Adult Protective Services
Draft 5-Year Strategic Plan

We respectfully request your feedback. Please send your comments and suggestions to APSContinuousImprovement@azdes.gov by Friday, April 14, 2017.
Thank you!

DRAFT

For review and feedback purposes only. Please do not disseminate.
**Goal 1:**
A culture of **continuous improvement** where APS professionals and the adults served, along with their families and communities, are engaged.

- Implement Arizona Management System to guide the continuous improvement efforts
- Utilize a practice model to strengthen the foundation of the APS program and to guide the continuous improvement efforts
- Utilize a governance structure to support engagement of APS professionals and the adults served, along with their families and communities

**Goal 2:**
**Knowledgeable, culturally competent APS professionals** who are valued, supported, and empowered to provide the best service to vulnerable adults.

- Increase skills and knowledge of APS professionals
- Improve the leadership and management skills of supervisors to promote professional development and to effectively develop their team members
- Improve quality of services through employee retention
- Create and maintain a healthy work environment built on trust and effective communication

**Goal 3:**
APS professionals providing the utmost **quality services** to vulnerable adults.

- Improve objective decision-making at the Central Intake Hotline and Investigations
- Improve identification and linkage to community services and supports that address the adult’s individualized needs
- Conduct a critical analysis of Arizona statutes, administrative rules, policies and procedures to provide recommended changes
- Implement a new case management data base system

**Goal 4:**
**Strong partnerships** and effective collaboration with adults served, their families, and communities to achieve mutual goals.

- Improve engagement and communication with adults served, their families, and communities to strengthen collaboration to improve outcomes for adults
- Provide education and supports to community members and stakeholders to provide better protection to vulnerable adults

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**Vision:** Arizona’s vulnerable adults thriving free from abuse, neglect, and exploitation.

**Mission:** Inspire hope within vulnerable adults by engaging and partnering with the individual, family, and community to ensure their self-determination, safety, independence, and highest quality of life.

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APS 5-Year Strategic Plan

Objective 1:
Implement Arizona Management System to guide the continuous improvement efforts

Action Items:
- 1.1 Revise and strengthen visual management
- 1.2 Create and implement leader standard work
- 1.3 Institute tiered accountability system
- 1.4 Implement workplace organization (5S)
- 1.5 Develop problem solving skills

Objective 2:
Utilize a practice model to strengthen the foundation of the APS program and to guide the continuous improvement efforts

Action Item:
- 2.1 Develop and implement APS practice model

Objective 3:
Utilize a governance structure to support engagement of APS professionals and the adults served, along with their families and communities

Action Item:
- 3.1 Develop and implement a governance structure to support the APS continuous improvement efforts

Goal 1:
A culture of continuous improvement where APS professionals and the adults served, along with their families and communities, are engaged.

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**Objective 1:**
Increase skills and knowledge of APS professionals

Action Items:
- 1.1 Develop professional curriculum for APS Investigator Core Competency training
- 1.2 Develop professional curriculum for Central Intake Hotline Core Competency training
- 1.3 Develop professional curriculum for Case Aide Core Competency training
- 1.4 Develop and implement a professional onboarding plan, including orientation to the job, for new Investigators
- 1.5 Develop and implement a mentoring plan for Investigators

**Objective 2:**
Improve the leadership and management skills of supervisors

Action Items:
- 2.1 Implement clinical supervision case consultation
- 2.2 Develop professional curriculum for Supervisor Core Competency training
- 2.3 Develop and implement a mentoring plan for Supervisors

**Objective 3:**
Improve quality of services through employee retention

Action Items:
- 3.1 Create manageable workloads both at Central Intake Hotline and Investigations
- 3.2 Increase APS colleague engagement
- 3.3 Develop a compensation plan to recognize education, skill, and knowledge needed within the APS profession
- 3.4 Recruit individuals who are a good fit for the APS profession

**Objective 4:**
Create and maintain a healthy work environment built on trust and effective communication

Action Items:
- 4.1 Increase awareness and provide supports to address secondary trauma
- 4.2 Promote effective internal two-way communication

**Goal 2:**
Knowledgeable, culturally competent APS professionals who are valued, supported, and empowered to provide the best service to vulnerable adults.
APS 5-Year Strategic Plan

**Objective 1:**
Improve objective decision-making at the Central Intake Hotline and Investigations

Action Items:
- 1.1 Increase accuracy of screening at the Central Intake Hotline
- 1.2 Increase the accuracy of safety assessments in investigations
  - 1.3 Increase the accuracy of risk assessments in investigations
- 1.4 Increase the accuracy of vulnerability assessments in investigations
- 1.5 Increase effective, successful, and culturally sensitive engagement with the adult served and their family

**Objective 2:**
Improve identification and linkage to community services and supports that address the adult’s individualized needs

Action Item:
- 2.1 Revise case plan to better meet the vulnerable adult’s individualized needs

**Objective 3:**
Conduct a critical analysis of Arizona statutes, administrative rules, policies and procedures to provide recommended changes

Action Items:
- 3.1 Write a report outlining recommendations to change Arizona statutes
- 3.2 Write a report outlining recommendations to change Arizona administrative rules
- 3.3 Revise APS policy and procedure manual to align processes with best practice

**Objective 4:**
Implement a new case management data base system

Action Item:
- 4.1 Design a new case management data base system

**Goal 3:**
APS professionals providing the utmost quality services to vulnerable adults.

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**Objective 1:**

Improve engagement and communication with adults served, their families, and communities to strengthen collaboration to improve outcomes for adults

**Action Items:**

- 1.1 Establish Statewide APS Community Advisory Board
- 1.2 Develop an engagement plan to identify methods to include the adult served and their family members in the APS continuous improvement efforts
- 1.3 Develop a communication plan to increase the frequency and quality of communication with community partners
- 1.4 Create multidisciplinary team meetings with adults, their families, and community partners

**Objective 2:**

Provide education and supports to key community members and stakeholders to provide better protection to vulnerable adults

**Action Item:**

- 2.1 Develop mandated reporting training that includes the roles and responsibilities of APS

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**Goal 4:**

*Strong partnerships* and effective collaboration with adults served, their families, and communities to achieve mutual goals.