

DCS OVERSIGHT COMMITTEE



Department of Child Safety
May 28th, 2015

The First 100 Days

Restructuring

Revitalizing

Restoring Confidence

Department of Child Safety

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.

Organizational Values

Child-centered

Family-focused

Successful Engagement

Partnerships and Community

Professional Environment and Workforce
Excellence

Cultural Responsiveness

Accountability and Transparency

Initiative, Influence, Learning Culture,
Courageous Leaders

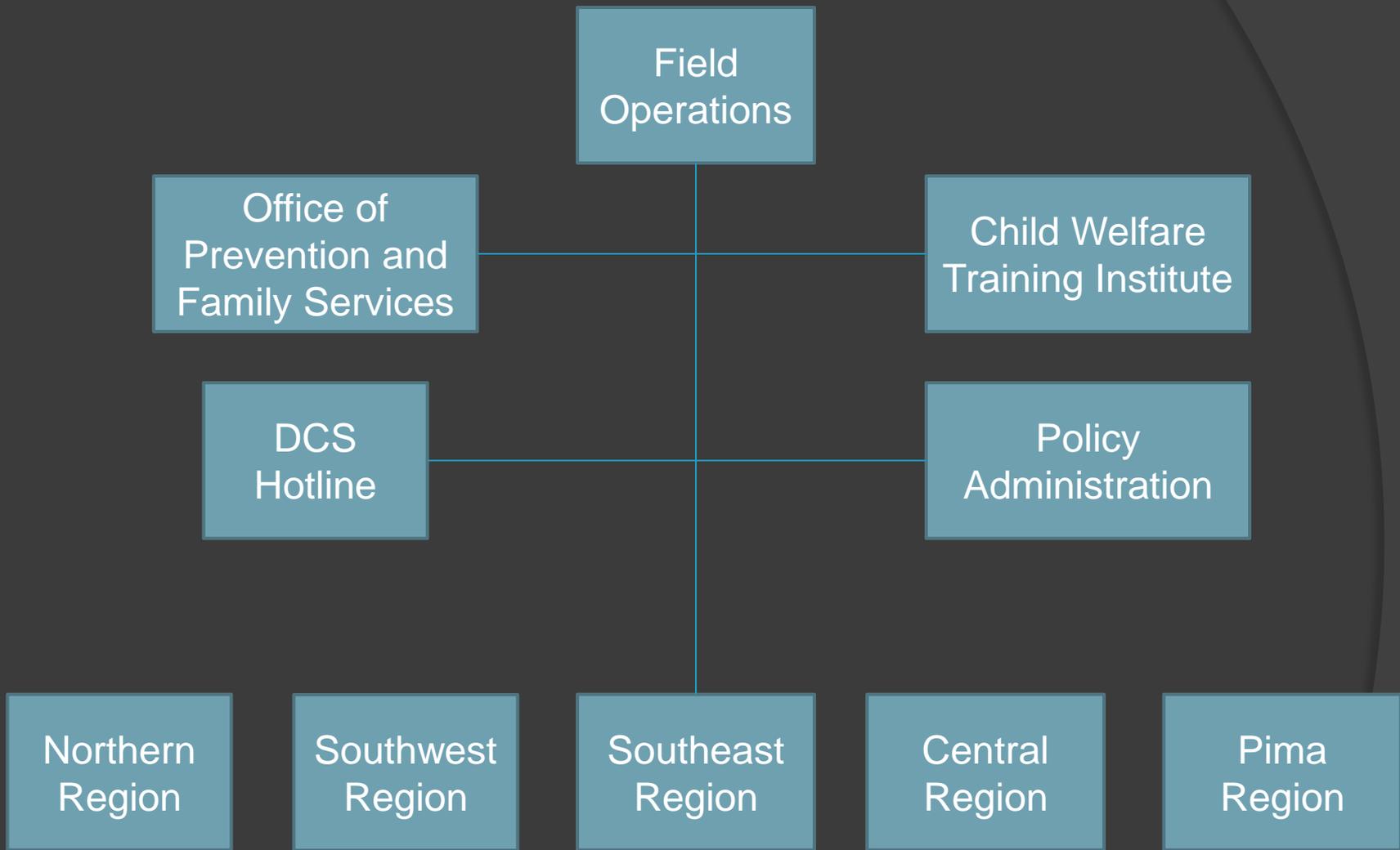
Department of Child Safety

ORGANIZATION STRUCTURE

Organization Changes

- ⦿ Eliminated the Office of Special Investigations within the Inspections Bureau
- ⦿ Shifted positions and resources to fill/support additional eyes on children positions
- ⦿ Created the Office of Quality Improvement (Inspections Bureau)
- ⦿ Conducted position and staffing review in Maricopa County resulting in the creation of two new units.
- ⦿ Eliminated Administrative Leadership positions to flatten the reporting structure and shift resources to the field workforce
- ⦿ Realigned the agency utilizing scarce resources to best serve the children of Arizona





Business
Operations

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graph TD; BO[Business Operations] --- CMDP[CMDP]; BO --- IT[Information Technology]; BO --- FBS[Facilities and Business Services]; BO --- BF[Budget and Finance]; BO --- CO[Contracts and OLR];
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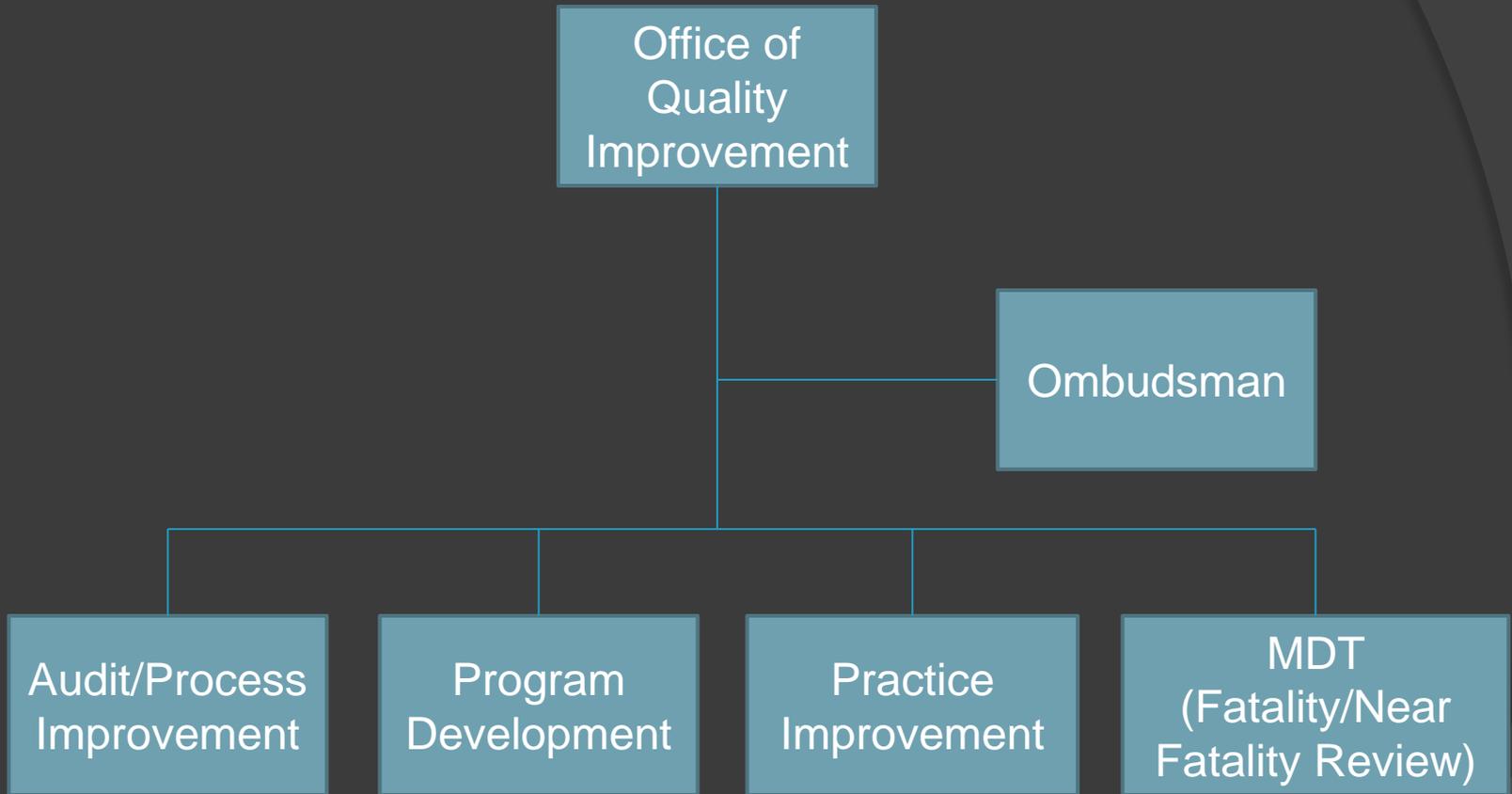
CMDP

Information
Technology

Facilities
and
Business
Services

Budget and
Finance

Contracts
and OLR



Human Resources

STAFFING UPDATES

DCS Child Safety Specialists

	2014					2015			
Filled Positions	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Case Specialist (Active)	979	987	1,013	1,022	1,019	1,039	1,060	1,081	1,130
Case Specialists (Training)	252	244	256	254	249	238	217	193	149
Hired Awaiting Training	53	60	64	58	46	43	43	44	91
<u>Intake (Hotline)</u>	<u>75</u>	<u>78</u>	<u>75</u>	<u>74</u>	<u>76</u>	<u>75</u>	<u>76</u>	<u>78</u>	<u>78</u>
Total Filled	1,359	1,369	1,408	1,408	1,390	1,395	1,396	1,396	1,448
<u>Funded/Budgeted</u>	<u>1,406</u>								
Overstaffed/(Understaffed)	(47)	(37)	2	2	(16)	(11)	(10)	(10)	42

DCS Non-Child Safety Specialists

	2014					2015			
Filled Positions	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Assistant Program Managers	36	34	35	37	36	37	38	37	34
Unit Supervisors	209	212	216	218	219	216	216	218	218
Case Aides	251	253	262	291	298	295	286	282	288
OCWI	44	48	50	58	57	61	61	65	66
<u>Other Non-Case Specialists</u>	<u>722</u>	<u>739</u>	<u>764</u>	<u>775</u>	<u>774</u>	<u>767</u>	<u>765</u>	<u>747</u>	<u>724</u>
Total Non-Case Specialists	1,262	1,286	1,327	1,379	1,384	1,376	1,366	1,349	1,330
<u>Appropriated</u>	<u>1,417</u>								
Overstaffed/ (Understaffed)	(155)	(131)	(90)	(38)	(33)	(41)	(51)	(68)	(87)

Staffing and Retention

- Piloting Talent Science with ADOA to identify good job-fit through behavioral characteristic analysis of applicants
 - Scheduled to roll out in August 2015.
- A Process Improvement Team has been established to develop and implement an improved business process for salary authorizations.
- Adding advanced training opportunities for Specialists and Supervisors
- Addressed long term vacancies in field management positions

Training

- Addressed excessive vacancies at the Child Welfare Training Institute
- Establishing an Advanced Training Curriculum for Case Specialists
- Sex Trafficking Training is currently being provided to all Case Specialists and Supervisors
- Partnering with ASU to enhance Clinical Supervision Training for supervisors

Office of Quality Improvement

PROJECTS AND INITIATIVES

Office of Quality Improvement

- ⦿ DCS established an Office of Quality Improvement (Inspections Bureau) as required by A.R.S. § 8-458, to include quality assurance, continuous quality improvement, and lean process improvement functions.
- ⦿ This office has the following components:
 - Program Development
 - Practice Improvement (Child and Family Services Reviews and qualitative case reviews)
 - Audit/Process Improvement
 - Ombudsman
 - Multi-Disciplinary Review of fatalities and near fatalities

Office of Quality Improvement

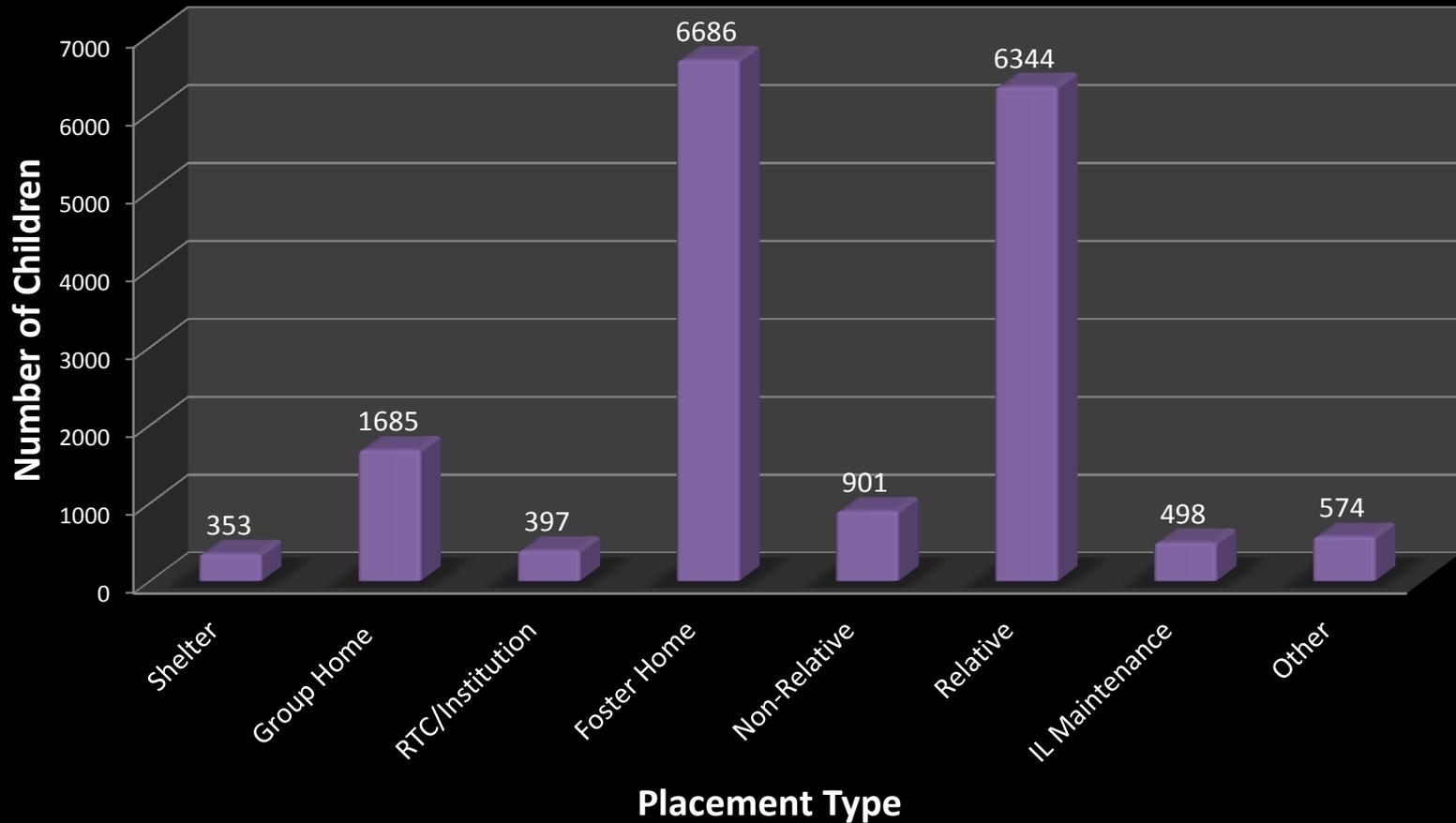
- Arizona's new leadership team supports this office's goals of instilling a culture of continuous quality improvement throughout the Department and maintaining a Department-level strategic plan with ongoing input from DCS staff, community, and child welfare stakeholders.
- Members of the Office of Quality Improvement will provide technical assistance in implementation science, change management, strategic planning, project management, and lean process improvement methodology so that improvement strategies are coordinated, effective, efficient, and sustained.

Title IV-E Waiver Demonstration Project

- Objective is to right-size the use of congregate care placements
- Proposed interventions submitted to the federal Children's Bureau:
 - Motivational interviewing
 - Trauma-specific/Trauma-informed therapies
 - Peer parent support
- Additional strategies will occur outside of the IV-E waiver demonstration project

Placements

Out of Home Placements As of 2/28/15



Maricopa County Safe Reduction Workgroup

- Partnership between DCS, Maricopa County Juvenile Court, and Casey Family Programs to safely reduce the number of children in out-of-home care.
- Subgroups:
 - Community engagement
 - Consistent decision making
 - Family engagement
 - Targeted services

Family Assessment Protocol

- Objective is to identify and implement a differential response model for potential and low risk reports of abuse or neglect
- Draft protocol has been developed and was presented to the committee today
- Final protocol will be submitted to the Legislature by July 1, 2015

Investigations Process Improvement

- To allow investigation Child Safety Specialists to focus on investigations:
 - Earlier involvement of ongoing caseworkers
 - Case aides conduct administrative tasks
 - Efficient documentation tool
- Pilot in Pima County (Transfer of Cases to Ongoing Units)
- Child Safety and Risk Assessment documentation tool pilot to start in Casa Grande

Targeted Case Staffings

- Objective to safely reduce the number of children in out of home care
 - Case reviews for children with a goal of reunification that have been in care for 6 to 9 months in Maricopa and Pima County
 - Permanency Round Tables for children in care 3 or more years, in congregate care
 - Assistant Program Manager involvement in removal approval discussions in offices with a high volume of removals

Supervision Improvements

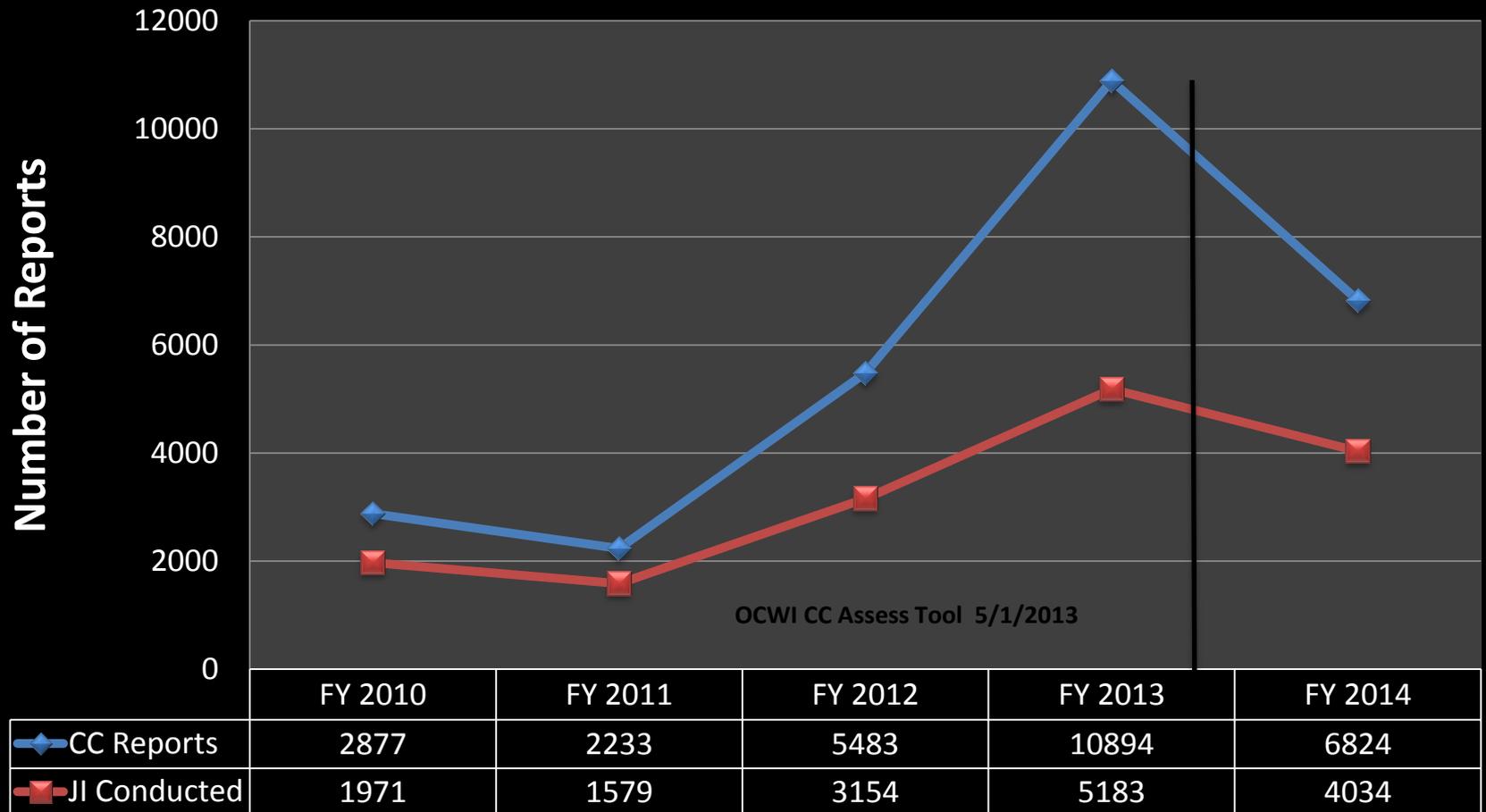
- ⦿ Administrative case review instrument for quality assurance and compliance with law and policy
- ⦿ Clinical supervision discussion guides to improve decision-making and timely case progress

GTO Process Improvements

- ① Foster home licensing - Reduce the time from application to license, to increase the number of foster homes
- ① Group home licensing – Reduce the time from application to license, to increase the number of group homes
- ① Service referrals and wait lists – Reduce backlogs in the service referral process so families receives services more quickly

OCWI Updates

Criminal Conduct Reports vs. Joint Investigations Conducted

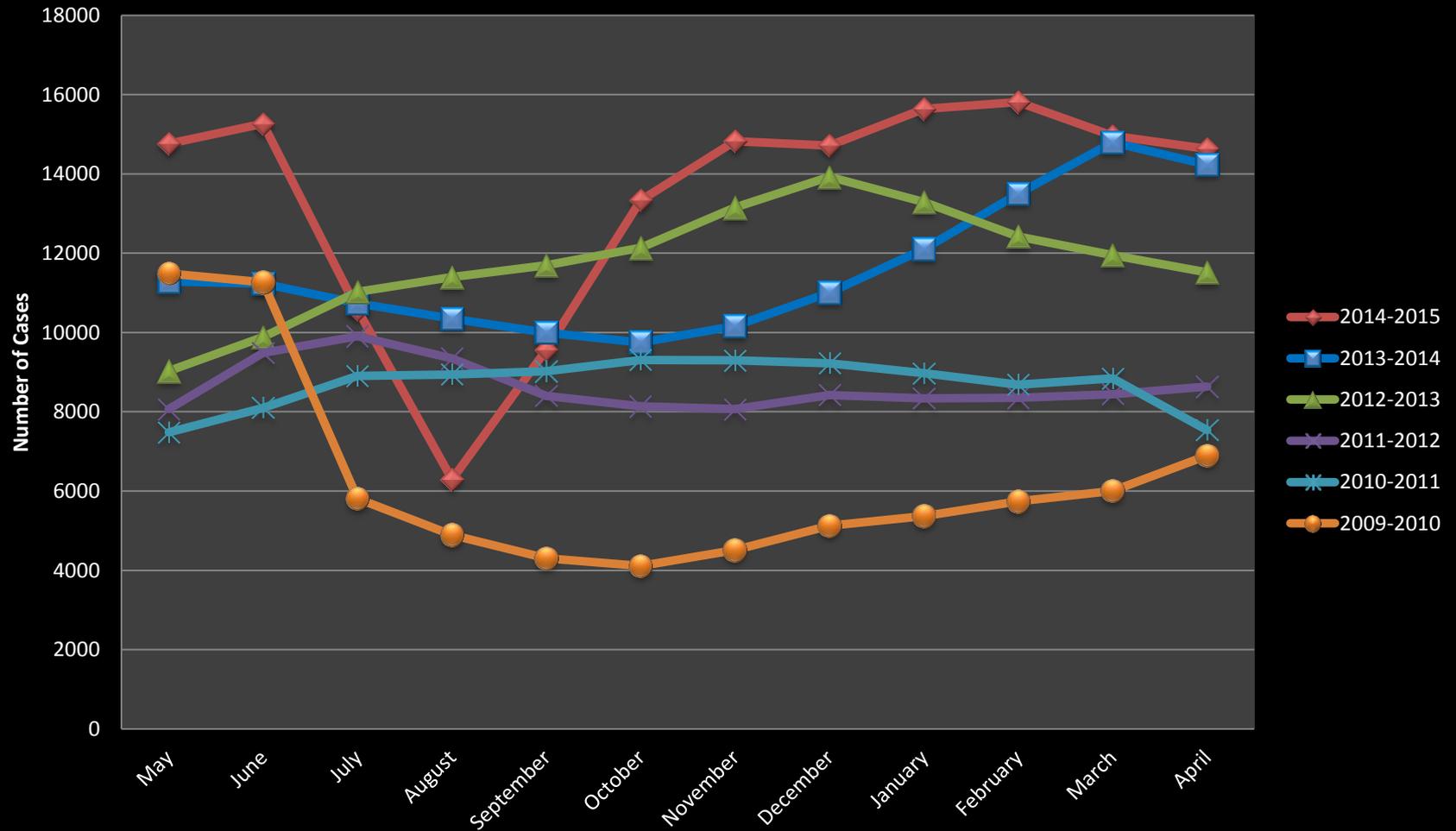


OCWI Updates

- 34.5 % reduction in reports classified as Criminal Conduct following the implementation of OCWI's Assessment Tool
- In SFY2014, OCWI conducted Joint Investigations with Law Enforcement on 90.8 % of their cases
- In partnership with the Child Welfare Training Institute, developed an Advanced Joint Investigation Training for all DCS Specialists and Supervisors
- DCS has established 4 co-located field units dedicated to working with OCWI.

Inactive Cases - Status

Inactive Totals Over Time



Inactive Cases - Challenges

- ⦿ The number of Hotline reports received each month is greater than the number of reports existing staff can close in a month.
- ⦿ The number of reports open more than 60 days will continue to grow until the number of reports staff can close exceeds the number received.
- ⦿ Reports are being assigned and initial response is made, but investigations remain in process and documentation is incomplete.

Inactive Cases – Initiatives

- Casey Family Program has provided a project lead who has experience reducing an investigative backlog.
- Request for Information on how private entities could assist DCS was issued on 5/27/15.
- Analyzing data to identify the characteristics of the backlog so that reports can be categorized and the right strategy can be determined for each category of report. Examples of categories could include: Reports that just need supervisor review and sign off, reports that need documentation by the investigator, and reports that need the investigation to be completed.

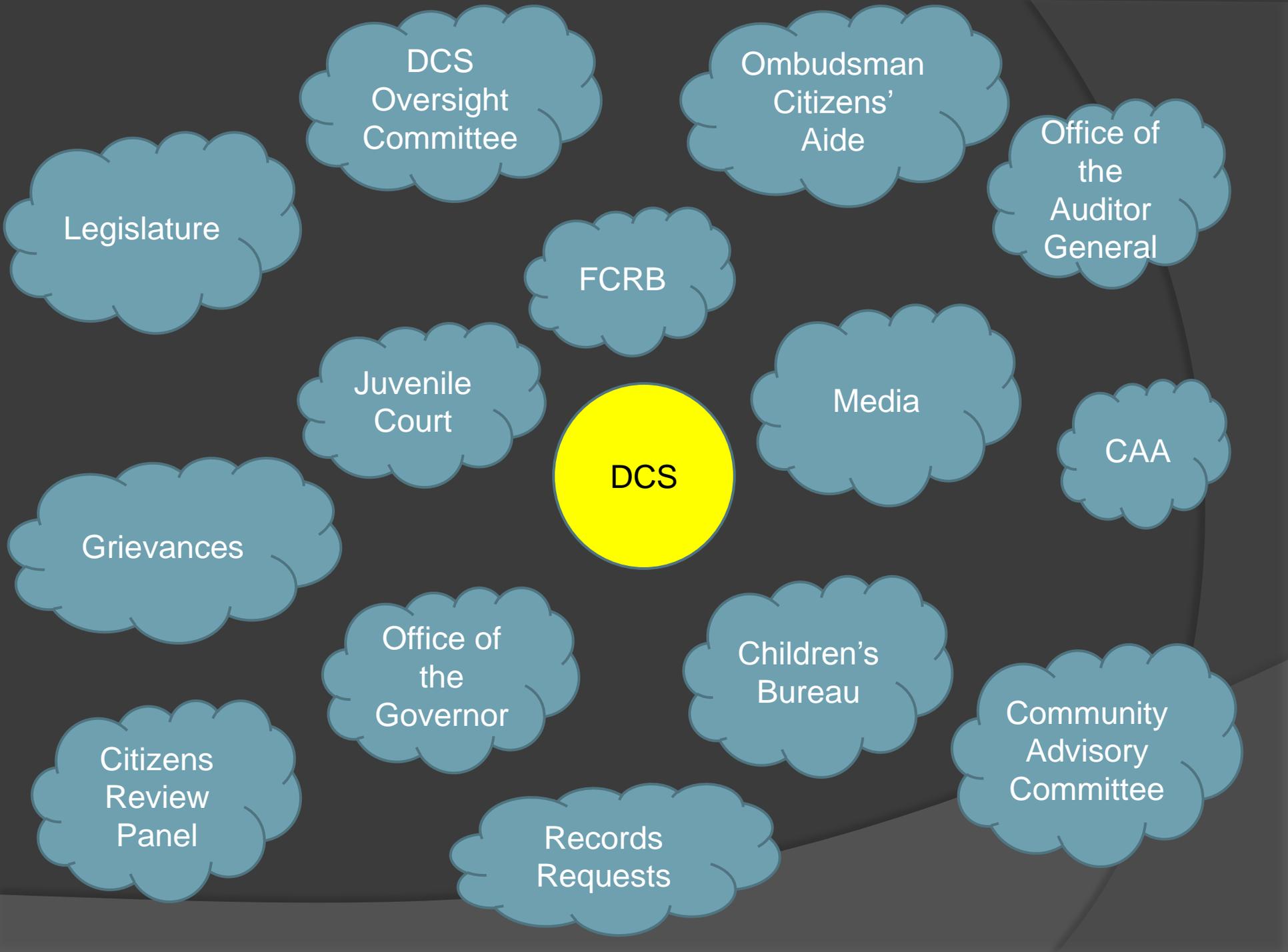


DCS Oversights

DCS has multiple oversight entities.

These oversights have made us well aware of our problems and challenges.

DCS has an overwhelming commitment to improve.



DCS
Oversight
Committee

Ombudsman
Citizens'
Aide

Office of
the
Auditor
General

Legislature

FCRB

Juvenile
Court

Media

CAA

DCS

Grievances

Office of
the
Governor

Children's
Bureau

Community
Advisory
Committee

Citizens
Review
Panel

Records
Requests

Office of the Auditor General

- Chapin Hall
- Social Security Administration
- Report Substantiation and OCWI
- Child Safety and Risk Assessment Tool
- DCS Procedural Audit
- Foster Care Title IV-E
- Adoptions Assistance Title IV-E

Chapin Hall – Independent Review

- Audit activities were conducted from December 2014 until April of 2015
- Chapin Hall is in the process of drafting its findings
- Final report is scheduled to be published on June 29, 2015

Child and Family Services Review (CFSR) – Federal Audit

- Statewide Assessment report submitted March 2015
- 65 cases to be reviewed April through September 2015
- Final Report from Children's Bureau in December 2015
- Two year Program Improvement Plan

Department of Child Safety

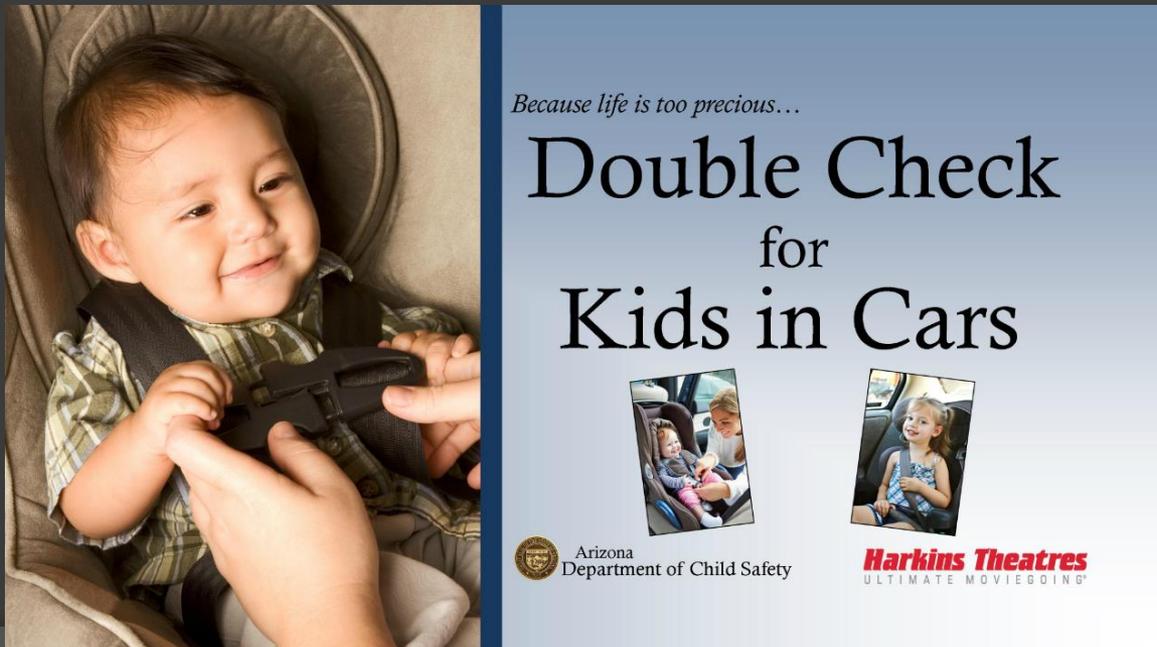
AGENCY PROJECTS

CHILDS Replacement

- Contract has been established with Public Consulting Group (PCG) for requirements gathering
- Currently in Phase I Startup as of May 14, 2015
- Target date of completion of requirements gathering: October 1, 2015

Double Check

- DCS has spearheaded this public service announcement to prevent heatstroke related deaths after a child has been left in a car



Because life is too precious...

Double Check for Kids in Cars



 Arizona
Department of Child Safety

Harkins Theatres
ULTIMATE MOVIEGOINGSM

Foster Care Commission

- ⦿ Tasked with looking at the ways a foster family experiences the system from the time the family begins thinking about becoming a foster parent through receiving and caring for a foster child in the home
- ⦿ Provide interventions that improve the consistency of quality foster parents experience when they interact with the system, ensuring that foster families feel respected, trusted, and empowered.
- ⦿ Objective is for the agency to rebuild trust with foster families and increase the number of children in family environments.
- ⦿ This commission has already established a resource website for foster placements
 - azfamilyresources.org

Foster Care Commission

The screenshot shows a web browser window with the URL <http://www.azfamilyresources.org/>. The page features a header with a sunburst graphic and the text "Arizona Family Resources". Below the header is a grid of eight resource categories, each represented by a colored circle with an icon, a title, and a brief description.

Category	Icon	Description
Welcome	Envelope	A welcome letter from Arizona Department of Child Safety director Greg McKay.
The Basics	Information 'i'	General information about Foster Care (Who should I expect to hear from?, What do I do next?)
Medical	Red cross	Medical needs for children in care (Crisis, Immunization, Behavioral Health)
Education	Graduation cap	School information for children in foster care (Registration, Documentation)
Financial	Dollar sign	Money spent on children in care (Billing Statements, Rates, TANF, How can I receive assistance?)
Legal	Gavel	The foster care legal process. (Court process, What are my rights?)
Resources	Book	External support resources (Child care, Support groups, How to get documents)
Local	Location pin	Local resources sorted by Arizona County (Child care, Support groups)

Maricopa County Placement Center

- 5200 square ft. facility
- Child friendly environment that includes a recreation room and sleeping areas for up to 28 children
- Placement Coordinators and volunteers on site 24/7
- Scheduled to open on June 1st, 2015

Maricopa County Placement Center



Maricopa County Placement Center



Maricopa County Placement Center



Maricopa County Placement Center



Maricopa County Placement Center



Maricopa County Placement Center



Maricopa County Placement Center



National Performance

- ⦿ Arizona performs above the national standard in the rate of maltreatment of children while in foster care.
- ⦿ Arizona performs above the national standard in the recurrence of child maltreatment.
- ⦿ Arizona performs above the national standard in placement stability.
- ⦿ Arizona performs above the national standard in re-entry of children in foster care within 12 months of their exit.
- ⦿ Arizona is one of the highest performing states in the nation on achievement of timely adoption.



“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

– Theodore Roosevelt