

# SAFE AZ Renovation

Building consistency and capacity to provide high quality services to children and families

AOC - SAFE AZ and Child Safety Guide Training  
July 20, 2017



# The Goal of SAFE AZ Renovation

To make the right safety decision for every child using a clearly defined decision-making process

Validity/Accuracy

Reliability/Consistency

Transparency

Best Child & Family Outcomes



# Strategies to Achieve the Goal

### People

- \* Recruitment and Retention
- \* Supervisors as Key
- \* Training
- \* Promoting Critical Thinking
- \* Organizational Safety Culture

### Process/Practice

- \* Family Engagement
- \* Integration with Team Decision Making
- \* Accountability to Practice Model Fidelity
- \* Continuous Improvement

### Technology

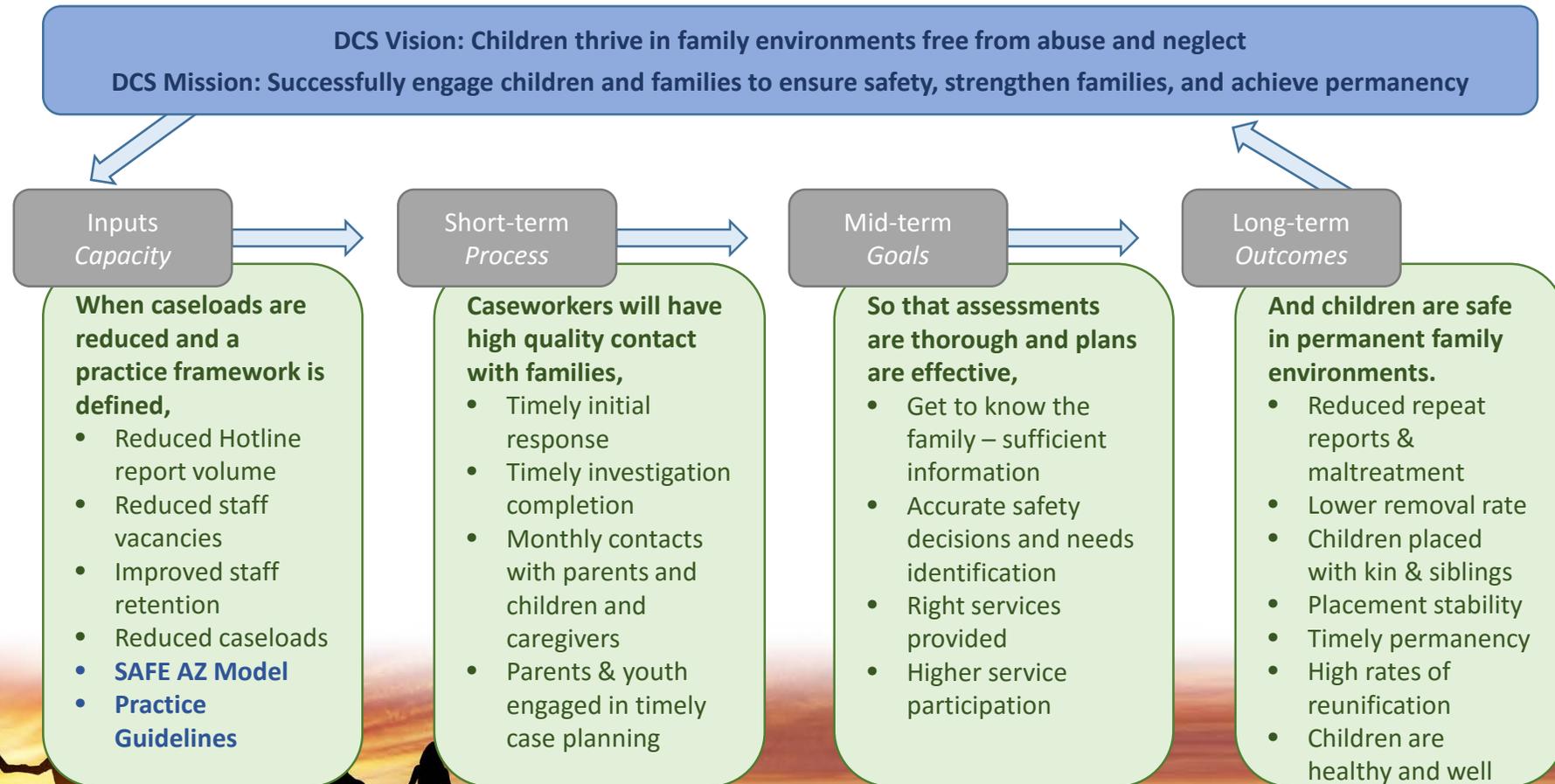
- \* Mobile Applications
- \* Document Management
- \* Administrative Data Collection
- \* Dashboards and Management
- \* Reporting

### Partnerships

- \* Children and Families
- \* Service Provider Community
- \* ASU Center for Child Well-Being
- \* Administrative Office of the Courts/Court Improvement
- \* Juvenile and Family Court Judges
- \* Casey Family Programs



# The DCS Theory of Change



# Systemic & Sustainable

- **Policies & Forms** – With practice guidelines etc.
- **Judicial Review** – Shared decision-making framework
- **Training & Coaching** – Safety Practice Experts, DCS Specialists, Supervisors, Program Managers, Judges, Attorneys, and Parent Aides
- **IT Support** – Mobile Solution is here! Guardian is on its way!
- **Service Array** – Input from, and collaboration with, the provider community
- **QA and CQI** – Fidelity monitoring, case reviews



# Who do you meet? (FY-16)

Hotline Contacts – 135,256

Reports – 49,904

Entries – 13,132

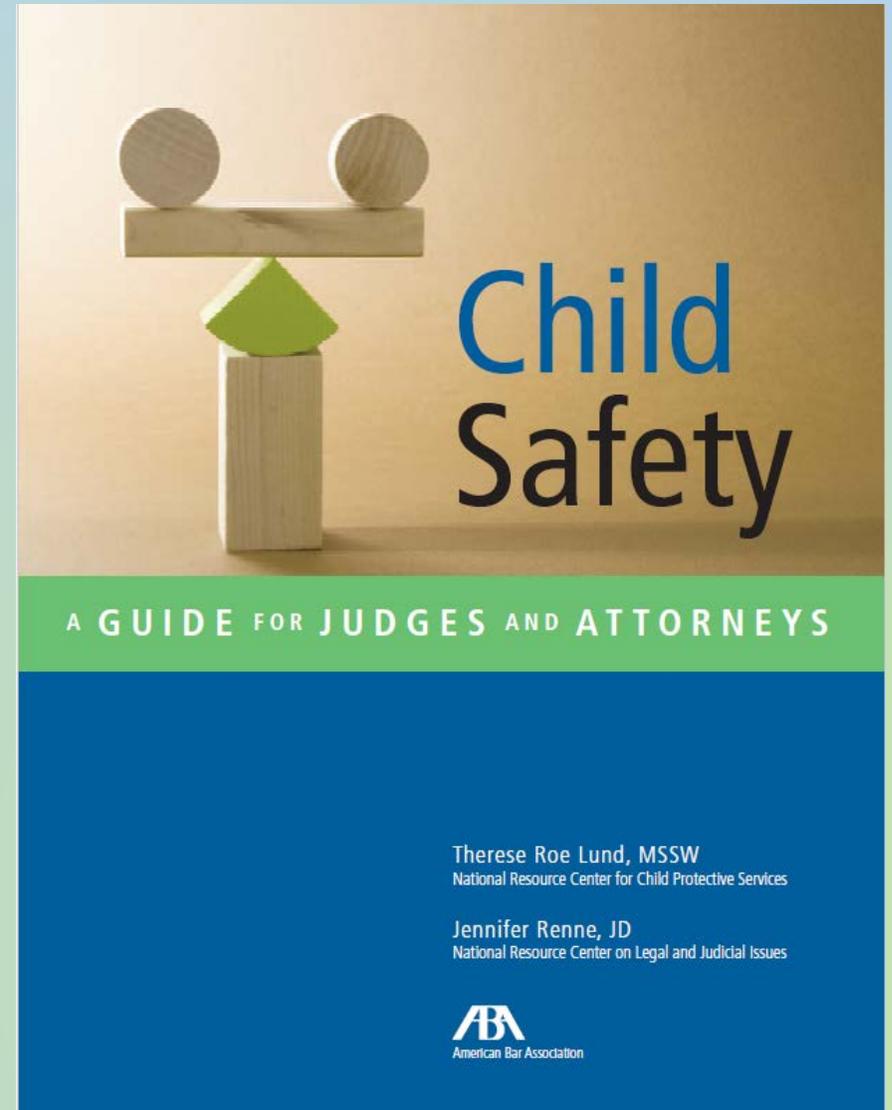
Removals –  
10%



# “The Judge’s Guide”

## Child Safety: A Guide for Judges and Attorneys

[https://www.americanbar.org/content/dam/aba/administrative/child\\_law/ChildSafetyGuide.authcheckdam.pdf](https://www.americanbar.org/content/dam/aba/administrative/child_law/ChildSafetyGuide.authcheckdam.pdf)



# What contributes to successful reunification?

- **Meaningful family engagement** - critical to the change process
- **Assessment and case planning** - Individualized needs assessment and clear, mutually established goals
- **Service delivery** - Cognitive-behavioral, multi-systemic, skills-focused services are most effective

*Ref: Family Reunification – What the Evidence Shows*  
[www.childwelfare.gov](http://www.childwelfare.gov)



# Why a renovation?



The foundation and basic structure of the safety model remain the same.

We are updating components we already use and adding others to align with best practice.



## Key Components of SAFE AZ

### Familiar concepts:

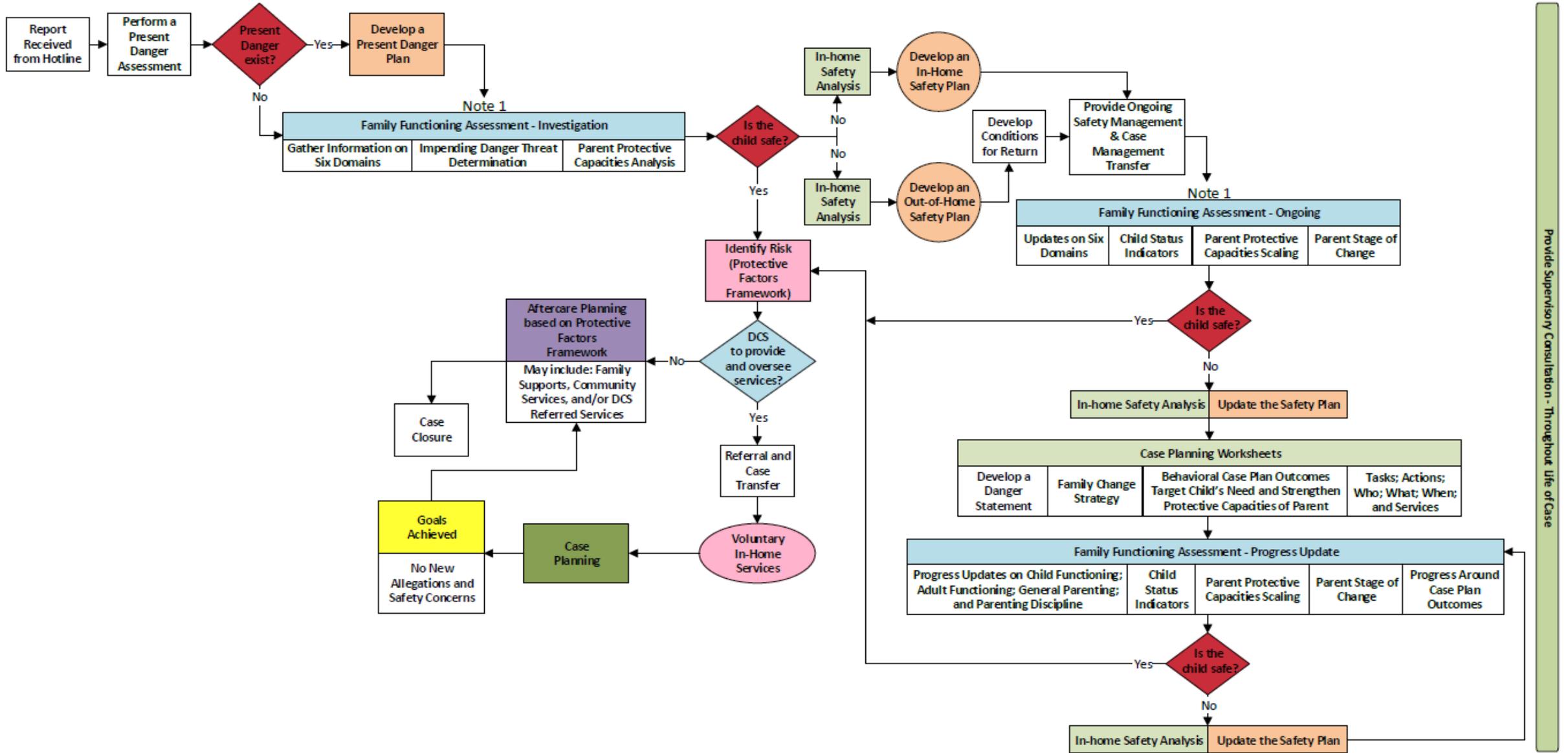
- Present Danger Assessment
- Impending Danger Assessment
- Danger Threshold Criteria
- Safety Planning

### Enhanced/ new concepts:

- Present Danger Planning
- Caregiver Protective Capacities
- Safety Actions and Management
- Family Functioning Assessment
- Conditions for Return
- Protective Factors Framework



# ARIZONA SAFE MODEL – Decision Process Flow



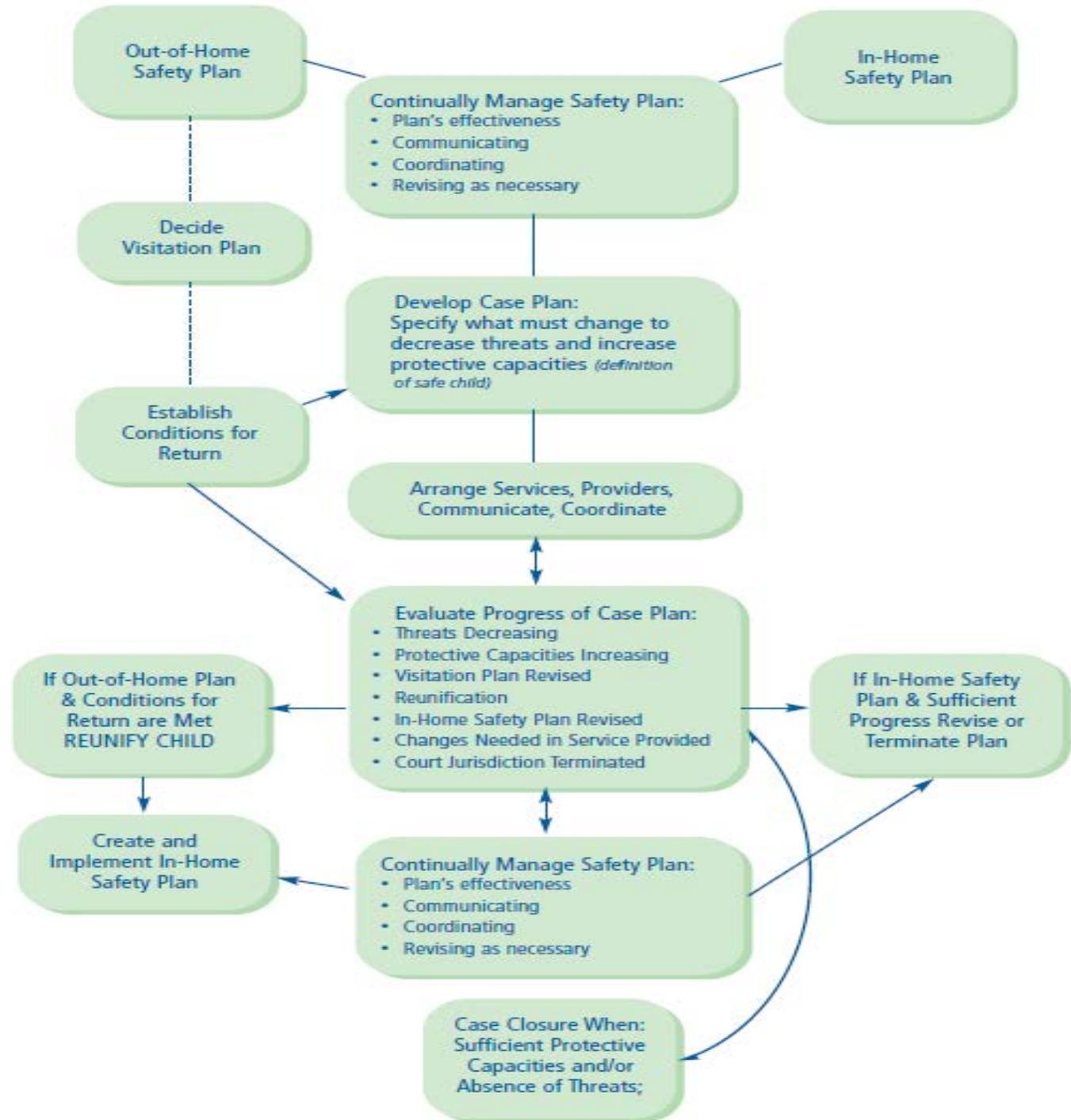
Note 1: Family Functioning Assessment (Six Domains) includes: Extent of maltreatment; Surrounding circumstances; Child functioning; Adult functioning; Parenting - General observations; and Parenting - Discipline observations.

Team Decision Making to Promote Family Engagement, improve Safety Planning and establish Permanency

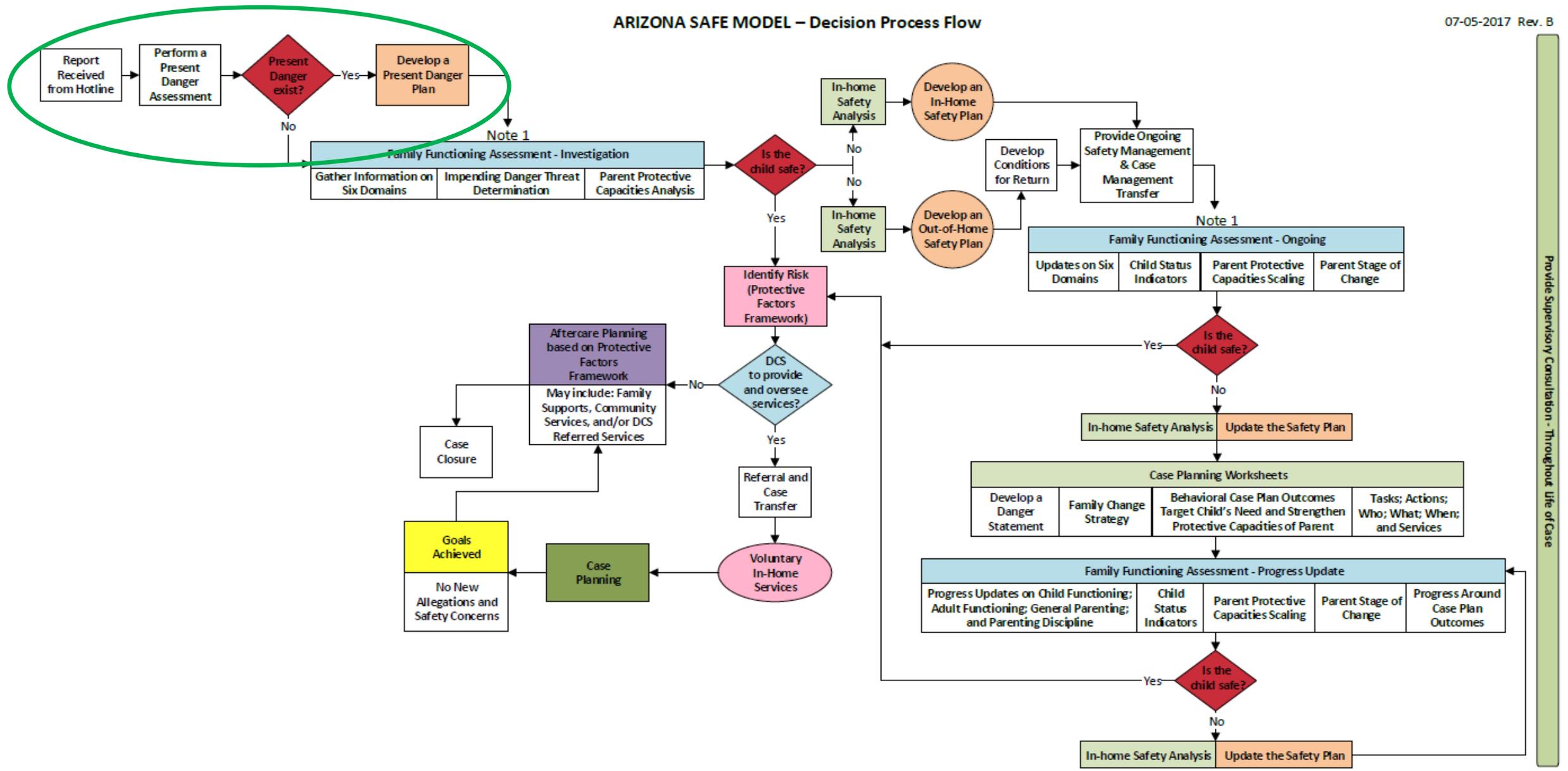
Judicial Review, as appropriate, to provide Oversight of Safety Planning and Establish Permanency

# Process Map

## The Judge's Guide



# ARIZONA SAFE MODEL – Decision Process Flow



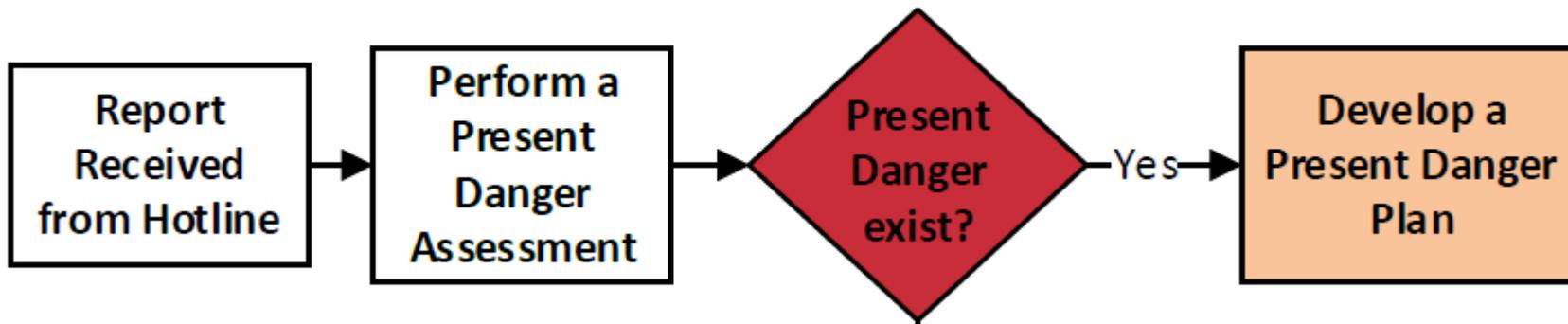
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Judicial Review, as appropriate, to provide Oversight of Safety Planning and Establish Permanency

Provide Supervisory Consultation - Throughout Life of Case

# Present Danger Assessment & Planning



# What is Present Danger?

- Immediate
  - Significant
  - Clearly observable
- Is in the process of occurring
  - Just happened
  - Happens all the time
  - Requires an immediate protective action because the alleged abuse or neglect cannot be immediately ruled out and if the allegation is true, the child is in present danger



Present danger conditions are more clearly described for consistent decision making



# Present Danger Conditions

- Injuries such as facial bruises, injuries to the head, or multiple plane injuries; different types of injuries on the child, such as a serious burn and bruising; bruising or injuries to a non-ambulatory child, or immersion burns
- Caregiver is unable to perform essential parental responsibilities right now or all of the time due to alcohol/substance use, mental health conditions, physical impairment, and/or cognitive limitations



# Present Danger Conditions, cont.

- Caregiver is unable to perform essential parental responsibilities due to incarceration and there are no other appropriate caretakers immediately available
- Dynamics in the household include an adult establishing power, control, or coercion over a caregiver in a way that impairs necessary supervision or care of the child and has caused, or will likely cause, serious harm to the child's physical, mental or emotional health



# Present Danger Planning

Why do we need Present Danger Plans?

They control the danger that's immediately apparent, while **allowing time** for information gathering and completion of the Family Functioning Assessment.



*A court's safety decisions can be thorough only if the agency has had time to assemble comprehensive information.*

# Present Danger Planning

## How do Present Danger Plans work?

- Immediate – in effect before the worker leaves the family
- Short-term – maximum of 14 days (no extensions)
- Sufficient – the responsible adults are available, capable and trustworthy



# Present Danger Plan Options (In-Home)

- The threatening person will leave the home
- The protective parent and child will leave the home and go to a safe environment
- A responsible adult is in the home at pre-determined specific times
- A responsible adult will routinely monitor the home
- A responsible adult will move into the home seven days per week, 24 hours per day



# Present Danger Plan Options (Combo/OOH)

- The child will be cared for outside the home periodically
- The child will live with someone in the family network part-time
- The child will live with someone in the family network for seven days per week, 24 hours per day
- The child will be placed in the temporary custody of DCS by a Voluntary Placement Agreement, CSO-1043
- The child will be placed in the temporary custody of the Department



# The 24/7 Out-of-Home Plan

- Parents must agree
- No TCN
- Maximum 14 days
- DCS and DPS checks of all adults in the home
- Home safety check
- Plan for contact between parent and child

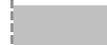


**ARIZONA DEPARTMENT OF CHILD SAFETY  
PRESENT DANGER PLAN**

Explain your observations supporting the determination that the child is in present danger:



Unsafe Child(ren):



Select the type of present danger plan that will provide supervision and care so the child(ren) will be safe while the comprehensive Family Functioning Assessment is being completed:

<input type="checkbox"/> The threatening person leaves the home.	<input type="checkbox"/> The child is cared for outside the home periodically.
<input type="checkbox"/> The protective parent and child leave the home and go to a safe environment.	<input type="checkbox"/> The child lives with someone in the family network part-time.
<input type="checkbox"/> A responsible adult is in the home at pre-determined specific times.	<input type="checkbox"/> The child lives with a responsible adult for seven days per week, 24 hours per day.
<input type="checkbox"/> A responsible adult routinely monitors the home.	<input type="checkbox"/> The child is placed in the temporary custody of DCS by a Voluntary Placement Agreement, CSO-1043.
<input type="checkbox"/> A responsible adult moves into the home seven days a week, 24 hours per day.	<input type="checkbox"/> The child is placed in the temporary custody of the Department.

Describe the specific action(s) to keep the child(ren) safe

Responsible Adult

When is the protective action needed?



End date of present danger plan (must be within 14 days or less):

[REDACTED]

Level of contact allowed between child and parent/caregiver (frequency, duration, location, level of supervision):

[REDACTED]

Describe how the DCS Specialist will oversee that the plan is followed and sufficient:

[REDACTED]

The Department of Child Safety has determined that the present danger plan described above is necessary to keep your child safe. If the present danger plan is not implemented, the Department may need to file a dependency petition in order to keep your child safe. It is important to understand that as a parent or guardian of the child, you have certain rights. You have the right to an attorney and a hearing before a juvenile court judge if you do not agree to a present danger plan that is sufficient to keep your child safe and the Department chooses to remove your child from the home, if not already in the custody of the Department, and file a dependency petition.

Parent acknowledges notification of their rights:

Yes

No

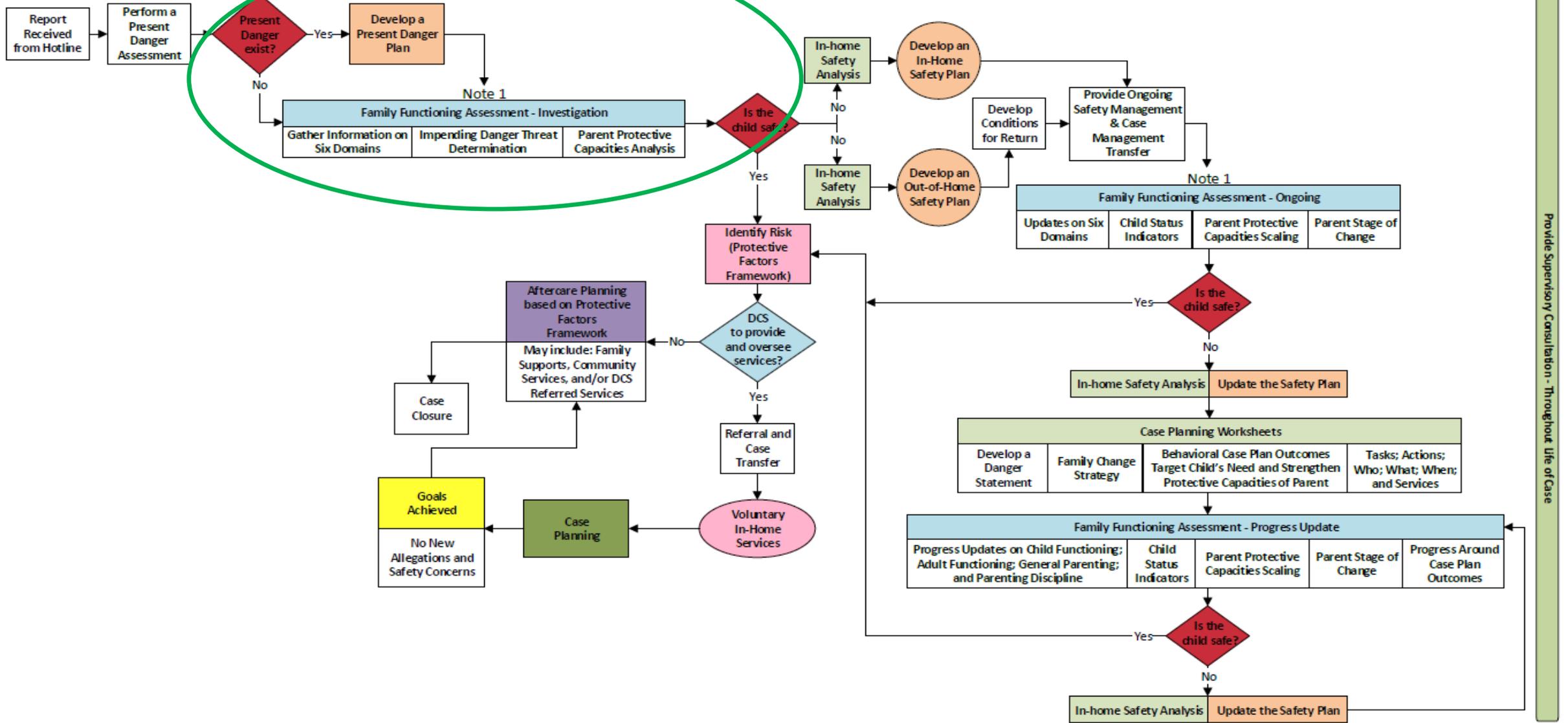
Unavailable

Parent Initials:

[REDACTED]

**Must also complete the "Present Danger Plan Signature Page". See Page 2 for EOE/ADA/GINA disclosure.**

# ARIZONA SAFE MODEL – Decision Process Flow



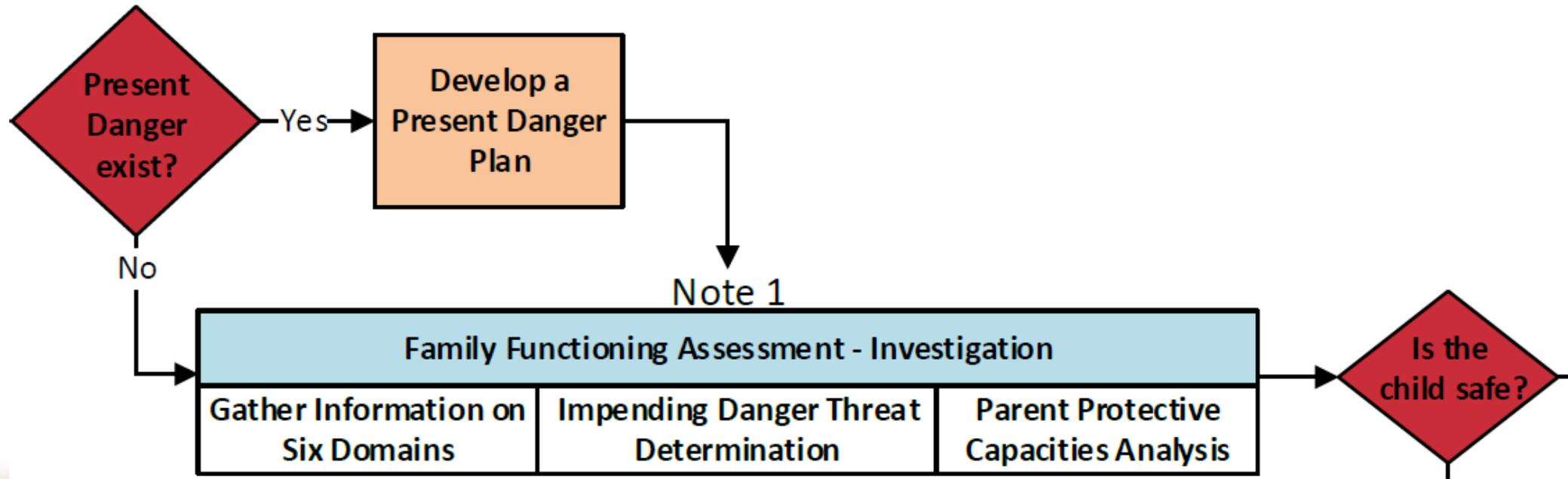
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# Family Functioning Assessment - Investigation

Gather comprehensive information beyond the incident of maltreatment

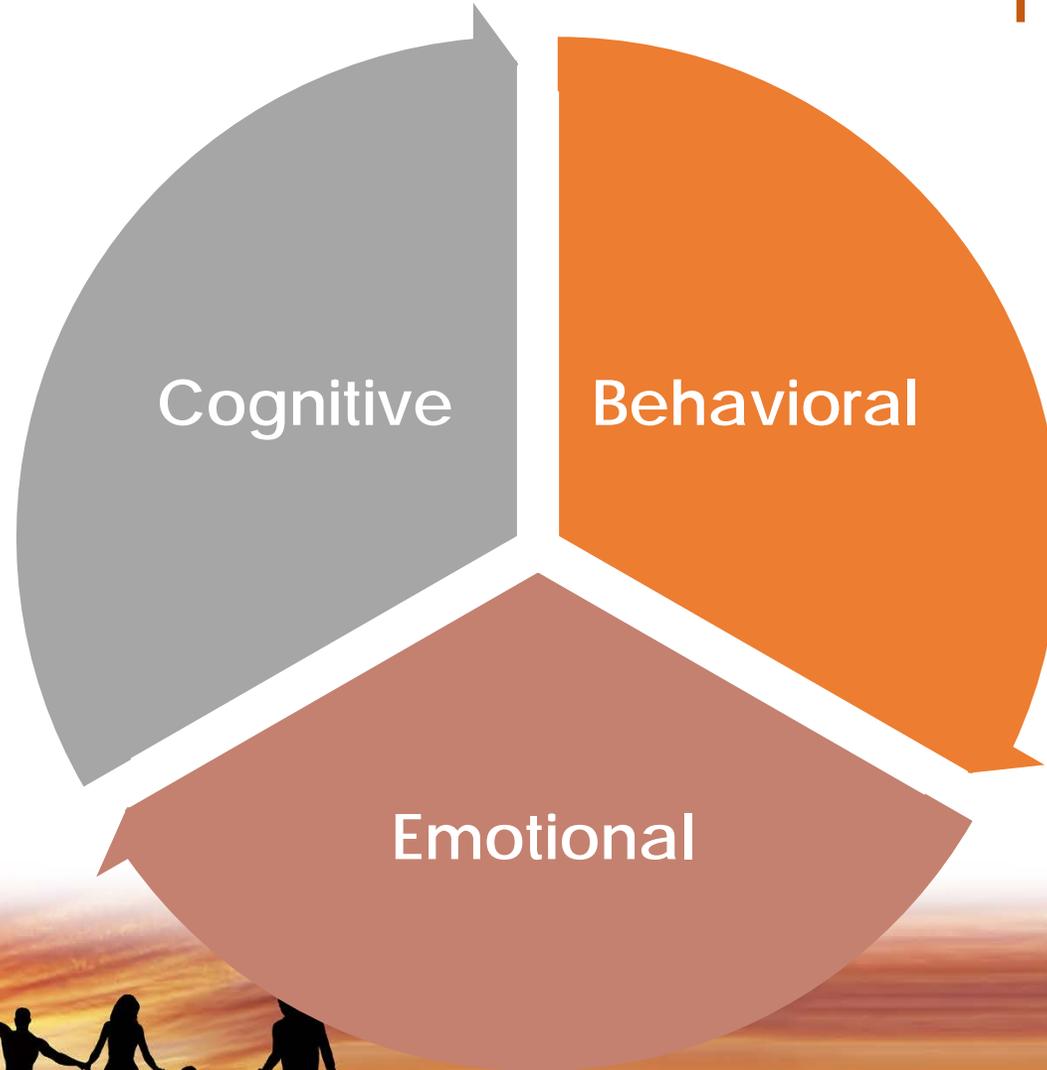


# Six Domains of Family Functioning

- Extent of maltreatment
- Circumstances surrounding the maltreatment
- Child functioning day to day
- Adult functioning day to day
- General parenting practices
- Discipline and behavior management



# Caregiver Protective Capacities



BEHAVIORAL
History of protecting
Takes action
Controls impulses
Sets aside own needs for child(ren)
Demonstrates adequate skills as caregiver
Adaptive/ assertive as caregiver



# Caregiver Protective Capacities

## COGNITIVE

Plans and articulates a plan to protect the child(ren)

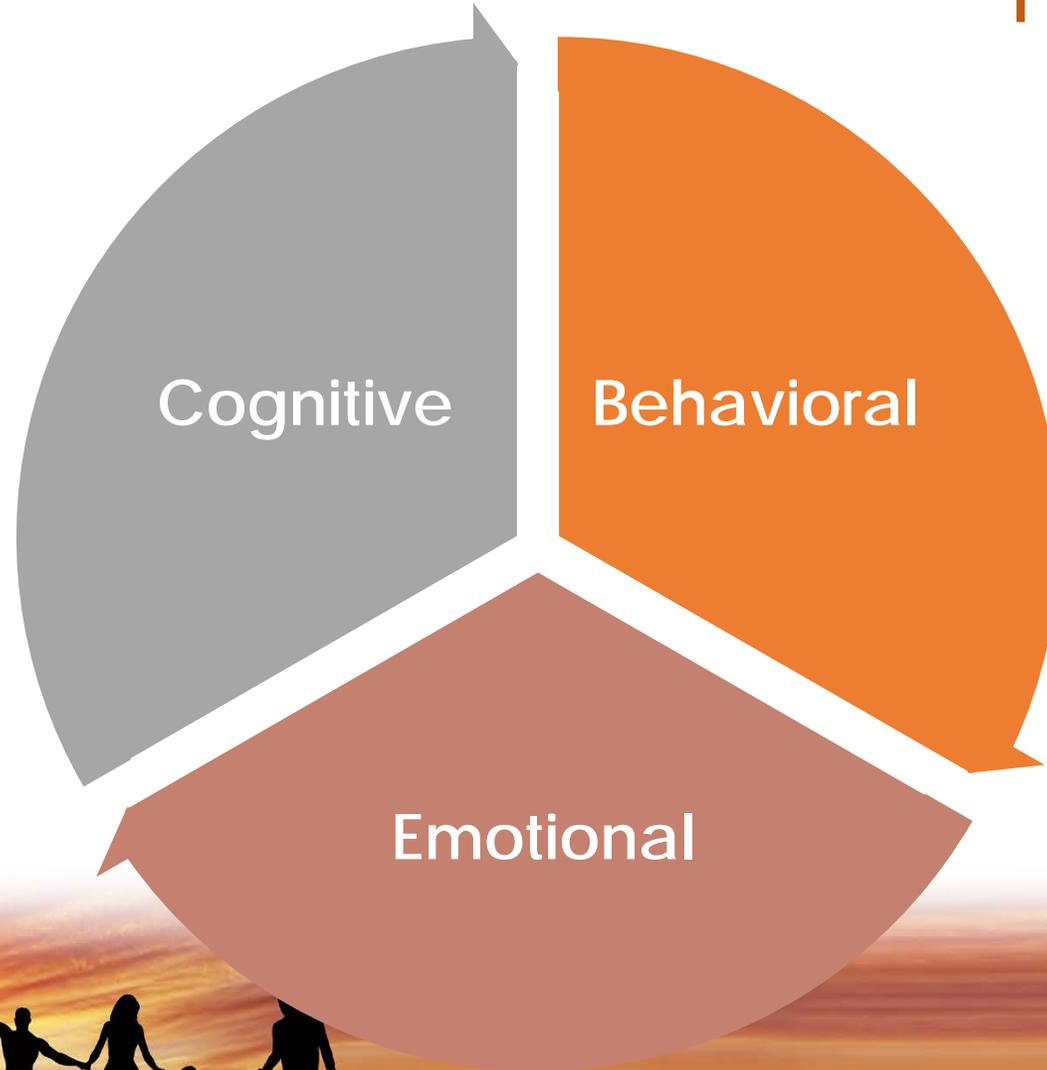
Is self-aware as a parent/caregiver

Is intellectually able to fulfill responsibilities

Recognizes threats

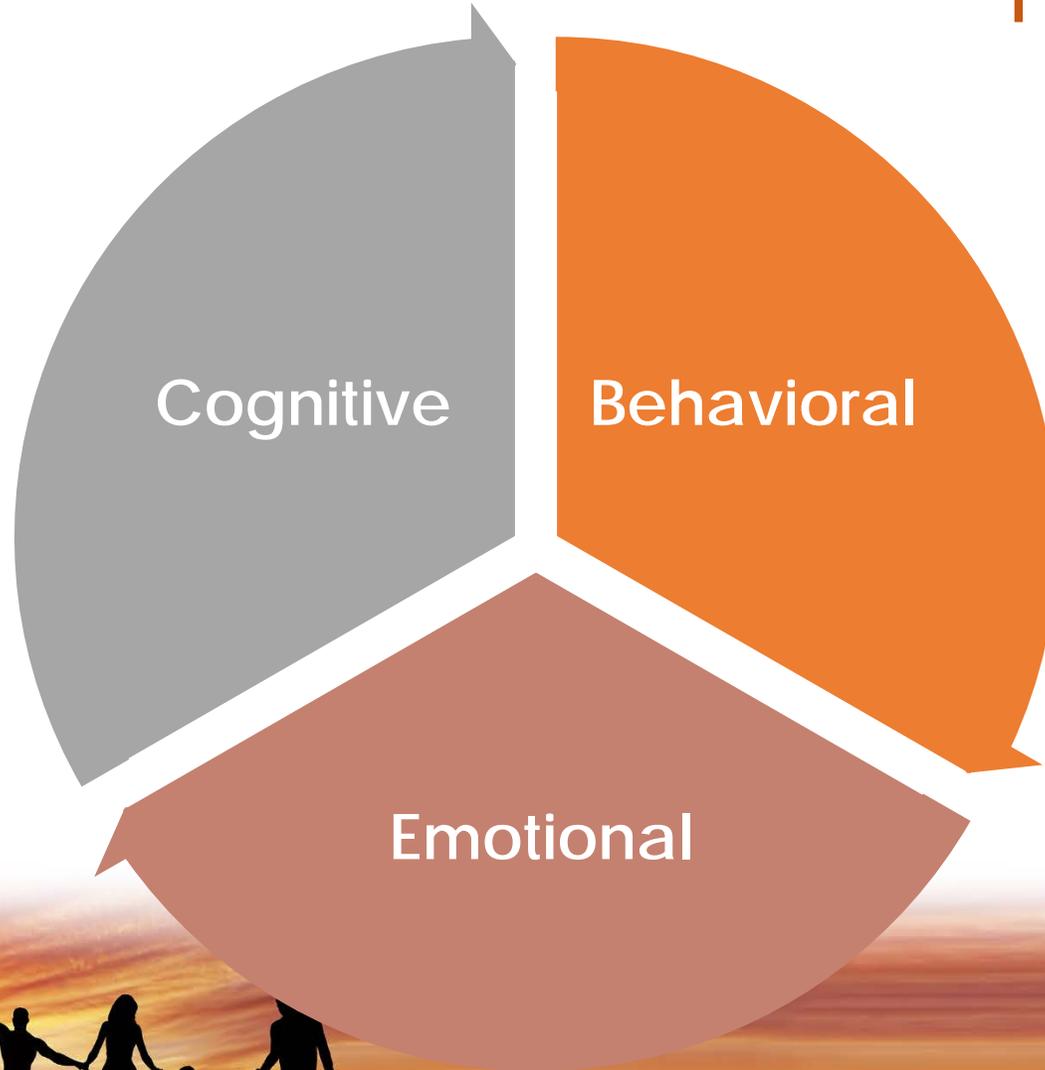
Recognizes child(ren)'s needs

Understands own protective role

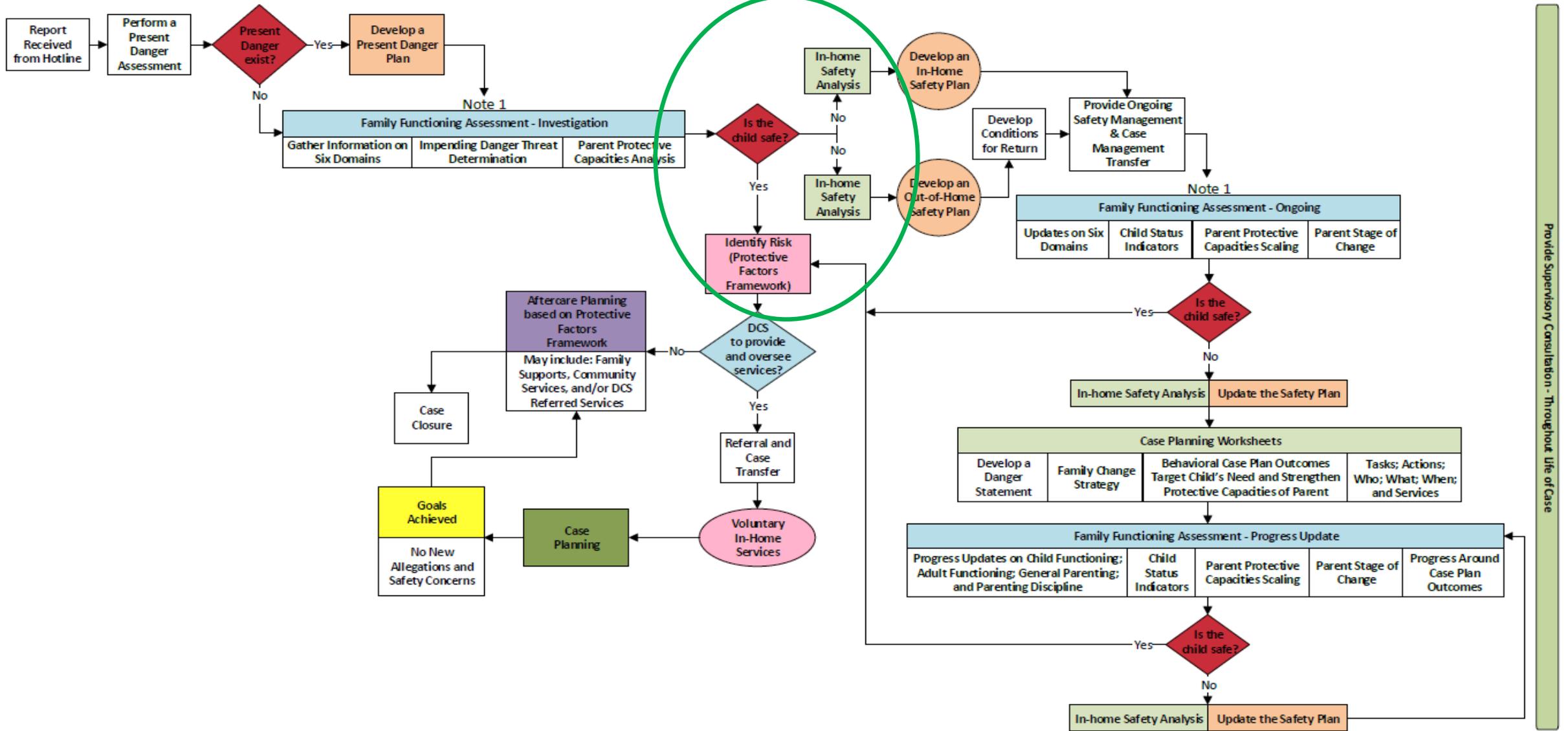


# Caregiver Protective Capacities

EMOTIONAL
Meets own emotional needs
Resilient as a caregiver
Tolerant as a caregiver
Is stable
Expresses love, empathy, sensitivity for child(ren)
Is positively attached with child(ren)
Is aligned with and supports child(ren)



# ARIZONA SAFE MODEL – Decision Process Flow



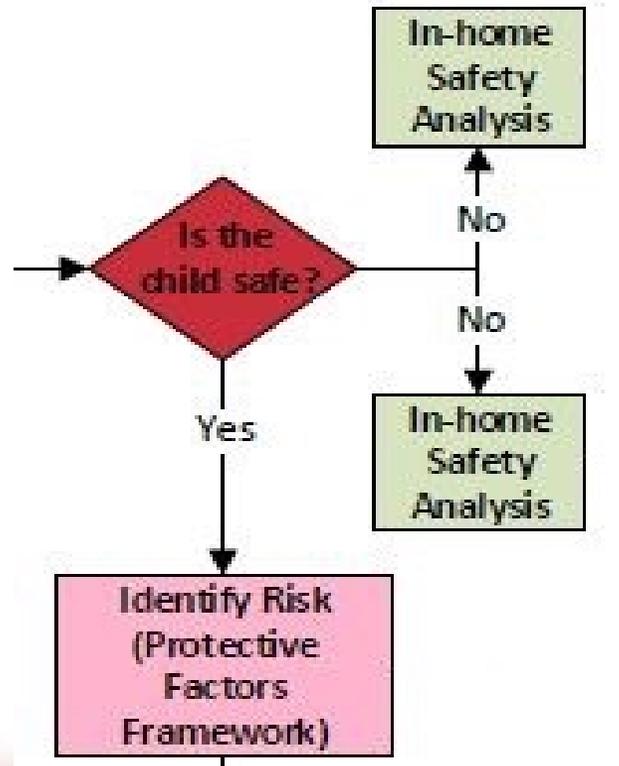
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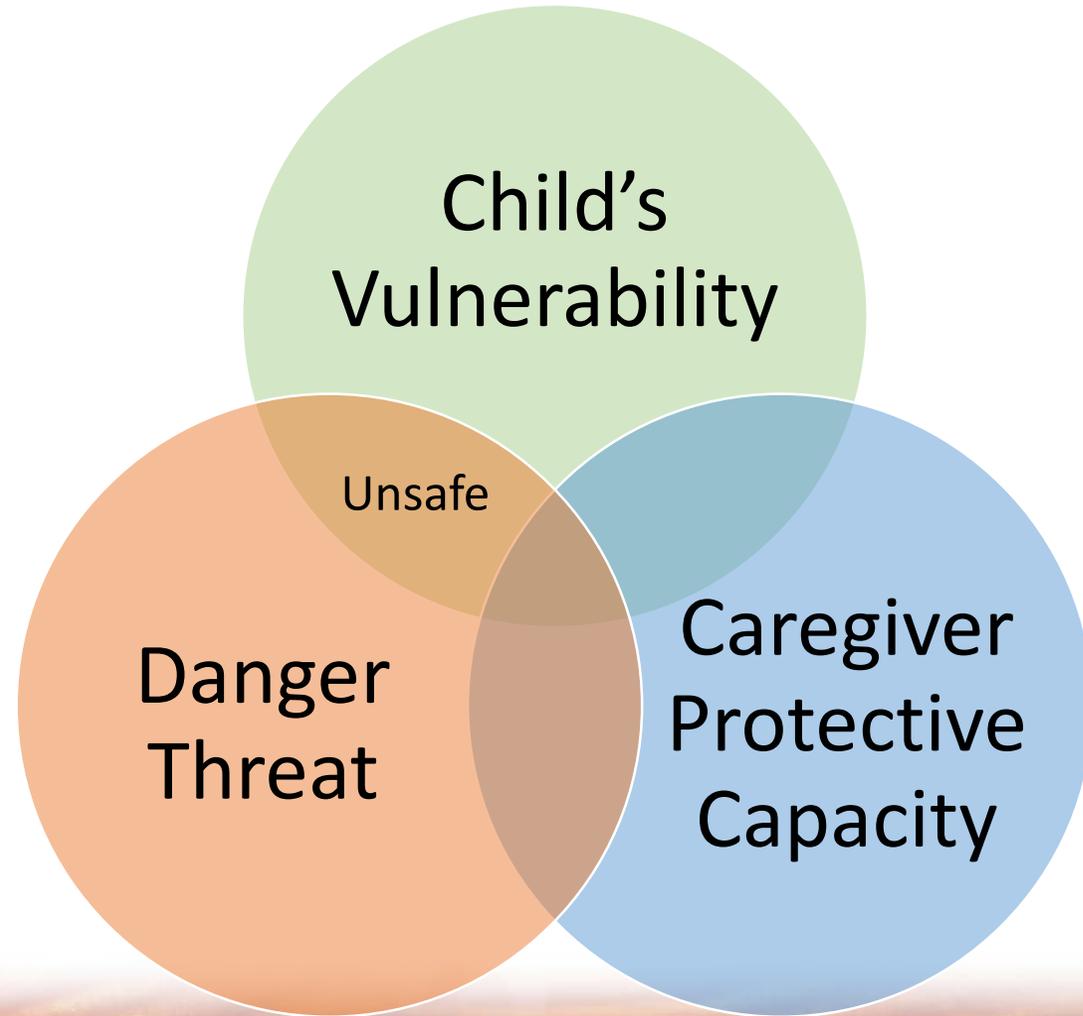
# Safe or Unsafe?



Does the child  
"live in a  
continuous state  
of danger"?



Are there sufficient protective capacities to protect from threats to which the child is vulnerable?



# Impending Danger Determination

## 16 impending danger threats

Safety threshold criteria:

- Clearly **observable** family condition
- Child is **vulnerable** to the danger threat
- The danger threat is **unmanaged** in the home
- **Severe harm** is likely to occur
- The danger threat to the child is **imminent**



# Impending Danger Threats

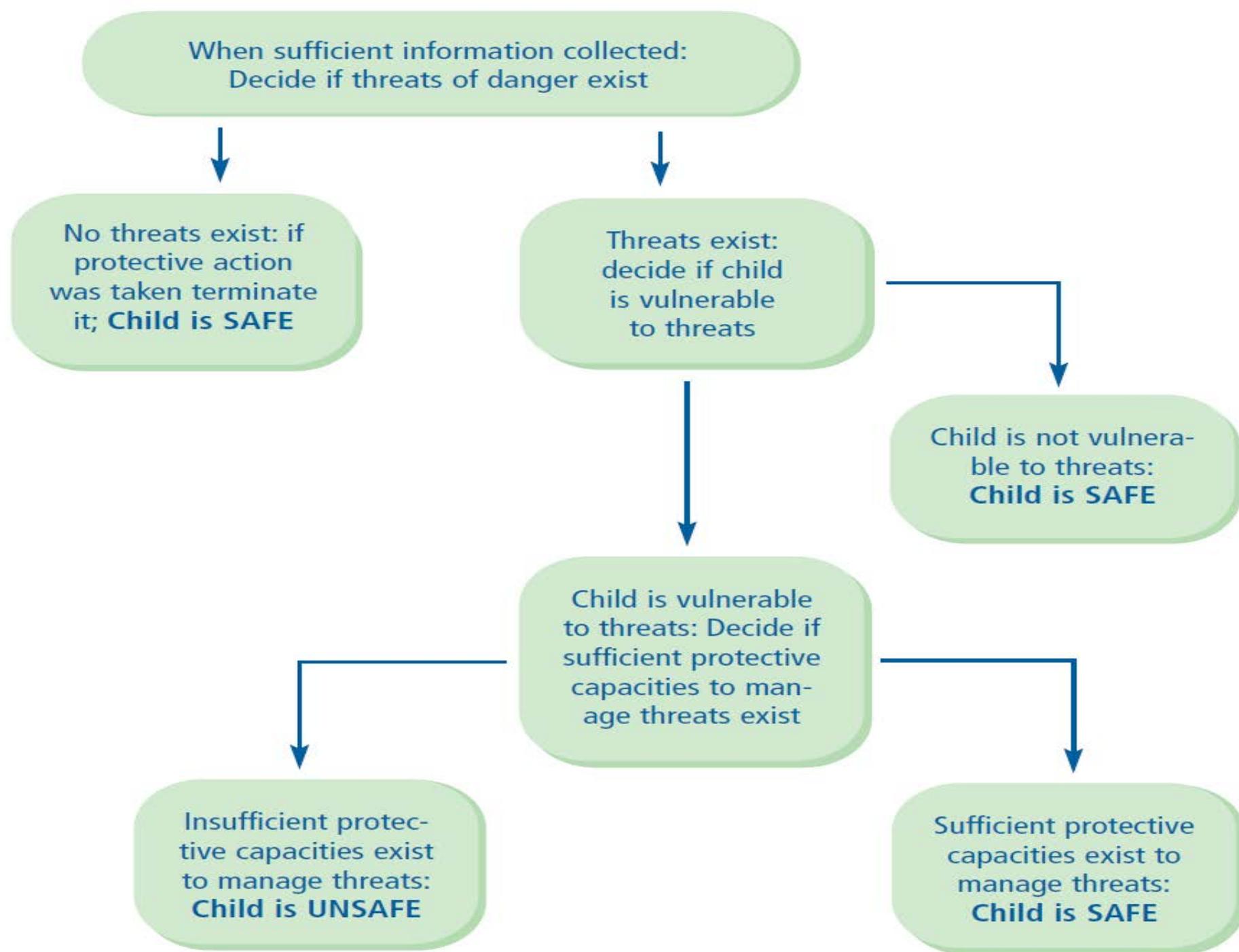
## Examples

Parent, guardian, or custodian's behavior is violent, bizarre, erratic, unpredictable, incoherent, or totally inappropriate and may cause serious or severe harm to the child.

Parent, guardian or custodian is **unable to perform essential parental responsibilities due to** alcohol/substance use, mental health conditions, physical impairment, or cognitive limitations, and as a result, the child is likely to suffer serious or severe harm.

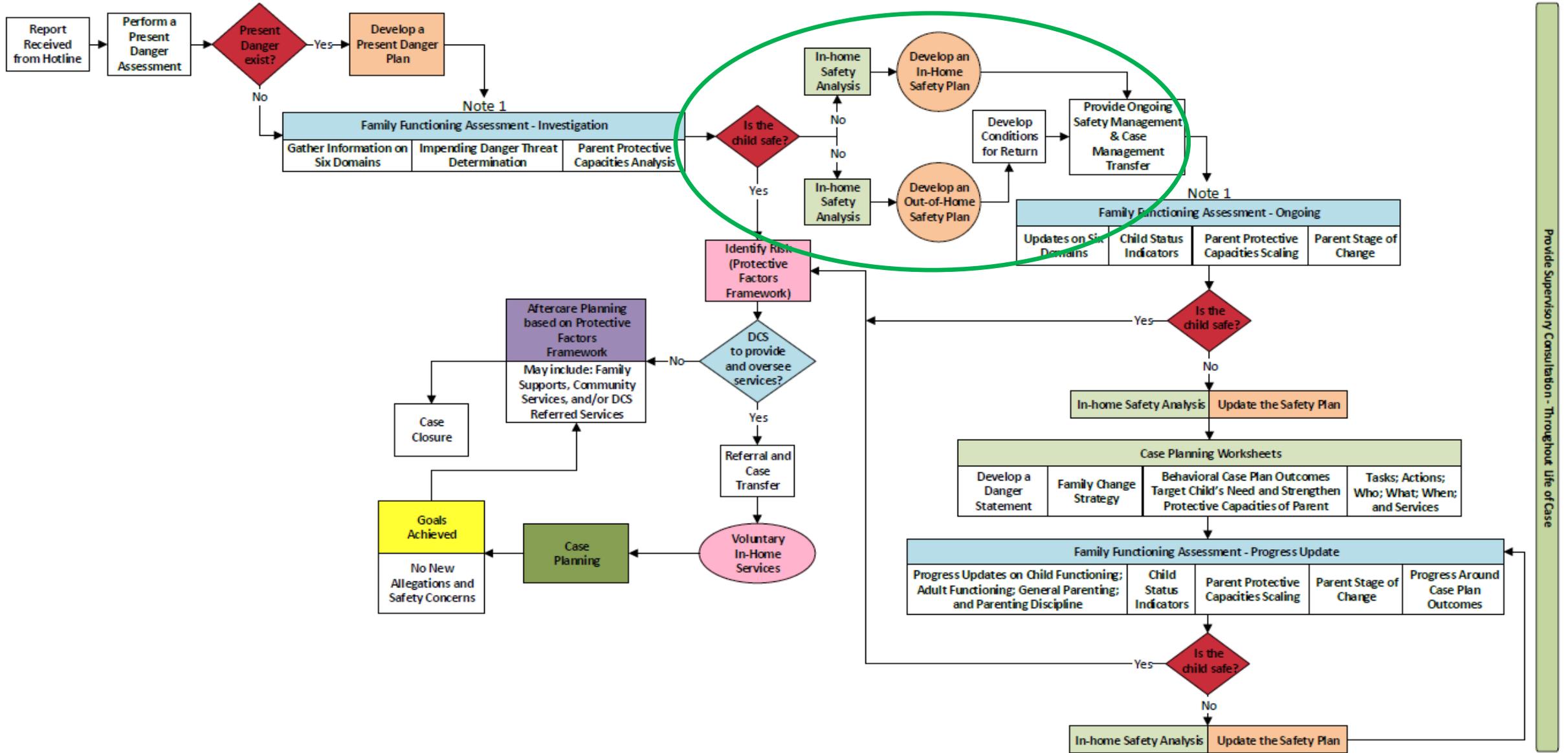


# Safety Decision



The Judge's Guide

# ARIZONA SAFE MODEL – Decision Process Flow

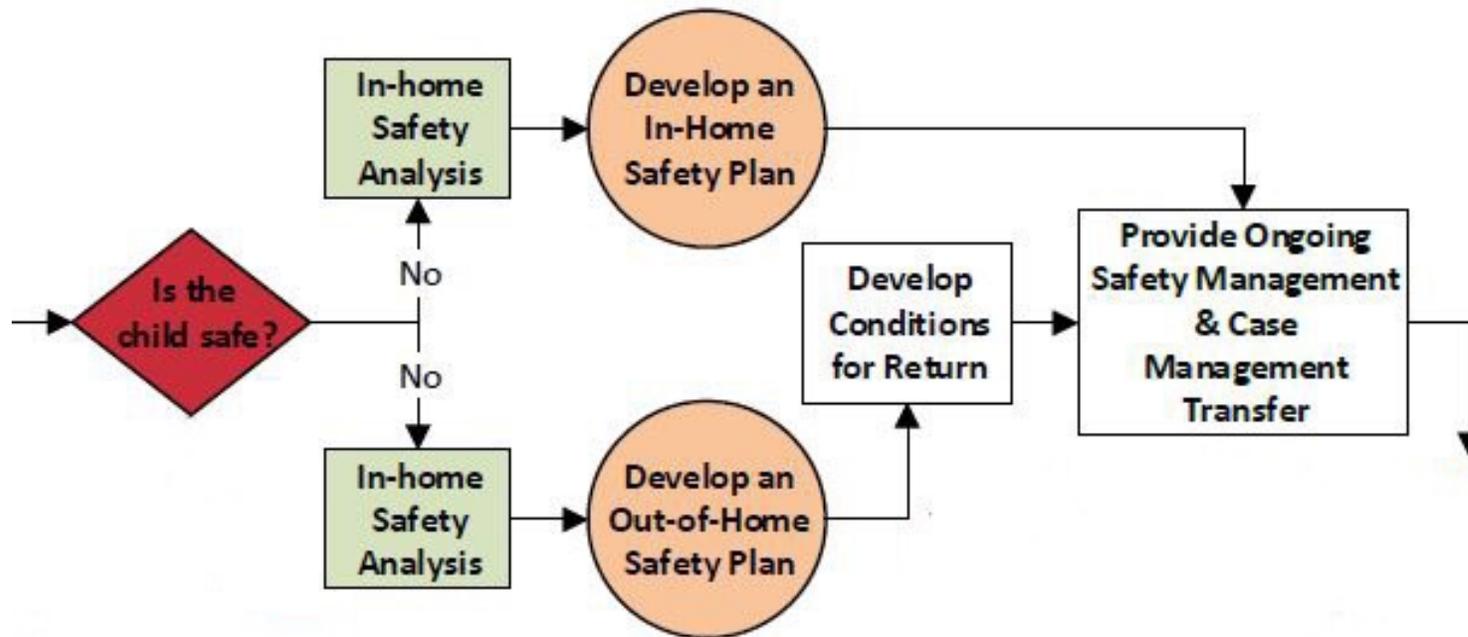


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# Safety Planning



# Safety Plans

Least intrusive option possible

Action Oriented

Sufficient, Feasible, Sustainable

DCS is responsible for oversight

Not a monitoring/visitation/case plan



# Safety Planning

*Safety plans never rely on parental promises to stop the threatening behavior....*

The Judge's  
Guide

*...it is useless to rely on an out-of-control parent to be in control.*

# Safety Planning

*If an in-home safety plan would be sufficient, and the agency fails to consider or implement one, then the agency has failed to provide reasonable efforts to prevent removal.*

The Judge's  
Guide

# In-Home Safety Analysis

Five questions determine whether the plan will be in-home or out-of-home

Conditions for Return are based on what would be required to answer “yes” to all five questions



# In-Home Safety Analysis

## Question 1

Is there a combination of safety actions and/or services capable of sufficiently controlling the identified danger threats?



# In-Home Safety Analysis

## Question 2

Are the parents, guardians, or custodians willing for an in-home safety plan to be implemented and have they demonstrated that they will cooperate?



# In-Home Safety Analysis

## Question 3

Is the home environment calm and consistent enough for responsible adults and/or safety service providers to be in the home safely?



# In-Home Safety Analysis

## Question 4

Can the use of in-home safety actions and/or services control impending danger without the results of outside professional evaluations?



# In-Home Safety Analysis

## Question 5

Do the parents, guardians, or custodians have a suitable place to reside?



## Conditions for Return

Directly connected to the specific reasons why an in-home safety plan could not be put in place

Describe the caregivers' behaviors and family circumstances that would need to exist in order for an in-home safety plan to be implemented.



# Conditions for Return

Developed by the DCS Specialist and Supervisor and discussed/reviewed at a Safety Planning TDM

Children can reunify with an in-home safety plan while parents continue with case plan services

DCS oversight/safety management will continue



# Conditions for Return

Danger threats need to be controlled but not necessarily eradicated in order for a child to return home

Focus on whether the child can be made safe, not on the parent complying or even participating in services



# Conditions for Return

*Example for Question 1:*

*“A responsible adult will need to be in the home Monday through Friday from 5 PM to 7AM to monitor Ms. Chaves’ alcohol intake and provide for the young children’s needs should the mother be observed to be intoxicated.”*



# Conditions for Return

*Example for Question 2:*

*“Mr. Johnson will be willing to allow responsible adults and safety service providers in the home, and to consistently cooperate so that services are carried out as intended. Mr. Johnson will demonstrate this by (1) allowing the DCS Specialist into the home at every home visit, whether announced or unannounced, (2) cooperating with the parent aide during supervised parenting time held in the home.”*



# Conditions for Return

*Example for Question 3:*

*“There will no longer be frequent traffic in and out of the home to purchase narcotics. This will be demonstrated by Law Enforcement and neighbors observing and reporting the traffic has ceased.”*



# Conditions for Return

*Example for Question 4:*

*“Ms. Garcia will see a psychologist in order to provide DCS with an understanding of how her schizophrenia manifests and what actions are needed to provide protection for the child in the home when Ms. Garcia is having delusions or hallucinations.”*



# Conditions for Return

*Example for Question 5:*

*“Ms. Jackson will maintain a residence for at least sixty days that has working utilities and is free of any hazards. She has a confirmed source of income and feasible plan to use this income to maintain the residence.”*



# Conditions for Return

## The Judge's Guide

*Parents being confused about what they must do or accomplish creates barriers to the child's safe and timely return. Failing to identify and explain conditions for return leads to lower rates of reunification.*

- *Mom demonstrates some awareness of the effects her lifestyle and choices have on her children's safety.*
- *Dad demonstrates the ability to control his behavior as evidenced by restraint in use of substances and not leaving the home under unplanned circumstances without reliable child care.*
- *Mom convincingly demonstrates her recognition of the need for an in-home safety plan when the children return home.*

# Safety Actions & Safety Services

- Results in resolution of a condition that presents an immediate safety threat to the child
- Safety actions should substitute for the parent/caregiver's diminished protective capacities
- Safety actions may be carried out by a professional or a paid service provider, a volunteer, a relative, or a person in the family's network



**SAFETY PLAN (Page 1)**DATE SAFETY PLAN CREATED  
[REDACTED]**SAFETY THREAT:** Specify the impending danger threats and how they are evident in the family.**SAFETY ACTION AND HOW THIS ACTION WILL CONTROL AND MANAGE SAFETY THREATS:** Specify who, what, where, when and how the safety actions will occur; including the frequency, duration, and exact times and days when the responsible adults must be available and accessible.SAFETY THREAT  
[REDACTED]TIMEFRAME WHEN SAFETY ACTION WILL BE TAKEN  
[REDACTED]UNSAFE CHILD(REN)  
[REDACTED]ADULT RESPONSIBLE FOR SAFETY ACTION  
[REDACTED]SAFETY ACTION AND HOW THIS ACTION WILL CONTROL AND MANAGE IMPENDING DANGER THREATS  
[REDACTED]SAFETY THREAT  
[REDACTED]TIMEFRAME WHEN SAFETY ACTION WILL BE TAKEN  
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[REDACTED]SAFETY ACTION AND HOW THIS ACTION WILL CONTROL AND MANAGE IMPENDING DANGER THREATS  
[REDACTED]

ARIZONA DEPARTMENT OF CHILD SAFETY  
**SAFETY PLAN SIGNATURE PAGE (Page 2)**

<b>IN-HOME SAFETY ANALYSIS</b> (Check all criteria met. For any not checked, identify conditions for return.)	<b>CONDITIONS FOR RETURN</b> (If applicable)
<input type="checkbox"/> There is a combination of safety actions and/or services capable of sufficiently controlling the identified danger threats, and there are sufficient resources within the family network or community to control the identified threats.	For each criteria of the Safety Analysis that is not met, detail and describe the specific behaviors, conditions, or circumstances that must exist before an in-home safety plan can be implemented: <input type="checkbox"/>
<input type="checkbox"/> The parents, guardians, or custodians are willing for an in-home or combination safety plan to be implemented and have demonstrated that they will cooperate with the identified responsible adult(s), safety service provider(s), and safety actions identified in the Safety Plan.	
<input type="checkbox"/> The home environment is calm and consistent enough for an in-home safety plan to be implemented and for responsible adults and/or safety service providers to be in the home safely.	
<input type="checkbox"/> An in-home safety plan and the use of in-home safety actions and/or services can sufficiently control impending danger without the results of outside professional evaluations.	
<input type="checkbox"/> The parents, guardians, or custodians have a suitable place to reside where an in-home or combination safety plan can be implemented.	

# Safety Actions & Services

## The Judge's Guide

***What actions or services are required for an in-home safety plan to control the threats of danger to the child?***

- How often and long would services be needed (for example, separation: after-school daycare two times per week, from 3 pm to 6 pm)?*
- Are providers available to carry out services at appropriate times, frequency and duration?*
- Are the people carrying out the in-home the safety plan aware, committed, and reliable?*
- Are safety plan providers able to sustain the intense effort until the parent can protect without support?*

# Team Decision Making

No more Emergency and Considered  
Removal TDMs



# Team Decision Making

## Present Danger TDM

- Within 72 hours of taking custody
- To help family understand the need for removal
- To attempt to develop a less restrictive Present Danger Plan



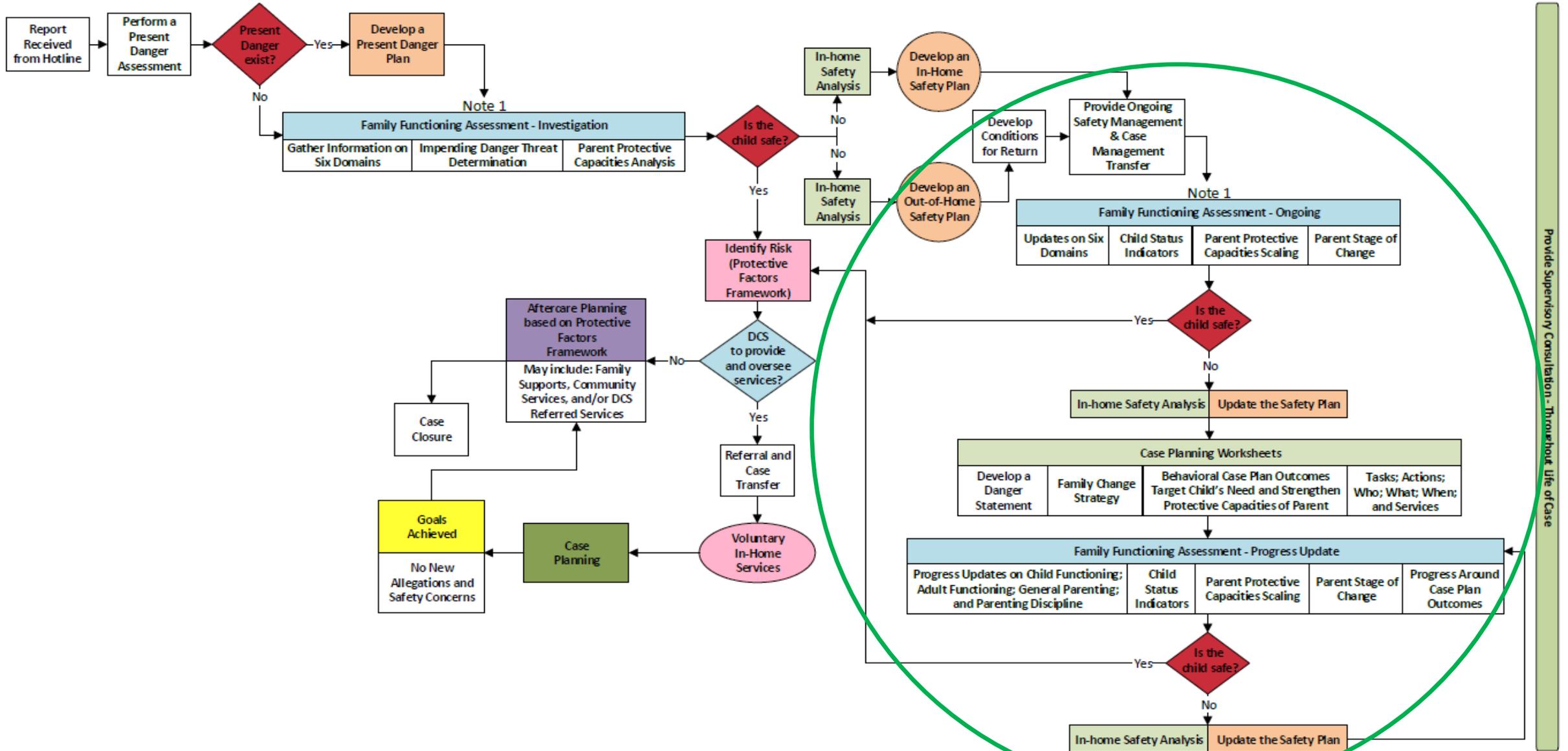
# Team Decision Making

## Safety Planning TDM

- To review the impending danger determination
- Develop the least restrictive Safety Plan
- Review/discuss Conditions for Return, if applicable



# ARIZONA SAFE MODEL – Decision Process Flow

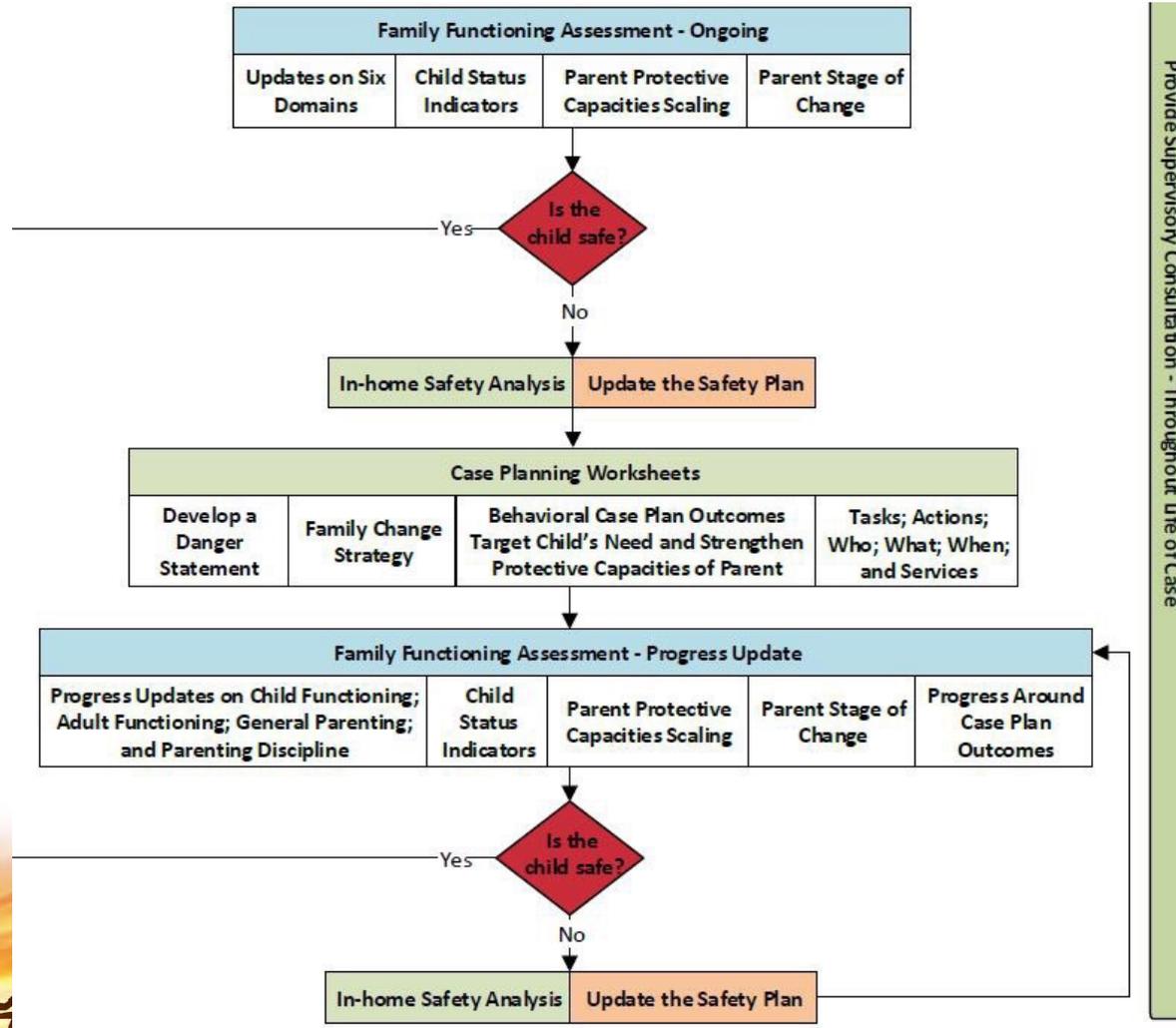


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# Ongoing Case Management



# Family Engagement

- Parents are **more likely to achieve goals** when they help to make decisions that will affect their family
- Views **families as the experts** on their unique challenges and seeks to support them in developing solutions
- **Empowers and encourages families** to partner with DCS to plan the best services and resources for the family to ensure child safety



# Ongoing Case Management

- Safety plan monitoring and management
- Development of a Family Functioning Assessment and Case Plan
- Return of the child to the parent's care when an in-home safety plan is feasible, sustainable, and appropriate
- Provision of care, safety, and protection of the child in an environment that fosters healthy social, emotional, intellectual, and physical development
- Provision of another permanency option for the child who cannot be reunified



# Family Functioning Assessment - Ongoing

- Based on same framework as the FFA - Investigation
- Happens in four stages (Preparation, Introduction, Exploration, Analysis/Safety Determination)
- Within 60 days of removal or identifying a case for ongoing services
- Focus on engaging the family in the change process
- Informs the case planning process



# Family Functioning Assessment - Ongoing

- Preparation
  - At case transfer – learning about the family circumstances
- Introduction
  - Explaining the process and establishing a working relationship
- Exploration
  - Further assessment of protective capacities and developing a danger statement
- Analysis/Safety Determination
  - Using additional information gathered to confirm the impending danger determination



# Case Planning

Case planning is a process, not just a document or list of services

Engagement with the family to develop a Danger Statement and identify key diminished protective capacities

Co-create behavioral changes aimed at enhancing diminished protective capacities

Identify individualized treatment services to support behavior change



# Visitation – Parenting Time

Policy/procedure regarding visitation has not changed

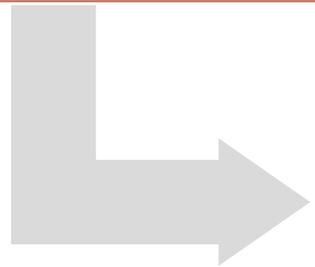
Practice Guidelines are available to reinforce best practice – see policy manual

The Judge's Guide speaks to visitation – closely aligns with DCS policy

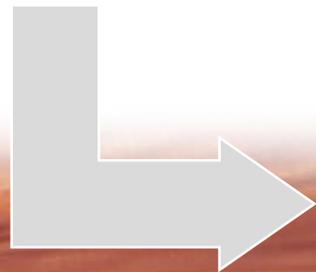


# SAFE AZ and the Court Process

Progress



Reunification



Dismissal



# Evaluating Progress

Why can't the children go home today?

- Reduction of Threats? Emergence of New Threats?
- Status of Protective Capacity?
- Current Information?
- Are there disputes? Why? How can they be resolved?
- If no progress, why?
- Perspective of parents



# Evaluating Progress

*...progress towards achieving case plan goals will be measured... by changes in parent behavior, attitudes, motivation, and interactions....*

## The Judge's Guide

*Simply measuring attendance, or participation, in services is insufficient.*

# Decision to Reunify

## Conditions for Return

- Have conditions changed enough to support an In-Home Safety Plan?

## Quality of visitation

- Can unsupervised visits be happening now?
- Based on observed parent-child interaction, what information is there about the relationship?

## Parent attitudes re: danger threats and protective capacities/factors

- What do the parents say?
- What does DCS observe?
- What is reported by treatment providers?



# Reunification: A Safety Decision

*...the reunification decision has the same threshold as the out-of-home safety plan decision.*

The Judge's Guide

*Parents do not have to complete treatment nor do all safety threats need to disappear before reunification can occur.*

# Planning for Reunification

- Changes to visitation schedule
- Involvement of extended family, OOH care provider
- Specific timeframes
- Plan to prepare the child – child's thoughts, feelings, own concerns, what will be missed in the placement?
- Plan to prepare the family – practical issues/worries or concerns
- Specifics of In-Home Safety Plan and DCS oversight



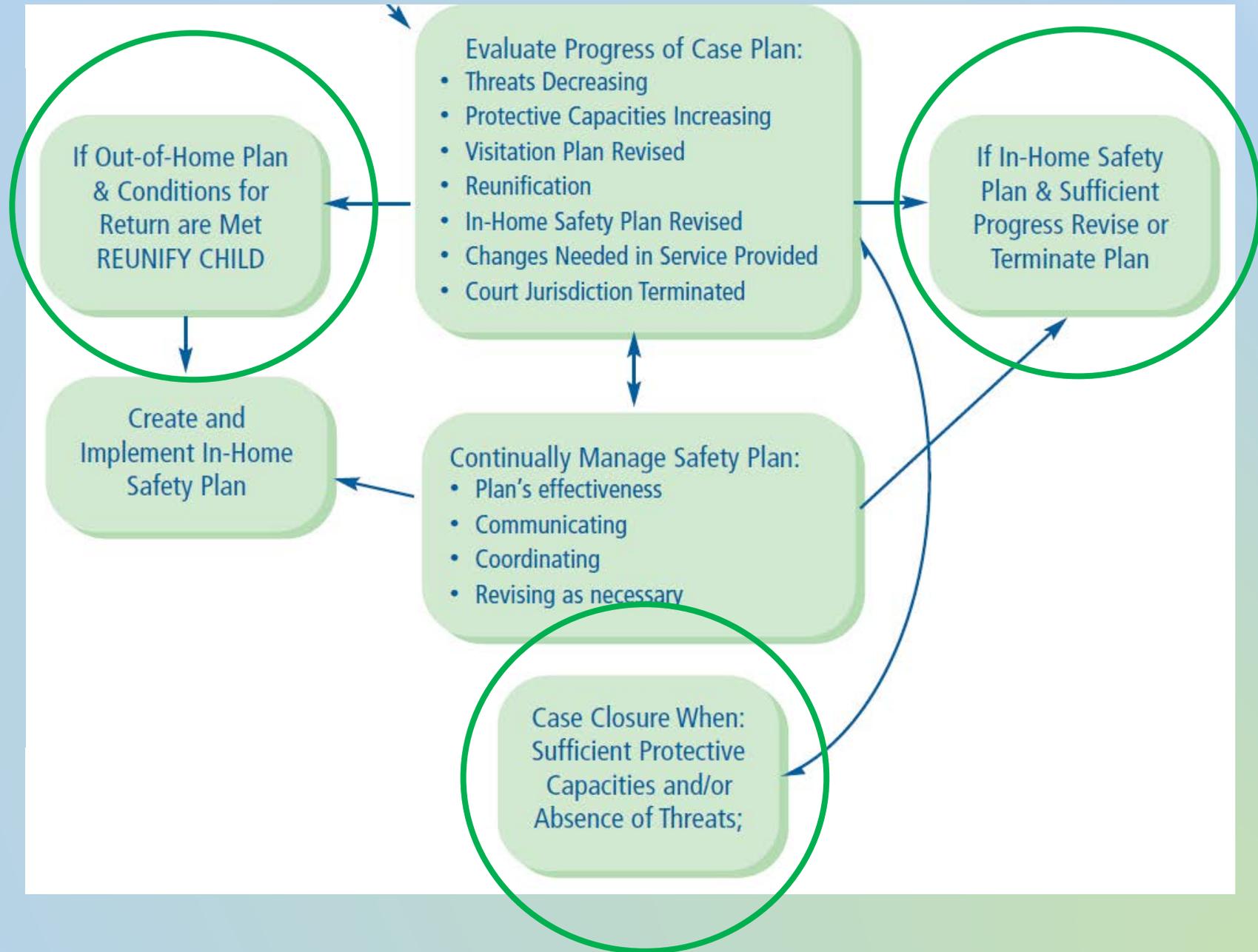
# Dismissal

- Danger threats eliminated
- Protective capacities enhanced to control threats
- Combination of both
- Set the family up for success
- Aftercare Planning based on Protective Factors Framework

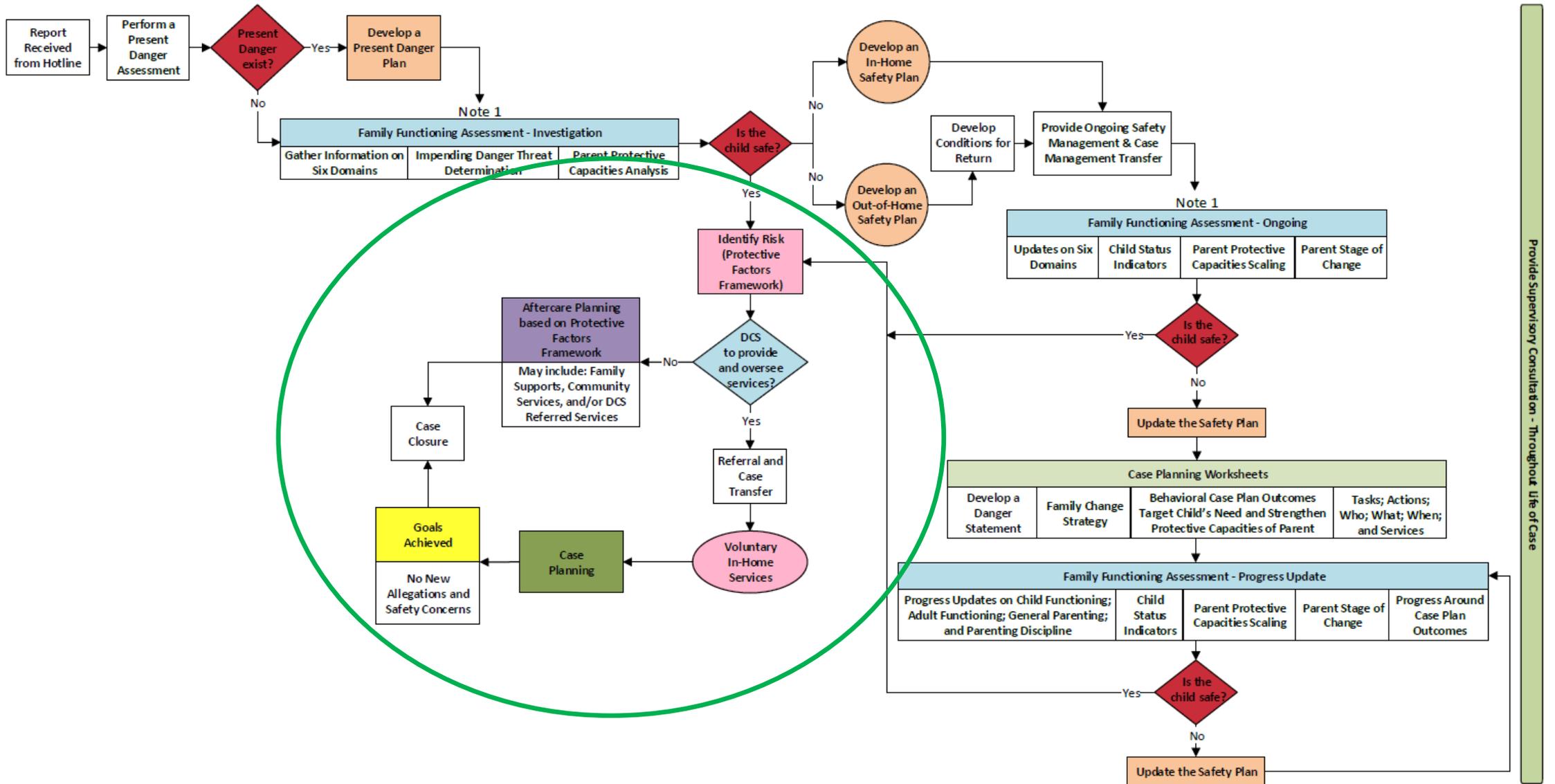


# Reunification to Dismissal

## The Judge's Guide



PROPOSED ARIZONA SAFE MODEL – Decision Process Flow

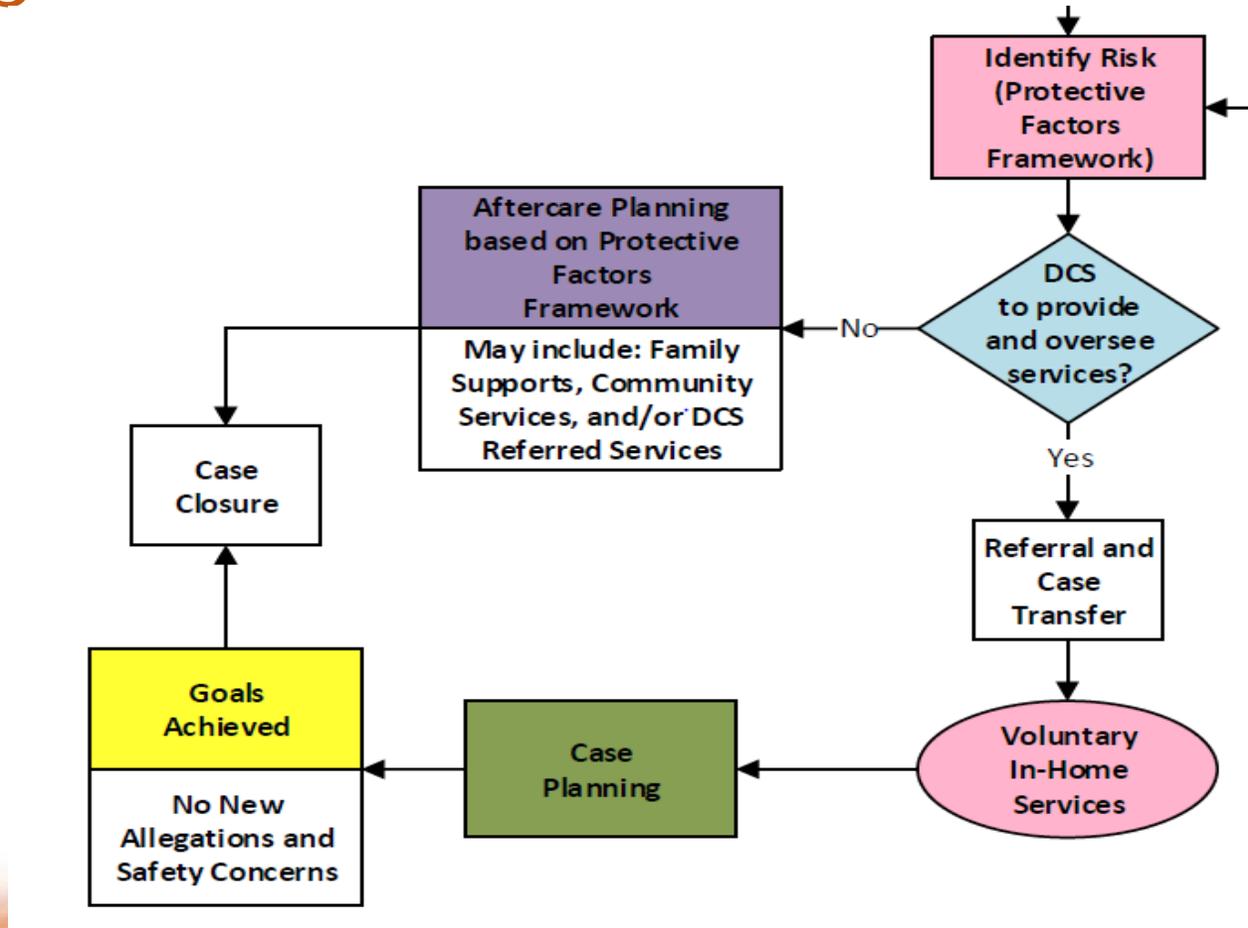


Note 1: Family Functioning Assessment (Six Domains) includes: Extent of maltreatment; Surrounding circumstances; Child functioning; Adult functioning; Parenting - General observations; and Parenting - Discipline observations.

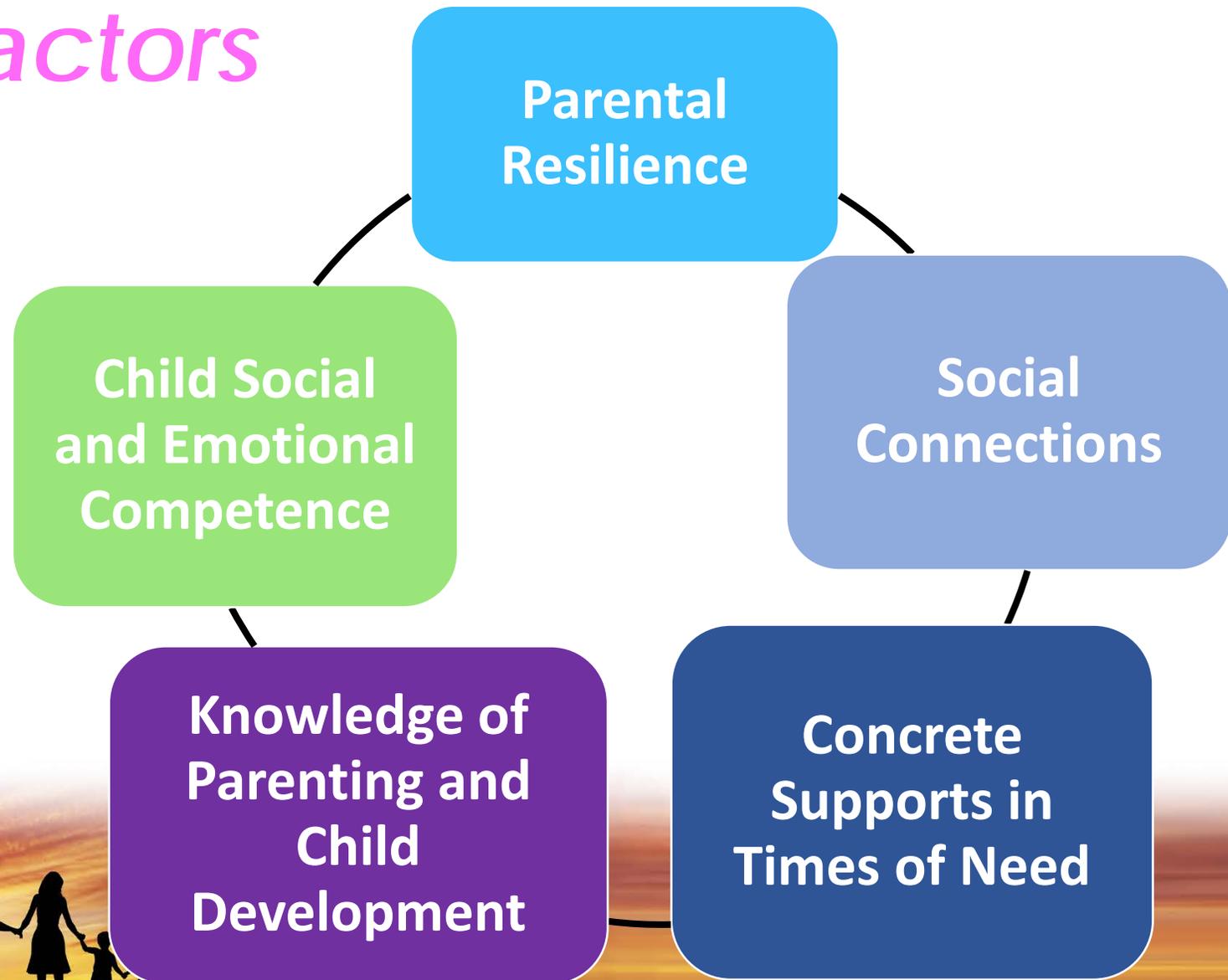
Team Decision Making to Promote Family Engagement, improve Safety Planning and establish Permanency

Judicial Review, as appropriate, to provide Oversight of Safety Planning and Establish Permanency

# Pathway for Children Assessed as Safe



# *Protective Factors Framework*



# Protective Capacities vs. Factors

Protective Capacities are *caregiver characteristics* directly related to child safety. A caregiver with these characteristics ensures the safety of his or her child and responds to threats in ways that keep the child safe from harm.

**Protective Factors** are conditions or attributes of *individuals, families, communities, or the larger society* that reduce risk and promote healthy development and well-being of children and families, today and in the future.



# Levels of Intervention

Community  
Based

DCS  
Referred

DCS  
Monitored



# Aftercare Planning

- Developed in collaboration with the family
- Based on assessment of Protective Capacities and Protective Factors
- May or may not include formal services
- Required prior to closing every investigation or ongoing case
- Aftercare Plan form
  - each identified need
  - steps the parent/guardian can take to address the need
  - If applicable, contact info and any upcoming appointments.



# Key Concepts

- Family Engagement is critical
- Present Danger vs. Impending Danger
- Safety determination  $\neq$  Placement decision
- “Unsafe” just means we have to do a Safety Plan
- Responsible Adult vs. Safety Monitor
- Conditions for Return lead to an In-Home Safety Plan
- Reunification  $\neq$  Dismissal



The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

- Socrates

We would love to hear from you!

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