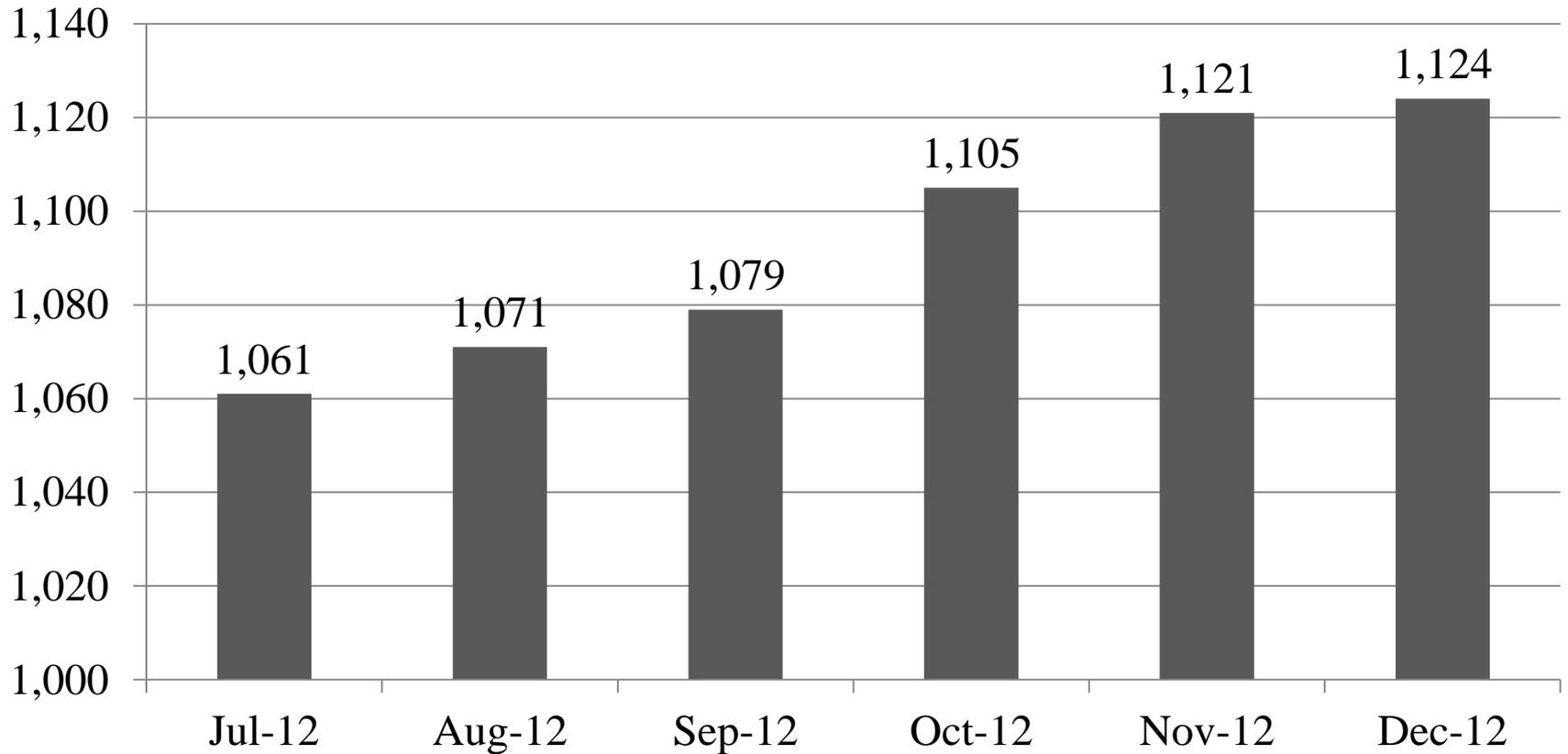
CENTRALIZED RECRUITMENT PROCESS

- Increased the average monthly hires from 22 per month to 42 per month
- Increased the average number of new hires in training each month from 179 to 201
- 48 new hires have accepted offers to start in January
- Scheduled 70 candidates for interviews at DCYF's February Hiring Event in Phoenix



CPS Specialist Staff Recruitment – 2012 Results

Total CPS Specialists



Staffing Focus 6 Months Ago and Looking Ahead...

Implement needed process improvements to expedite recruitment and hiring, and get more CPS Specialists into training and into the field

- Contact every candidate throughout the state three times by phone and email follow ups. In addition, we now encourage candidates to contact us.
 - Immediately realized an increase in responses to initial contacts from the recruiting team and an increase in the number of interviews scheduled for recruitment events.
 - The better communication we have with candidates increases the likelihood they show for interviews as well as their first day of work.
- Started posting job listings/requisitions on azstatejobs.gov for each region.
- In the rural regions as well as Pima County, applicants are contacted within 48 hours to schedule an interview. We also encourage the regions to conduct interviews within 10 days.
- The entire recruitment and hiring process is consolidated to the main office to ensure consistency.
 - 2 recruiters and 2 coordinators are now in place to manage the applications process.
- Looking ahead: Talent Acquisition; Virtual Job Tryout; continued work on career ladder development and workforce development.

Through these process improvements, we have become extremely efficient in how we navigate applicants through the hiring process and, as such, are realizing better results



Child Protective Services

Practice and Process Improvements

- ✓ Implemented the Child Safety and Risk Assessment (CSRA)
 - ✓ Statewide expansion completed in August 2012
- ✓ Established the permanent Social Work Assessment Team (SWAT) to address non-active cases
- ✓ Created the CPS IV Series Classification to create a career ladder for CPS Specialists; Currently hired 32 CPS IVs statewide
 - ✓ CPS IVs assist CPS Specialists and Supervisors with mentoring and education to improve the skill of our workforce
- ✓ Technological and process improvements underway to streamline the Case Plan and Court Report documents and improve the re-assessment process
- ✓ Team of staff working to streamline the process for children who are ready to be adopted to achieve permanency quicker



Child Protective Services Onboarding & Training

Process Improvements in Progress

Case Manager Core:

- Oct 2012: Revised case manager training model in partnership with Arizona State University (ASU)
 - Provides a more comprehensive, hands-on learning experience
- In turn, we aim to improve retention by providing both new employees and existing case managers with additional support for professional development and learning
- Close assessment is being conducted by DCYF and ASU to continue to improve; therefore, the training changes are still considered to be in “beta testing”

Supervisors, Managers and Continuous Learning:

- Assistant Program Managers, other mid-level managers participating in Certified Public Manager Program at ASU
- Supervisor Learning Summit held twice yearly for all Supervisors and above
 - Topics identified by the field and leadership have included trauma informed care, understanding chronic neglect, workload management, clinical supervision, and medical examinations and abuse
- Additional work with ASU will continue in 2013 on revising CPS Supervisor Core and providing advanced learning opportunities for all CPS staff



Growth Continues



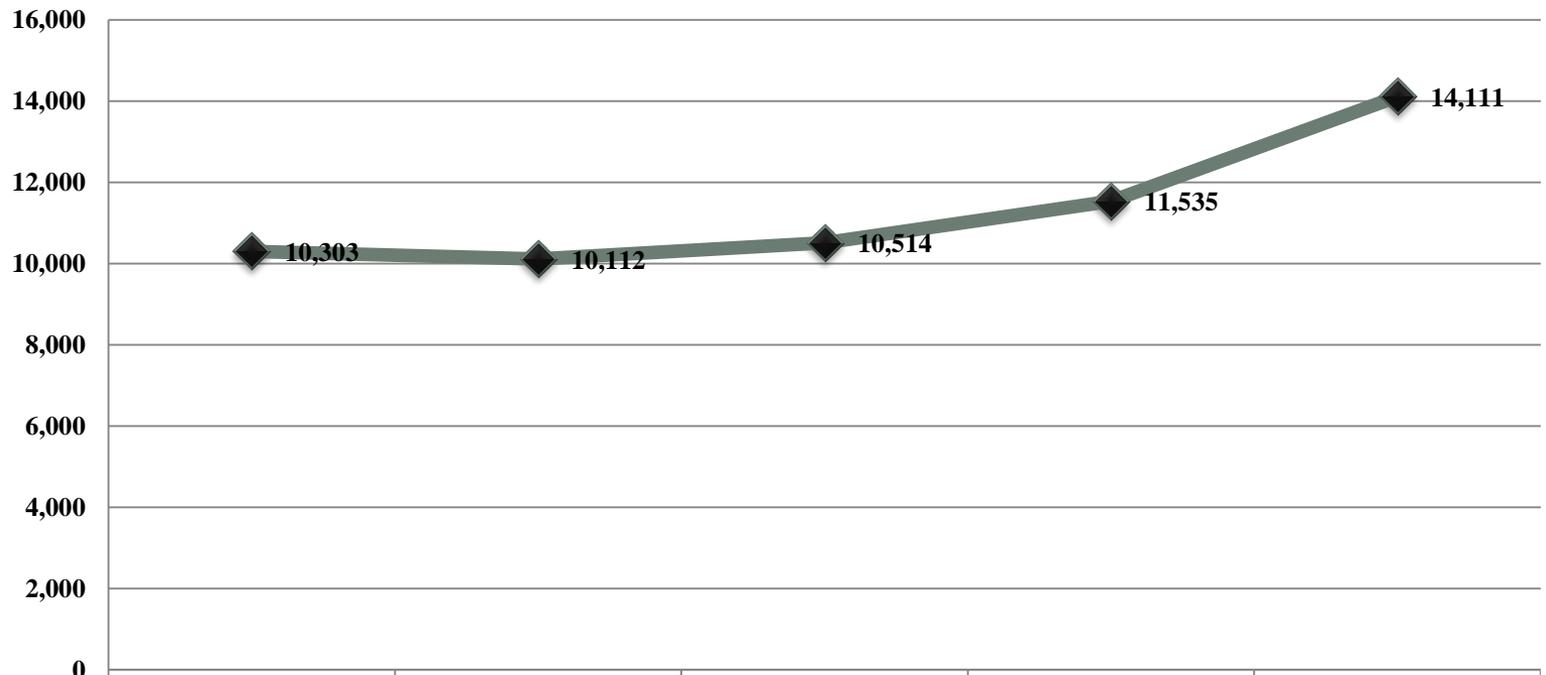
System Growth: Increase in Reports of Abuse & Neglect

	Total Calls	Total Reports	Category of Alleged Abuse			
			Neglect	Physical Abuse	Sexual Abuse	Emotional Abuse
Oct 2005 - Sept 2006	137,086	34,537	20,793	11,236	2,029	479
Oct 2006 - Sept 2007	133,523	34,690	20,760	11,407	2,115	408
Oct 2007 - Sept 2008	132,298	35,121	20,988	11,742	2,008	383
Oct 2008 - Sept 2009	125,772	33,228	19,511	11,436	1,894	387
Oct 2009 - Sept 2010	131,575	34,178	20,688	11,381	1,742	367
Oct 2010 - Sept 2011	140,262	37,252	24,118	11,370	1,451	313
Oct 2011 - Sept 2012	155,339	42,091	28,091	12,172	1,503	325
Oct 2011 - Sept 2012 % Of Total		100.00%	66.73%	28.91%	3.58%	.78%



System Growth: Increase in Children in Out of Home Care

22% Increase Between September 2011-September 2012



	Sept 2008	Sept 2009	Sept 2010	Sept 2011	Sept 2012
Children in Out of Home Care	10,303	10,112	10,514	11,535	14,111



Managing through Continuous Improvement



Managing Through Continuous Improvement

Prioritize: Child Safety and Focused Efforts

Focused work is happening across the Division of Children, Youth and Families:

- Building the depth of our bench
 - CPS IV Series creates a career ladder for CPS Specialists; CPS IVs will assist the field with complex cases, mentoring and education
 - Social Work Assessment Team (SWAT) and other Specialists in Practice Improvement, Field Training & Policy work with the field to bust barriers and build the skill
 - Az-Force monthly meetings statewide with all Assistant Program Managers, Deputy Program Managers, and Regional Program Managers to review in detail statistical information from each section, discuss workflow patterns, open/closed cases, non-active cases, out-of-home care numbers, case reviews, and progress to permanency for children
 - Positive Attrition
- Improved onboarding & training
- Building relationships with sister agency partners and community providers to support child welfare



Managing Through Continuous Improvement

Focused Work: SWAT and AZ-Force

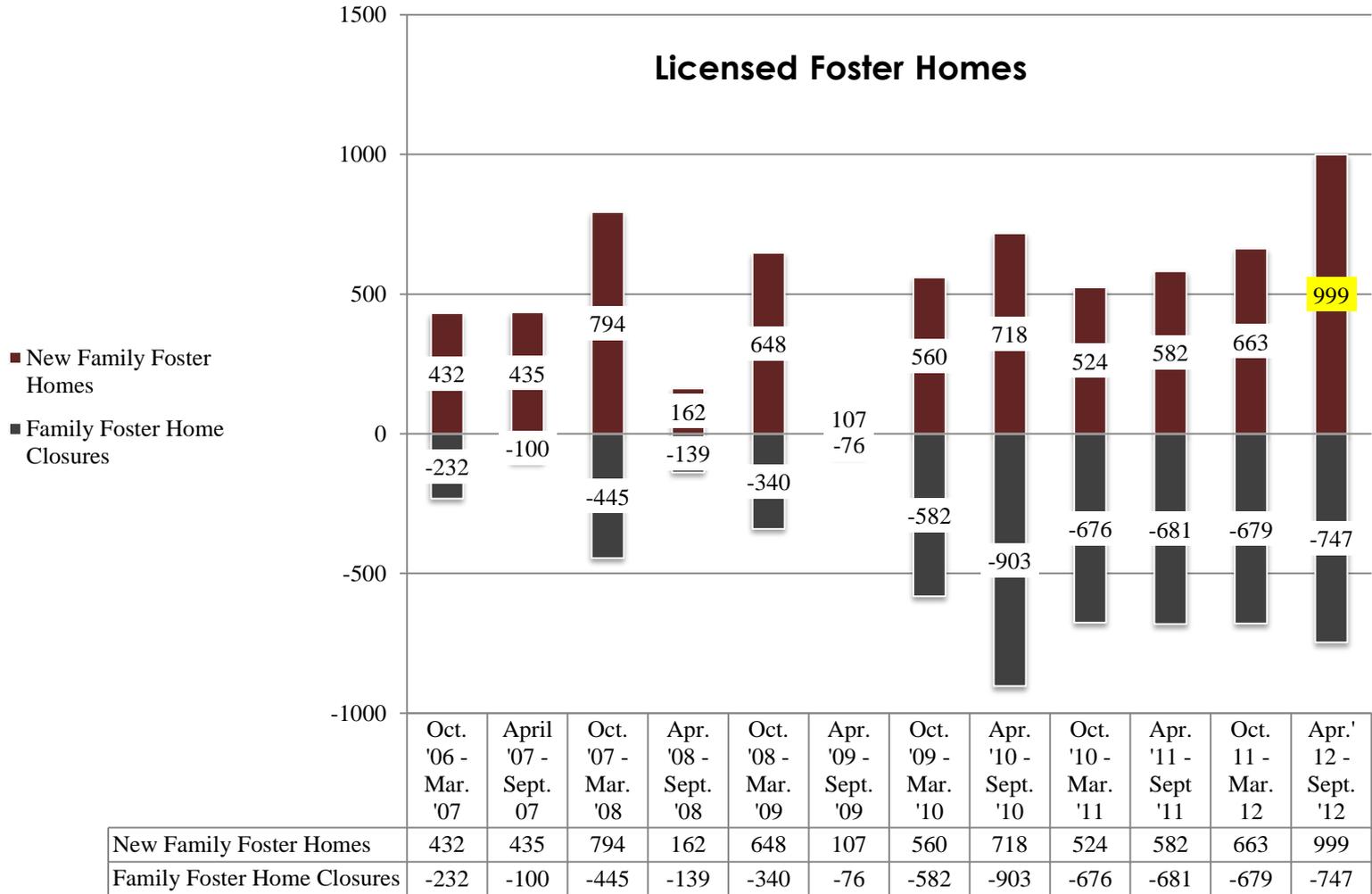
What we know:

- Singular process improvements are not designed to free up capacity
- Over time, we will be successful with all combined process improvements
- Increased volume in reports, turnover and number of children in care limits the capacity for process improvements to show immediate, dramatic success
- NOW: The field needs immediate relief to close cases and address the backlog.
 - We need expertise tracking the issues and on the ground for support; **This is the role of the Social Work Assessment Team & AZ-Force.**
 - As recommended in the Executive Budget, staff increases are necessary
- Consider where we would be without these interventions.



Managing Through Continuous Improvement

Focused Work: Foster Home Recruitment



Managing Through Continuous Improvement

Focused Work: Building the Capacity of the Multi-Disciplinary Response

- A key component of the Department's Child Safety Task Force role was to build the capacity of the multi-disciplinary response. The Department began this work immediately in November 2011.
- **DCYF has a full-time position responsible for building the capacity of the multi-disciplinary approach. This individual has traveled over 20,000 miles statewide since April 2012 working specifically to help:**
 - Expand the number of multi-disciplinary teams statewide, including the best practice model of child and family advocacy centers.
 - Establish and/or sustain relationships with community partners responsible for the joint investigation protocols including law enforcement, county attorneys, medical personnel, Victim's advocates, etc.
 - Increase the number of CPS staff who are co-located in, or assigned to work with child and family advocacy centers and other multi-disciplinary teams.
 - Focus on under-served counties: Greenlee, Graham, La Paz, Cochise, Santa Cruz and Apache



DES Office of Child Welfare Investigations

Background:

- The Office of Child Welfare Investigations (OCWI) was established following Arizona HB 2721
- OCWI is responsible for responding and investigating criminal conduct allegations of child abuse and neglect with the appropriate local law enforcement entity

Objectives:

- Investigate criminal conduct cases called into the Child Abuse Hotline as well as those determined to be criminal conduct cases by CPS case managers
- Consult on cases in which law enforcement and assigned CPS case managers have encountered barriers
- Assist in the implementation of the joint investigation protocol where law enforcement has declined or been unable to participate
- Provide training to law enforcement, CPS and other multi-disciplinary team members to ensure best practices and best outcomes for at-risk children



DES Office of Child Welfare Investigations

Initial Assessment:

- Data analysis of criminal conduct child abuse reports: Maricopa & Pima Counties = 85% of volume
- Staffing: Maricopa County East & West, split in half at Central Avenue; Pinal County Advocacy Center; Pima County

Planning Phase:

- Legislative adjustment proposal in process to revise language from “all criminal conduct” and focus on high risk offenders and victims
- Preliminary design of statewide law enforcement task forces to assist in rural Arizona
- Operational guidelines, potential MOUs in development
- Creating a research and analysis unit with a tentative partnership with the Rocky Mountain Information Network to obtain nationwide criminal and civil histories of families

Hiring, Onboarding & Training:

- Currently have 23 Office of Child Welfare Investigations staff employed or in the formal hiring process
- Interviews utilize scenario-based exercise, oral board panel questions and case book or writing sample review
- Training in development with Arizona Peace Officer Standards Training (AZPOST), Arizona State University and Prevent Child Abuse Arizona



The Governor's Budget Supports Our Work
and
How You Can Help



Governor's Budget Recommendations

FY 2013 Supplemental

CPS Staffing

- \$4.4 million from the General Fund in FY 2013
- Funds 31 additional case carrying CPS Specialists and 19 critical CPS support staff to manage the increasing workload

Children Support Services

- \$10.4 million from the General Fund in FY 2013
- Funds support services such as parental visitations, parent aide, and substance abuse treatment services



Governor's Budget Recommendations

FY 2014

Includes \$67.2 million General Fund to maintain child safety and permanency efforts:

- **CPS Staffing** – \$18.7 million
 - Funds 200 staff in FY 2014 including 124 case carrying CPS Specialists and critical support staff
- **CPS Emergency and Residential Placement** – \$29.7 million
 - Funds a 16% increase of children placed in congregate care
- **Foster Care Placement** – \$4.8 million
 - Funds caseload growth and supports a focus on foster home recruitment and retention, receiving homes, and enhanced rates for older and more difficult-to-place children



Governor's Budget Recommendations

FY 2014 (cont.)

- **Adoption Services Caseload Growth** – \$2.9 million
 - Funds 8% growth in the adoption program that achieves permanency for children in foster care and congregate care
- **Child Care Caseload Growth** – \$9.6 million
 - Number of children in the CPS system receiving child care increased by 11% in fiscal year 2012
- **Legal Support for CPS** - \$1.5 million for the Attorney General's Office



Operation AZ Kids (AZK)

We Need Your Help

Arizona's kids are at the center of everything we do



Safety, permanency and well-being for Arizona's children must be community-based and community-driven

Operation AZ Kids We Need Your Help

- Arizona's child welfare system must be community-based and community-driven.
- The public child welfare agency is only 1 component of Arizona's child welfare system.
- The public agency must focus the resources it has to keep up with investigations and known abuse.
- Most families do not want or need the state involved in their lives.
- Arizona needs the community to focus on preventing child abuse.
- When the community is successful, over time, the state could have more resources to dedicate to prevention as well.
- **Ask yourself and your community/boards/organizations: How can I prevent child abuse today?**



Operation AZ Kids

What else can you do to support AZ's Kids? Support CPS Staff

- ✓ **Recognition** – CPS Specialists and Supervisors deserve to be commended for the work they do. When given the opportunity, how do you talk about and recognize CPS staff?
- ✓ **Positive messaging** – Both internal and external messaging and communications. When given the opportunity, what messages are you sending about Arizona's Child Protective Services?
- ✓ **Other Ideas:**
 - Adopt an office or offer to re-stock an emergency supply closet
 - Provide “goodies” at a gathering or meeting
 - Send someone a positive email and copy Veronica, Flora and Deb
 - Invite staff to complementary community events, including training
 - Submit a positive story to the local media
 - **Tell a friend and neighbor a positive story about Arizona Child Protective Services**



How Can You Prevent Child Abuse Today?

- ✓ The Department is committed to the foundational work that must occur in order to further strengthen the system by serving as a catalyst for child abuse prevention.
- ✓ In the coming months, work will take place with key sister agencies and community partners, in conjunction with the DCYF Office of Prevention & Family Support, to rebuild the capacity of Arizona's child abuse prevention system.
- ✓ We reiterate – this requires your help.
- ✓ **In order to be successful, safety, permanency and well-being for Arizona's children must be community-based and community-driven.**

How can you prevent child abuse today?

