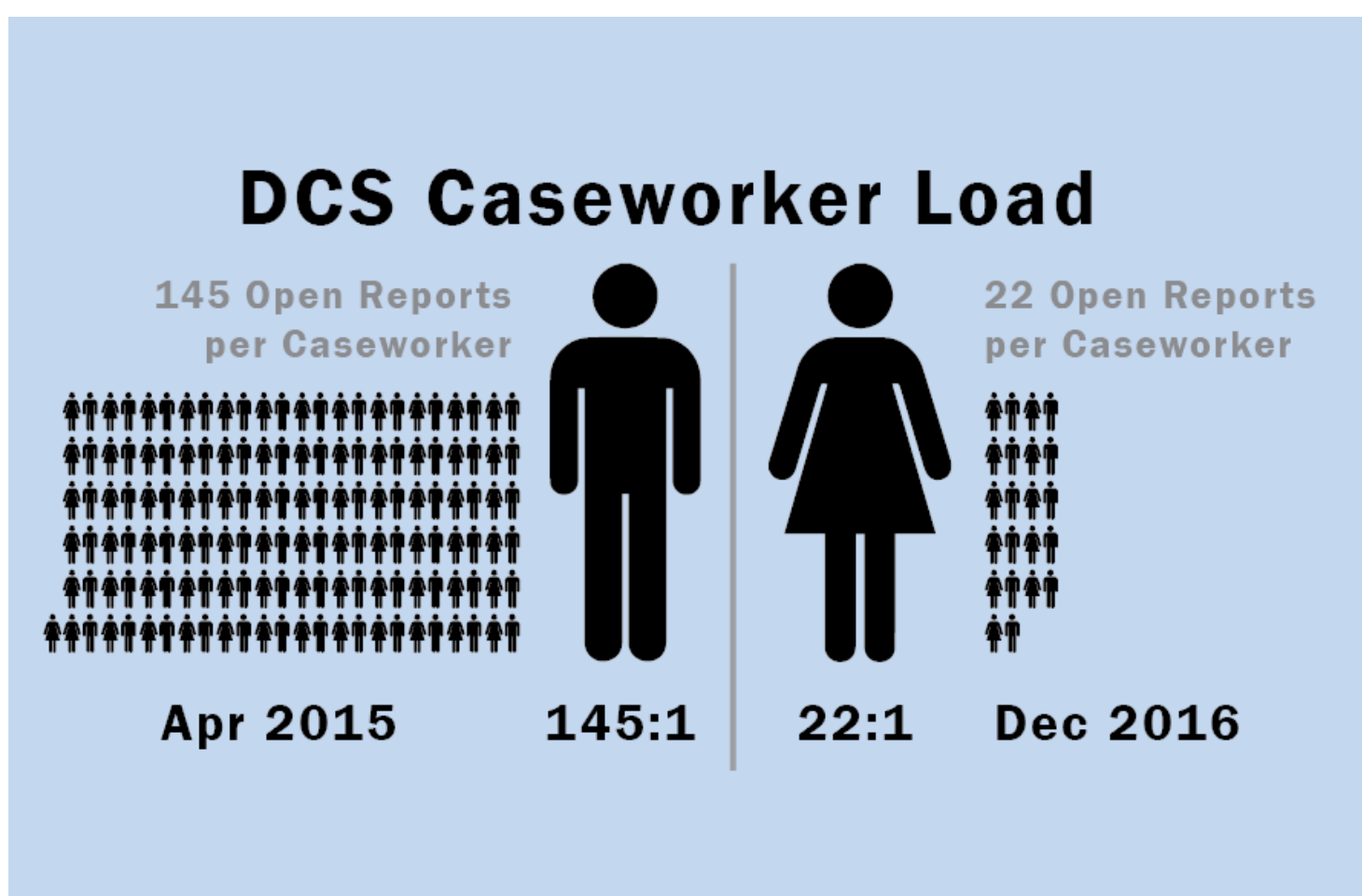


ARIZONA MANAGEMENT SYSTEM SUCCESS REPORT

DEPARTMENT OF CHILD SAFETY

Child Safety Reduces Investigative Case Load per Worker



For years, case managers at the Department of Child Safety were overwhelmed by the number of backlogged investigations that had to be completed. In April 2015, 230 investigators had more than 33,000 open reports, a caseload ratio of 145:1. This backlog negatively affected both client service and employee morale. The department improved its processes with improved triage and decision making, mapping high demand areas and strategically concentrating resources in so-called statewide “burn down” events to reduce caseloads. They monitored progress over 18 months in weekly huddles and using contract and permanent staff, they right-sized their labor force to meet demand. As of December 2016, **441 investigators** had **9,600 open reports** for a **caseload ratio of 22:1**, which represented an **85% improvement**. Having a manageable caseload allows DCS case managers to spend more quality time with each assigned family, and this enhanced quality and intensity of service in turn increases the likelihood of achieving permanency within the original family setting.