

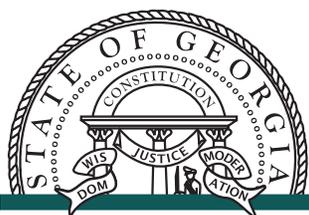


Georgia Department of Human Services
2019 Strategic Plan

Robyn A. Crittenden
Commissioner

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Message from DHS Commissioner

Robyn A. Crittenden

Through each of its programs and services, the Georgia Department of Human Services (DHS) strives to fulfill our vision of building stronger families for a stronger Georgia.

To ensure that the Department's services positively impact individuals who seek to live safer, more independent lives, it is incumbent upon the leaders of the organization to continually develop and evaluate strategies to strengthen Georgia by strengthening its families.

Enclosed is an updated multi-year plan that supports Gov. Nathan Deal's goals for the state of Georgia by improving service delivery to its most vulnerable residents. It also supports the Department's reform effort, called the Blueprint for Change, to develop a robust workforce, strengthen practice models and engage constituents on all levels.

These goals include:

- Ensuring that vulnerable children and adults are safe from abuse and neglect through high program effectiveness, community awareness and stakeholder engagement.
- Increasing the effectiveness and capacity of programs to meet fundamental educational needs.
- Improving access to healthy food options and services that lead to greater independence and healthier lifestyles for vulnerable Georgians.
- Enhancing customer service through modernized processes and effective employee recruitment, training and retention.
- Leveraging public-private partnerships and improving intergovernmental cooperation for successful infrastructure development.

As Commissioner of the Department, I am committed to ensuring each of these goals effectively support the governor's efforts to make Georgia a better place to live, work and play, especially as we seek to improve the lives of the most vulnerable in our state.



Robyn A. Crittenden
Commissioner

June 19, 2018

Date



DHS Accomplishments

The following items are key strategies that were implemented during this strategic plan cycle:

DHS Blueprint for Change: a three-pronged reform effort pioneered by the Division of Family & Children Services and later adopted by the entire Department of Human Services. The initiative creates a framework for how the Department meets its goals, carries out its mission and follows its core values. It serves as the internal road map to improving the lives of vulnerable children and adults. The Blueprint for Change supports a strong practice model, developing a robust workforce and continuous engagement with both internal and external constituents.

Georgia Gateway: an integrated eligibility determination system collaboratively developed and used by various internal and external partners. Georgia Gateway replaces multiple antiquated systems and gives constituents a “one-stop-shop” system to manage their benefits, allow caseworkers greater efficiency to access, review and approve eligibility, reduces duplicative filings, errors, fraud and improves service to customers.

DCSS Mobile App: an industry leading application that allows customers to make child support payments, review their payment history, view scheduled appointments and receive notifications and alerts on important information regarding their cases.

Parental Accountability Court (PAC) program: a joint effort of the Division of Child Support Services and Superior Court judges to offer an alternative to incarceration and to help chronic nonpayers of child support overcome barriers that keep them from making regular payments.

DHS Learning Management System (LMS): allows employees to complete mandatory, annual and new hire training online by simply logging into the LMS. The benefits of DHS LMS organizes eLearning content in one location, provides unlimited access to eLearning materials via desktop and mobile application, easily tracks learner progress and performance, reduces learning and development time, and keeps the organization up-to-date with compliance regulations. The DHS LMS replaced an antiquated system.

DHS Random Moment Sample Study (RMSS): statistical method of a new automated system that determines the activities of a group of employees and the percentage of time a group spends on various work activities. The benefit of the RMSS is to reduce the time it takes to derive a program’s share for distributing indirect administrative costs or prorating direct service costs among various benefiting programs on whose behalf the employees are working.

DHS Human Resource Personnel Action Self-Service System (HR PASS): a new electronic system focused on increasing hiring efficiency, enhancing talent selection processes, data integration, and streamlining time-to-fill processes. HR PASS aligns with DHS organizational strategy by decreasing processing times and eliminate existing redundancies.



DHS Vision, Mission and Core Values

Vision

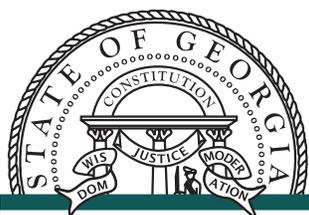
Stronger Families for a Stronger Georgia

Mission

Strengthen Georgia by providing individuals and families access to services that promote self-sufficiency, independence and protect Georgia's vulnerable children and adults.

Core Values

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect.
- Manage business operations effectively and efficiently by aligning resources across DHS.
- Promote accountability, transparency and quality in all services we deliver and programs we administer.
- Develop employees at all levels of the agency.



DHS Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis¹

Strengths

- Knowledgeable staff
- Engaged stakeholders
- Data-driven environment
- Culture of continuous quality improvement

Weaknesses

- Employee and stakeholder training
- No succession plan
- Inadequate resources (staff)
- High turnover rate
- Outdated / manual processes

Opportunities

- Create succession plan
- Enhance training via Learning Management System (LMS)
- Re-evaluate and update processes
- Automate contract processes via a Document Management System (DMS)
- Employee recognition and incentives program

Threats

- Scarce manpower
- Data reliability / errors
- Loss of knowledge due to turnover and retirements
- Competitive market
- Overutilization of resources

¹DHS Conducted a full SWOT analysis in May 2016 that is updated annually.



DHS Goals

Education

1. Promote sustainable community programs to ensure capacity to meet educational needs.
2. Increase programs to improve the successful outcome of fundamental education.

Health

1. Empower individuals and families to pursue and sustain an active and healthy lifestyle.
2. Increase access to healthy food options and services that lead to self-sufficiency.

Responsible and efficient government

1. Ensure that DHS maintains a learning environment to encourage and engage professional development within the organization.
2. Restructure the overall process for hiring, recruiting and retaining DHS employees.
3. Cultivate and maintain a positive relationship with the public and key stakeholders by ensuring agency policy and practice is responsive to constituents' needs.
4. Maintain and increase productivity, efficiency and quality of service through technology and service delivery.
5. Develop support services and job assistance programs which promote self-sufficiency and independence as an alternative to incarceration.

Safety

1. Provide DHS programs and services to protect our most vulnerable clients.
2. Build and maintain community awareness to protect our most vulnerable population.
3. Ensure vulnerable clients and DHS customers are free from abuse, neglect and exploitation.





GOAL 1

Education

Education Goals

1. Promote sustainable community programs to ensure capacity to meet educational needs.
2. Increase programs to improve the successful outcome of fundamental education.

EDUCATION OBJECTIVE 1

Ensure individuals and families served by the Division of Family and Children Services (DFCS) have enhanced capacity to meet their cognitive and educational needs.

Strategies:

- Implement standardized tutoring methods for contracted Education Support Specialists to ensure that youth in care are provided with quality educational support services. For those youths engaged in intensive educational support services, their academic performance will be tracked and monitored (when appropriate) from the initial education assessment through their exit from foster care.
- Develop memoranda of understanding with local school systems to formalize and standardize data sharing processes, as well as educational procedures and processes for children and youth in foster care.
- Provide continuous educational academies to train DFCS staff, caregivers and partners on the Division’s educational policies, procedures and entitlements to promote successful educational outcomes for youth in foster care.
- Provide education and support to caregivers regarding the importance of health and wellness screenings for children in care to promote access to the appropriate services for children and youth served by DFCS.

Outcomes:

1. Increase the percentage of youth in foster care who successfully graduate from high school from 17% to 75% by June 30, 2019.¹

Year	Target	Results
Baseline >> 17%		
SFY 2017	17%	25%
SFY 2018	46%	25% ← As of SFY Q3
SFY 2019	75%	

Data source: The Georgia Department of Education and the Division’s Statewide Automated Child Welfare Information System (SHINES)



¹DFCS will work with the Georgia Department of Education (DOE) to ensure that the DOE is the primary source of all education-related data for children and youth in foster care.

Outcomes:

- 2. Increase the percentage of educational programming, assessment and consultation (EPAC) referrals for youth in foster care from 46% to 90% by June 30, 2019.

Year	Target	Results
Baseline >> 46%		
SFY 2017	46%	55%
SFY 2018	68%	73.08%
SFY 2019	90%	

As of SFY Q3

Data Source: The State's Automated Child Welfare Information System (SHINES)





GOAL 2

Health

Health Goals

1. Empower individuals and families to pursue and sustain an active and healthy lifestyle.
2. Increase access to healthy food options and services that lead to self-sufficiency.

HEALTH OBJECTIVE 1

Empower older adults to stay healthy by increasing food security and access to healthy food options.

Strategies:

- Increase access to healthy food options for older adults by connecting them to local food systems (farmer’s markets and community gardens).
- Implement a person-centered approach to dining options by surveying clients to determine their dining preferences and considering those preferences in meal planning.
- Develop a partner group to support and implement a state Senior Hunger Summit.
- Evaluate the extent of choice of dining options.
- Expand the role of site councils to improve dining choices.
- Provide technical assistance to the Area Agencies on Aging regarding timely and accurate data entry of services provided.

Outcomes:

1. Increase the number of people served through congregate sites from 13,744 to 14,578 by June 30, 2019.

Year	Target	Results
Baseline >>13,744		
SFY 2017	13,744	15,271
SFY 2018	14,153	13,149 ←
SFY 2019	14,578	

As of SFY Q3

Data source: Division of Aging Services Data System

2. Increase the number of people served through home-delivered meals from 12,445 to 13,203 by June 30, 2019.

Year	Target	Results
Baseline >>12,445		
SFY 2017	12,445	12,666
SFY 2018	12,818	11,516 ←
SFY 2019	13,203	

As of SFY Q3

Data source: Division of Aging Services Data System

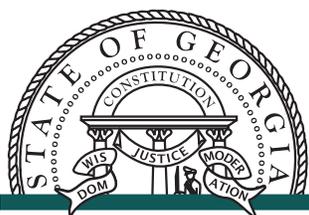


HEALTH OBJECTIVE 2

Ensure families and individuals that DFCS services have enhanced capacity to meet their physical needs.

Strategies:

- Implement Georgia's Comprehensive Practice Model, inclusive of a trauma-informed approach, throughout the State to ensure timely initial assessment of family and individual needs, as well as connections to relevant supports to meet identified needs.
 - Certify trained staff in our practice model.
 - Increase fidelity of the practice model through fidelity reviews, coaching and live learning.
- Coordinate activities with community partners statewide to facilitate the increase of SNAP participants' access to nutritious food, healthy eating and increased physical activity.
- Implement standardized tutoring methods for contracted education support specialists to ensure that youth in care are provided with quality educational support services. For those youth engaged in intensive educational support services, their academic performance will be tracked and monitored (when appropriate) from the initial education assessment through their exit from foster care.
- Develop memoranda of understanding with local school systems as identified to formalize and standardize data sharing processes, as well as educational procedures and processes for children and youth in foster care.
- Provide continuous Educational Academies to train DFCS staff, caregivers, and partners on the Division's educational policies, procedures and entitlements to promote successful educational outcomes for youth in foster care.
- Train and educate Office of Family Independence (OFI) and Child Welfare case managers on the Medicaid referral and enrollment process for former and current foster care youth (ages 18-21 years old) so that these youth can successfully access healthcare.
- Develop and implement innovative strategies with the Department of Community Health (DCH), Amerigroup and other stakeholders to facilitate youth access to medical, physical and behavioral health services.
- Provide education and support to caregivers about the importance of health and wellness screenings for children in care to promote access to the appropriate medical, physical and behavioral health services for children and youth served by the Division.



Outcomes:

1. Increase the percentage of youth in foster care receiving Medicaid or health insurance, within six months of their 18th birthday, from 45% to 85% by June 30, 2019.

Year	Target	Results
Baseline >>45%		
SFY 2017	45%	94%
SFY 2018	60%	92% ←
SFY 2019	85%	

As of SFY Q3

Data source: Statewide Automated Child Welfare Information System (SHINES) and the Office of Family Independence (SUCCESS)

2. Increase the percentage of initial wellness screenings for youth in foster care from 16.9% to 75% by June 30, 2019.

Year	Target	Results
Baseline >>16.9%		
SFY 2017	16.9%	20.89%
SFY 2018	45.95%	29.59% ←
SFY 2019	75%	

As of SFY Q3

Data source: The State's Automated Child Welfare Information System (SHINES)

3. Improve the family Medicaid standard of promptness from 85% to 92% by June 30, 2019.

Year	Target	Results
Baseline >>85%		
SFY 2017	85%	91.28%
SFY 2018	90%	68.40% ←
SFY 2019	92%	

As of SFY Q3

Data source: The Office of Family Independence Planning, Performance and Reporting Data Management Files

4. Increase the number of SNAP Nutrition Education participants that receive information regarding healthy and nutritious food choices for low income families from 49,184 to 81,058 by June 30, 2019.

Year	Target	Results
Baseline >>49,184		
SFY 2017	53,686	114,803
SFY 2018	67,504	30,438 ←
SFY 2019	81,058	

As of SFY Q3

Data source: The Office of Family Independence's Supplemental Nutrition Assistance Program Unit Data collected annually – September





GOAL 3

Responsible & Efficient Government

Responsible & Efficient Government Goals

1. Ensure that DHS maintains a learning environment to encourage and engage professional development within the organization.
2. Restructure the overall process for hiring, recruiting and retaining DHS employees.
3. Cultivate and maintain a positive relationship with the public and key stakeholders by ensuring agency policy and practice is responsive to constituents' needs.
4. Maintain and increase productivity, efficiency and quality of service through technology and service delivery.
5. Develop support services and job assistance programs which promote self-sufficiency and independence as an alternative to incarceration.

RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 1

Increase regular child support payments to families by intervening early to build compliance and payment consistency.¹

Strategies:

- Set income-based orders that reflect the parent's ability to pay with utilizing the agency-initiated Review Modification (Rev-Mod) process. Utilize employer-data reporting tools, such as Department of Labor, The Work Number, and federal interfaces, to identify and target cases where parents' wages and support order amounts have inverse variances which suggest child support amounts are inconsistent with ability to pay.
- Monitor usage and access reports to ensure staff are following processes established in standard operating procedures when using the Data Warehouse report to identify cases that are only paying 0-25% of the current support order amount.
- Develop targeted strategies and procedures for working specialized caseloads.
- Expand our ability to provide outreach services to noncustodial parents who face barriers who may be unemployed or under employed. Individualized service needs will be assessed during initial eligibility interviews with potential participants.
- Work the Undistributed Collections Report to resolve all child support collections held in a pending status. Efforts to resolve pending disbursements will include locating customers, contacting employers and taking other relevant actions depending on the status hold type.



¹This item was previously listed under Safety Goals

Outcomes:

1. Increase the percentage of current support paid from 61.3% to 63.3% by September 30, 2019.

Current support:

Year	Target	Results
Baseline >>61.3%		
FFY 2017	61.3%	60.29%
FFY 2018	62.3%	59.84% ←
FFY 2019	63.3%	

As of FFY Q2

Data source: Office Child Support Enforcement (OCSE) Federal 157 Performance report. Data reported on FFY cycle.

2. Increase the percentage of arrears paid from 65.7% to 67.7% by September 30, 2019.

Arrears:

Year	Target	Results
Baseline >>65.7%		
FFY 2017	65.7%	64.85%
FFY 2018	66.7%	51.47% ←
FFY 2019	67.7%	

As of FFY Q2

Data source: Office Child Support Enforcement (OCSE) Federal 157 Performance report. Data reported on FFY cycle.



RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 2

Increase the number of paternities established for children born out of wedlock.¹

Strategies:

- Ensure staff are working to reduce cases appearing on the “Requires Establishment” report by researching paternity inquiry, locating tools and targeting cases where paternities are unresolved.
- Continue collaborations between the internal and external customers (state and field office, DFCS, Vital Records, etc.) to identify initiatives and barriers to increase paternity performance.
- Increase genetic testing collections through in-house paternity process by targeting cases from the monthly “Requires Establishment” report.
- Ensure compliance with the locate standard operating procedure to maximize any opportunities for establishing paternity.

Outcomes:

1. Increase the percentage of cases with paternity established from 90.2% to 93.9% by September 30, 2019.

Year	Target	Results
Baseline >>90.2%		
FFY 2017	91.2%	97.18%
FFY 2018	92.7%	35.87% ← As of FFY Q2
FFY 2019	93.9%	

Data source: Office Child Support Enforcement (OCSE) Federal 157 Performance report. Data reported on FFY cycle.

RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 3

Ensure the Parental Accountability Court (PAC) program continues to serve as an alternative to incarceration for noncustodial parents in their efforts to overcome barriers to self-sufficiency.¹

Strategies:

- Collaborate with judicial partners to establish new courts in additional judicial circuits in intervals of 10 by promoting PAC program successes and benefits.
- Provide services to noncustodial parents (i.e. substance abuse treatment, job assistance and placement, short term training, coaching and mentoring, educational services and Georgia Work Ready) by conducting individualized assessments during eligibility interviews to prepare them for employment.
- Set income-based orders to decrease recidivism for noncustodial parents and reduce incidences of domestic violence due to misaligned support amounts and arrears accumulation.

¹ This item was previously listed under Safety Goals



- Enhance and maintain relationships with Community Service Boards (CSB) to provide services for parents court-ordered to pay child support.
- Track payments from PAC graduates by utilizing data obtained from the \$TARS system, Data Warehouse, and/or Special Query Reports.
- Utilizing the existing \$TARS data elements, collaborate with the Office of Information Technology (OIT) to create a new report where comprehensive PAC data can be tracked.
- Encourage child support payment consistency by offering Access and Visitation (AV) services.

Outcomes:

1. Increase the number of PAC from 22 to 49 by June 30, 2019.

Year	Target	Results
Baseline >>22 courts		
SFY 2017	32	33
SFY 2018	42	39
SFY 2019	49	

← As of May 31, 2018

Data source: Office Child Support Enforcement (OCSE) Federal 157 Performance report

2. Increase the average number of noncustodial parents that participate in the PAC program from 506 to 1078 by June 30, 2019.

Year	Target	Results
Baseline >>506		
SFY 2017	682	713
SFY 2018	924	766
SFY 2019	1,078	

← As of SFY Q3

Data source: DCSS Data Warehouse

3. Increase collections from noncustodial parents that participate in the PAC program from \$547,489 to \$1,166,390 by June 30, 2019.

Year	Target	Results
Baseline >>\$547,489		
SFY 2017	\$737,489	\$1,463,013
SFY 2018	\$999,763	\$679,499
SFY 2019	\$1,166,390	

← As of SFY Q3

Data source: DCSS Data Warehouse



RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 4

Recruit top talent with effective recruitment strategies and processes.

Strategies:

- Establish recruitment strategies based on unique business needs.
- Create and execute recruitment marketing plans.
- Establish DHS as an employer of choice through partnering with colleges and universities, participating in job fairs and community outreach programs, and in support of the federal Title IV-E program.
- Implement an Applicant Tracking System (ATS) – Phase I – to streamline the recruitment documentation workflow processes.

Outcomes:

1. Reduce the process time it takes to fill positions within DHS from 65 days to 55 days by June 30, 2019.

Year	Target	Results
Baseline >>65 days		
SFY 2017	65	54
SFY 2018	60	31 ← As of SFY Q3
SFY 2019	55	

Data source: DHS Office of Human Resources

RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 5

Retain workforce through personal, professional development and performance management.

Strategies:

- Create strategic organizational plans to optimize workforce skills to align with the vision, mission and core values of DHS in partnership with the Office of Enterprise Development.
- Provide developmental opportunities through skills training via multiple platforms.
- Develop career path initiatives to ensure retention of staff and promote employee satisfaction through all levels of the agency.
- Evaluate and update processes and procedures on performance management.
- Collaborate with leadership on the usage of performance management tools to provide continual and consistent feedback to employees.



Outcomes:

1. Maintain the DHS full-time staff annualized turnover rates of 20.68%.

Year	Target	Results
Baseline >>20.68%		
SFY 2017	20.68%	19.93%
SFY 2018	20.68%	13.50% ←
SFY 2019	20.68%	

As of SFY Q3

Data source: DHS Office of Human Resources

2. Decrease the DFCS - Child Welfare case management staff annualized turnover rates from 36% to 18% by June 30, 2019.

Year	Target	Results
Baseline >>36%		
SFY 2017	30%	29.14%
SFY 2018	26%	19.80% ←
SFY 2019	18%	

As of SFY Q3

Data source: DHS Office of Human Resources

3. Decrease the DFCS - OFI case management staff annualized turnover rates from 17% to 11% by June 30, 2019.

Year	Target	Results
Baseline >>17%		
SFY 2017	15%	19.90%
SFY 2018	13%	13.90% ←
SFY 2019	11%	

As of SFY Q3

Data source: DHS Office of Human Resources

4. Maintain the DAS social service specialist annualized turnover rates of 12.65%.

Year	Target	Results
Baseline >>12.65%		
SFY 2017	12.65%	12.29%
SFY 2018	12.65%	8.50% ←
SFY 2019	12.65%	

As of SFY Q3

Data source: DHS Office of Human Resources

5. Decrease the DCSS agents annualized turnover rates 15.81% to 9% by June 30, 2019.

Year	Target	Results
Baseline >>15.81%		
SFY 2017	15.81%	19.87%
SFY 2018	12%	12.50% ←
SFY 2019	9%	

As of SFY Q3

Data source: DHS Office of Human Resources



RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 6

Support DHS with the resolution of matters related to DHS programs that affect constituents.

Strategies:

- Seek to identify issues that occur frequently and may reflect systemic problems within DHS.
- Support employees in their efforts to serve constituents by educating the constituent at an enterprise service level.
- Ensure constituents are contacted within one business day of receiving the inquiry and provide resolution within five business days.
- Reinforce written protocol on responding to constituent inquiries.

Outcomes:

1. Increase the resolution rate of constituent legislative inquiries, within five days of receiving the inquiries, from 85% to 95% by June 30, 2019.

Year	Target	Results
Baseline >>85%		
SFY 2017	85%	87.99%
SFY 2018	90%	87.67% ← As of SFY Q3
SFY 2019	95%	

Data source: DHS Office of Human Resources

RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 7

Ensure contracts are produced more efficiently and in a timely manner.

Strategies:

- Establish uniform principles for conducting contract quality reviews.
- Track contract production on a weekly basis to ensure that all contracts are executed and in place when needed.
- Implement an automated contract management system with a lifecycle workflow from creation to execution.



Outcomes:

1. Decrease the average number of days for DHS standard human services contracts within the Office of Procurement and Contracts (OPC) execution cycle from 42 days to 31 days by June 30, 2019.

Year	Target	Results
Baseline >>42 Days		
SFY 2017	42	36
SFY 2018	36	26
SFY 2019	31	

← As of SFY Q3

Data source: DHS Office of Procurement and Contracts

2. Decrease the average number of days for DHS non-standard contracts within OPC execution cycle from 30 days to 15 days by June 30, 2019.

Year	Target	Results
Baseline >>30 Days		
SFY 2017	30	39
SFY 2018	22	45
SFY 2019	15	

← As of SFY Q3

Data source: DHS Office of Procurement and Contracts

RESPONSIBLE & EFFICIENT GOVERNMENT OBJECTIVE 8

Ensure organizational cohesiveness by understanding and monitoring each strategy that supports DHS’ measurable outcomes.

Strategies:

- Instruct divisions and offices to develop a strategic plan derived from their SWOT analysis.
- Assist offices and divisions in developing strategies that align with programs and initiatives within their organizational goals and objectives.
- Review DHS’ strategic plan with divisions and offices, and provide guidance on obtaining desired outcomes to ensure that strategies are implemented on time.
- Evaluate strategies that divisions and offices report each month in support of each measurable outcome to ensure strategies align with business objectives.

Outcomes:

1. Support divisions and offices in implementing 95% of planned strategies on time.

Year	Target	Results
Baseline >>50%		
SFY 2018	80%	86%
SFY 2019	95%	

← As of SFY Q3

Data source: DHS Office of Strategic Planning and Initiatives





GOAL 4

Safety

Safety Goals

1. Provide DHS programs and services to protect the most vulnerable clients.
2. Build and maintain community awareness to protect Georgia's most vulnerable population.
3. Ensure vulnerable clients and DHS customers are free from abuse, neglect and exploitation.

SAFETY OBJECTIVE 1

Ensure the protection and rights of older and disabled individuals who are victims of abuse, neglect and exploitation.

Strategies:

- Evaluate staffing levels in each region. Adjust staffing levels as necessary to ensure staffing levels meet the need.
- Participate in multi-disciplinary work groups to identify barriers addressing financial exploitation and fraudulent activities to protect at-risk adults from abuse.
- Develop an Elderly Legal Assistance Program (ELAP) plan or protocol to disseminate to targeted groups with targeted issues.
- Target At-Risk Adult Crime Tactics (ACT) training to counties that do not have ACT-certified law enforcement officers.
- Develop a pilot train-the-trainer model to increase the number of ACT trainers without decreasing quality.
- Contact law enforcement agencies statewide to promote ACT training.
- Expand ACT training beyond law enforcement.

Outcomes:

1. Increase the percentage of initial Adult Protective Services (APS) client visits that occur within 10 calendar days of intake from 90% to 95% (5%) by June 30, 2019.

Year	Target	Results
Baseline >>90%		
SFY 2017	93%	94.69%
SFY 2018	94%	94.50% ←
SFY 2019	95%	

As of SFY Q3

Data source: DAS Data System



- Increase the number of At-Risk Adult Crime Tactics (ACT) Certified Specialists from 250 to 300 by June 30, 2019.

Year	Target	Results
Baseline >>250		
SFY 2017	265	267
SFY 2018	285	287
SFY 2019	300	

← As of SFY Q3

Data source: DAS Data System

SAFETY OBJECTIVE 2

Ensure older adults and adults with disabilities can safely remain independent and in their desired residence.

Strategies:

- Analyze Aging and Disability Resource Connection (ADRC) contact data so Area Agencies on Aging (AAA) can identify and prioritize underserved populations and offer market services.
- Options Counselors and Long-Term Care Ombudsmen (LTCO) collaborate to assist nursing facility residents who have expressed interest in learning more about less restrictive housing options.
- Expand partnerships with Centers for Independent Living for cross support in transition activities.

Outcomes:

- Increase the number of months non-Medicaid Home and Community Based Services participants delay nursing facility placement from 51 to 57 (10%) by June 30, 2019.

Year	Target	Results
Baseline >>51		
SFY 2017	52	49
SFY 2018	55	50
SFY 2019	57	

← As of SFY Q3

Data source: DAS Data System

- Increase the number of individuals that transition from nursing facilities back into the community from 125 to 137 (9%) by June 30, 2019.

Year	Target	Results
Baseline >>125		
SFY 2017	129	218
SFY 2018	133	151
SFY 2019	137	

← As of SFY Q3

Data source: DAS Data System



SAFETY OBJECTIVE 3

Ensure families and individuals DFCS served have sustainable financial independence, voice, and choice in services, and are self-directed.

Strategies:

- Strengthen and expand the Temporary Assistance for Needy Families (TANF) Employment Job Placement Program and job skills training to promote self-sufficiency.
- Implement the Connected By 21 (CB21) initiatives, the extension of foster care for youth ages 18-21 to ensure that youth in transition are supported and self-sufficient.
- Implement Georgia’s Comprehensive Practice Model to provide Child Welfare staff with skills to effectively engage, partner and plan with families, as well as track and celebrate their successes.
 - Certify trained staff in the practice model.
 - Increase fidelity of the practice model through fidelity reviews, coaching and live learning.
- Strengthen the One Caseworker, One Family Practice Model within the Office of Family Independence to effectively improve service delivery, increase accountability for program outcomes and ensure county-based service to customers.

Outcomes:

1. Sustain or increase the percent of TANF participants engaged in a countable work activity from 59% to 60% by September 30, 2019.

Year	Target	Results
Baseline >>59%		
SFY 2017	59%	66.67%
SFY 2018	60%	92.17% ←
SFY 2019	60%	

As of SFY Q3

Data Source: Independence Planning, Performance and Reporting Monthly Files. National Standard: The federal standard rate set by the Administration for Children and Families (ACF) for Work Participation is 50%

2. Increase family and individual participation in Child Welfare case planning from 42% to 95% by September 30, 2019.

Year	Target	Results
Baseline >>42%		
SFY 2017	59.7%	42%
SFY 2018	77.3%	58% ←
SFY 2019	95%	

As of SFY Q3

Data Source: The Division’s Child Welfare Quality Assurance Data compiled for the Federal Child and Family Services Review (CFSR). National Standard: The Federal Child and Family Services Review (CFSR) Standard is 95%



SAFETY OBJECTIVE 4

Ensure the families and individuals DFCS serves are healthy and stable.

Strategies:

- Implement the Connected By 21 (CB21) initiatives to allow older Foster Care youth additional time to prepare for a safe and stable transition into adulthood.
- Implement Solution Based Casework throughout the state to ensure quality visits and engagement with parents and children.
 - Certify trained staff in the practice model.
 - Increase fidelity of the practice model through fidelity reviews, coaching and live learning.
- Implement the Partnership Parenting Model to provide support to both Resource and Birth Parents.
- Implement a Kinship Care Continuum - including Voluntary Kinship Care - to ensure that relatives caring for children and youth in foster care are provided the necessary services and supports to maintain placement stability, including continuation of benefits such as TANF and Medicaid.
- Develop and implement processes that ensure timely filing of Termination of Parental Rights in accordance with the Adoption and Safe Families Act (ASFA) to prevent barriers to permanency achievement.
- Implement a statewide foster care recruitment campaign to provide information about Foster Care to prospective foster parents and build awareness about the need.
- Develop partnerships with faith and community-based organizations to recruit and retain foster homes.

Outcomes:

1. Increase the stability of placement for youth in foster care by reducing the rate of placement moves from 5.84 moves (per 1,000 days in care) to 4.12 moves (per 1,000 days in care) by June 30, 2019.

Year	Target	Results
Baseline >>59%		
SFY 2017	59%	66.67%
SFY 2018	60%	92.17% ←..... As of SFY Q3
SFY 2019	60%	

Data Source: This is a federal data indicator for the Child and Family Services Review (CFSR) pulled from Georgia’s Statewide Automated Child Welfare Information System National Standard: The Federal Child and Family Services Review (CFSR) Standard is 4.12 moves (per 1,000 days in care)



- Increase the percentage of monthly parent visits in child protective services and foster care from 87% to 95% for birth mothers and 80% to 95% for birth fathers by June 30, 2019.

BIRTH MOTHERS

Year	Target	Results
Baseline >>87%		
SFY 2017	87%	90.47%
SFY 2018	91%	92.14% ← As of SFY Q3
SFY 2019	95%	

BIRTH FATHERS

Year	Target	Results
Baseline >>80%		
SFY 2017	80%	87.02%
SFY 2018	87.5%	89.18% ← As of SFY Q3
SFY 2019	95%	

Data Source: The Federal Every Parent Every Month (EPEM) data pulled from the State's Automated Child Welfare Information System National Standard: The Federal Every Parent Every Month (EPEM) Standard is 9

- Increase the percentage of relative placement for children in foster care from 25.6% to 50% by June 30, 2019.

Year	Target	Results
Baseline >>27.4%		
SFY 2017	27.40%	29%
SFY 2018	38.7%	30.88% ← As of SFY Q3
SFY 2019	50%	

Data Source: The State's Automated Child Welfare Information System (SHINES)

- Increase the percentage of children in foster care with adoptions that finalize (within 24 months of entering care) from 28% to 52% by June 30, 2019.

Year	Target	Results
Baseline >>28%		
SFY 2017	28%	21%
SFY 2018	40%	26.06% ← As of SFY Q3
SFY 2019	52%	

Data Source: The State's Automated Child Welfare Information System (SHINES)

