



Arizona Department of Child Safety

Douglas A. Ducey
Governor

Gregory McKay
Director

March 25, 2016

To: All Field Staff and Field Management

From: Shalom Jacobs, Deputy Director

Re: Service Approval Matrix

As part of the strategic plan initiatives, the service referral and authorization process is being reviewed not only to speed the flow of service referrals and authorizations, but to address underlying issues that prevent families from receiving the necessary services required to achieve progress toward permanency in a timely manner.

As part of the process improvements, the Field Operations Leadership team is implementing a formal approval matrix as a means of aligning practice standards across the state. The approval matrix further engages field management in staffing cases to ensure that all efforts are made to apply the appropriate services, at the appropriate time to create the best possible outcomes for children and families. At the present time, only out-of-home services are included on the approval matrix. In Home Service will be included within the next month as well as other services requiring consultation and management engagement.

All Assistant Program Managers (APM) participated in a phone call with the Executive Leadership, and the Service Matrix protocol was discussed in detail. The APMs provided suggestions and feedback to refine the matrix. The APMs will be able to answer your questions on this new process.

Signature lines have been added to the CHILDS service referral documents to align with the matrix. If the service referral form for the service you are requesting does not have the necessary signature line(s) (e.g. transportation, supervised visitation only, drug testing), please send an e-mail and ensure that all management staff designated to approve are included in the "To" line. Each approver shall "reply all" with their approval. The e-mail that provides approval shall be printed and placed in the case file.

Additional practice guidance, in the form of Practice and Service Guides are being created. These Practice and Service Guides support conversations between management and the Specialists. We are engaging other stakeholders, including members of the Juvenile Court, in the development of these guides which address topics such as:

- Drug Testing - Completed and distributed
- Parent Aide and Supervised Visitation Only Services - In process
- Parenting Time (Visitation) - In process
- Transportation – In process
- Service Provision and Reasonable Efforts – In process

The approval matrix attached to this memo is effective immediately and is intended to provide clarity on service referrals that require staffing and approval from a supervisor, APM, Program Manager (PM), or the Deputy Director of Field Operations. These staffings will create forums for DCS Specialists and management to gain alignment on practice standards and achieve the best possible outcomes for the children and families engaged with the Department.

Assistant Program Managers can forward questions or feedback regarding this new process to the Office of Quality Improvement (+Office of Quality). Assistant Program Managers may also forward questions about community services to Sue Smith, the Prevention Administrator. An e-mail address for the Office of Prevention will be forthcoming.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shalom Jacobs', with a long, sweeping horizontal stroke at the end.

Shalom Jacobs, Deputy Director of Field Operations
Department of Child Safety