



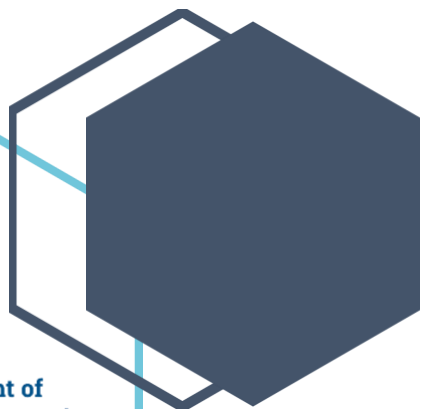
# NEVADA DIVISION OF CHILD & FAMILY SERVICES

5 YEAR STRATEGIC PLAN  
2020 - 2025

**Transforming Our Approach for  
Nevada's Tomorrow**



Nevada Department of  
Health and Human Services  
DIVISION OF CHILD AND FAMILY SERVICES



## Table of Contents

**INTRODUCTION ..... 1**

- PURPOSE OF THE PLAN ..... 2
- HOW THE PLAN WAS DEVELOPED ..... 2
- A VISION FOR ALL OF NEVADA ..... 3
- DIVISION MISSION ..... 4
- BEING TRUE TO OUR VALUES..... 5
- SYSTEM OF CARE CORE VALUES..... 6

**THE KEYS TO TRANSFORMATION..... 7**

- FIRST KEY – ROBUST COMMUNITY ENGAGEMENT..... 9
- SECOND KEY – MATURE 24-HOUR STRUCTURE ..... 11
- THIRD KEY – COMMITMENT TO DCFS TEAM MEMBER SUCCESS AND DEVELOPMENT..... 13
- FOURTH KEY – STRONG EXIT PATH ..... 16
- FIFTH KEY – PROGRAM CENTERED USE OF DATA AND TECHNOLOGY CORE STRATEGIC PRIORITY..... 19

**ACTIVITY ALIGNMENT WITH BATTLE BORN PRIORITIES ..... 22**

# NEVADA DIVISION OF CHILD & FAMILY SERVICES

5 YEAR STRATEGIC PLAN  
2020 - 2025

## Purpose of the Plan

The Division of Child and Family Services (DCFS) was established in 1991 to provide “a centralized agency, encompassing all services to children and families with the intent of providing a more effective and integrated service delivery system.” Since 1991 the Division has grown and adapted to include numerous touchpoints to community groups and oversight commissions. Because of the variety of children and families served, services, and systems involved, it is not unusual for the Division to be pulled in different directions in response to the strategic priorities of outside groups. This plan intends to provide clarity and focus on the Division’s internal operations so that we may better serve our Nevadan communities.

## How the Plan was Developed

Starting in the Summer of 2019, DCFS’ leadership team began evaluating the Division’s activities through the three-pronged lens of our Division’s vision: Safe, Healthy, and Thriving. DCFS team members, community partners, and youth were provided an opportunity to highlight needed priorities and approaches. Their feedback informed the creation of the Five Keys to Transformation and the activities associated with each key. During this developmental phase, Governor Steve Sisolak announced a Child & Family Centered approach to governing. This plan incorporates that approach and values and activities as established by the Governor.

## How to Use the Plan

A good strategic plan not only dictates overarching large scale activities for an organization but provides a framework that allows every single member of the team to incorporate the strategic approaches into their daily work. Each key has a specific focus, desired outcomes, and performance measures. It also includes examples of how DCFS team members may advance each key in their everyday work. The plan should be used to hold Division leadership accountable to desired progress and to inspire everyday action that furthers improving the agency on behalf of the families we serve.

## DIVISION HISTORY

1991-1993

Senate Bill 611 creates the Division of Child and Family Services. Duties officially transfer in 1993

2001

Legislature re-organizes Child Welfare agencies creating a hybrid child welfare system

2001

Children’s Mental Health Consortia established in statute

2011

Court Jurisdiction Program Established for Transition Age Youth

2017

AB 472 – the Juvenile Justice Reform Act – overhauls approach to juvenile justice

2019

Victims of Crime Compensation Program transferred to DCFS

## A Vision for All of Nevada

***Safe, healthy, and thriving kids in every Nevada community!***



Merriam-Webster Dictionary defines safe, healthy, and thriving as:

**Safe** (adjective): secure from threat of danger, harm, or loss

**Healthy** (adjective): showing physical, mental, or emotional well-being; evincing good health

**Thriving** (adjective): characterized by success or prosperity

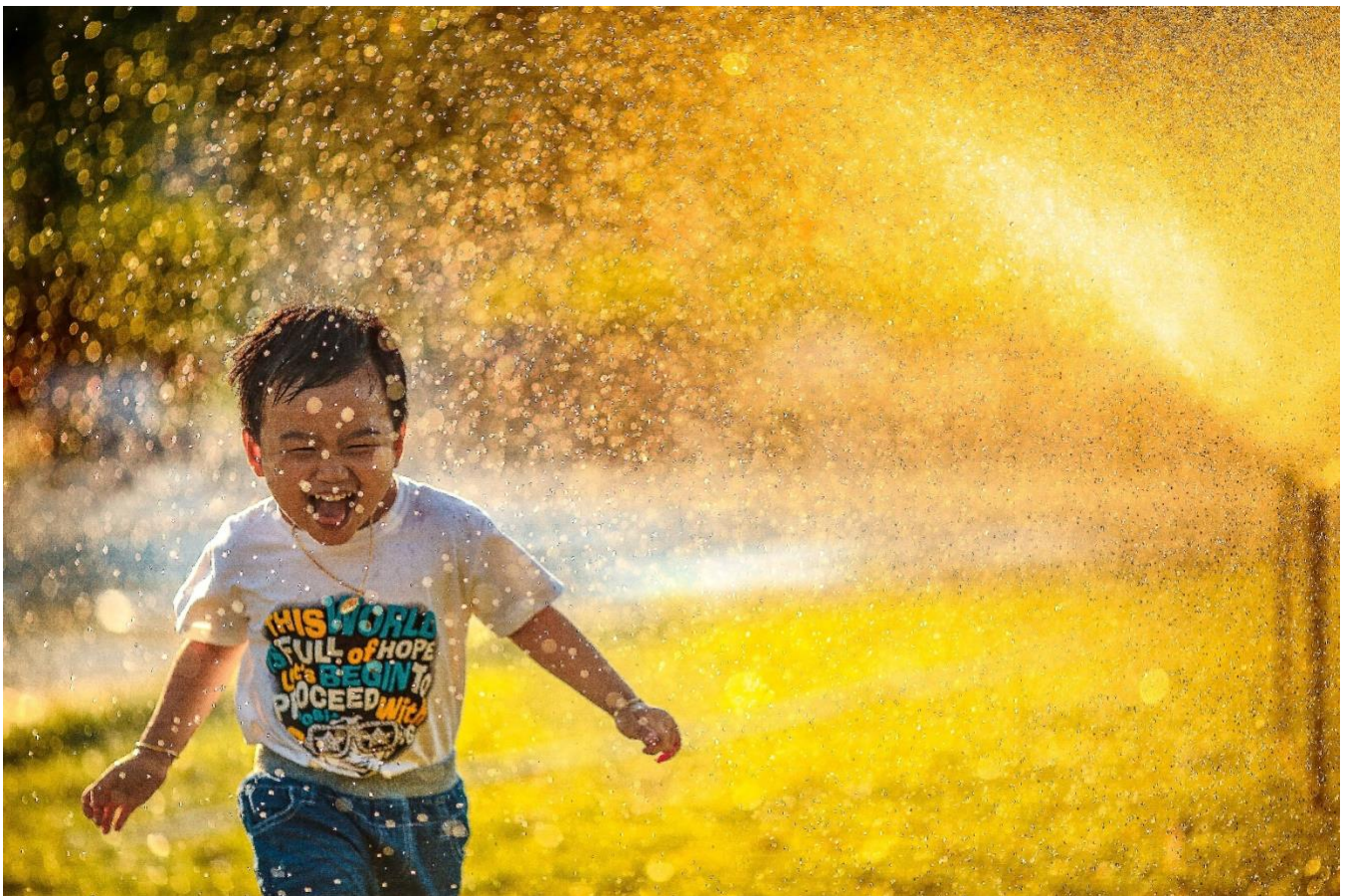
“Safe, healthy, and thriving” – the order of these words is key. Our first priority is to ensure safety. Once the safety threshold is met, we have an obligation to maintain or improve the health of those we serve. Finally, when safety and health are addressed, we must harness the resources at our disposal to help the kids and individuals we serve shift from survival mode to thriving.

We must work hard to ensure that there is no justice by geography and to break down barriers to access to care and services across the different regions in our State. But “every Nevada community” also means communities not defined by geography. For example, we know our kids in Nevada’s African American community have disproportionate contact with our Juvenile Justice and Child Welfare systems, and our kids in Nevada’s LGBTQ+ community have specific needs and risks that we should be focused on addressing. As we work towards strategically achieving our vision, we should plan to keep all communities in mind.

## Division Mission

The Nevada Division of Child and Family Services (DCFS), together in genuine partnership with families, communities, and other governmental agencies, provides support and services to assist Nevada's children and families in reaching their full human potential. DCFS recognizes that Nevada's families are our future and children, youth and families thrive when they:

- Live in safe, permanent settings
- Experience a sense of sustainable emotional and physical well being
- Receive support to consistently make positive choices for family and the common good



## Being True to Our Values

Governor Sisolak established seven values for state service. All DCFS employees and programs shall adhere to those values while we work towards our common goals and share a larger purpose as an agency. The seven values are Integrity, Service, Optimism, Collaboration, Inclusiveness, Action, and Leadership.





## System of Care Core Values

A system of care is a spectrum of effective, community-based services and supports for children, youth, and families with or at risk of mental health or other challenges, that is organized into a coordinated network, builds meaningful partnerships with families and youth, and addresses their cultural and linguistic needs, to help them function better at home, in school, in the community, and throughout their lives.

The Nevada System of Care consists of a broad array of both behavioral health and support services. These services include both home and community-based treatment, as well as out of home treatment services that are provided when necessary.

What are Nevada System of Care's core values? The first core value is that plans of care will be family driven and youth guided. Plans of care will be built upon the identified strengths and needs of the child and family and will include services the child and family support. The second core value is that services will be community-based. DCFS emphasizes the importance of building relationships with service providers in the community to build a broad service array to support children and families. The third System of Care core value is ensuring that the agencies and programs we refer children, youth, and families to are culturally and linguistically competent.



With the Governor's seven values and the System of Care core values in mind, DCFS has developed 5 Keys to Transformation to guide our work. Our goal is to communicate to all DCFS staff that everything we do in our programs and our communities is in service of our values.

## Five Keys to Transformation



The Division of Child and Family Services' Five Keys to Transformation are: Robust Community Engagement, Mature Structure of 24-hour Care, Commitment to DCFS Team Member Success and Development, Strong Exit Path for Families, and Program Centered Use of Data and Technology

Each of the Five Keys highlights how DCFS can work to keep the children, youth, families, and individuals we serve at the forefront of what we do.

1. Robust Community Engagement – Nevada must plan to ensure robust community engagement to determine services, programs, and systemic processes to meet the needs of children, youth, families, individuals, and community partners, to address region-specific needs and resources, and to reduce redundancies and ensure a coordinated approach for services to support Nevadans.
2. Mature Structure for 24-hour Care – Nevada needs a placement structure that can meet the specific and varying needs of children and youth who require services in a placement setting outside the home such as a foster home, group home, or residential treatment facility.
3. Commitment to DCFS Team Member Success and Development – The employees of DCFS are its most valuable resource. To ensure excellence in service delivery and the success of children, youth, families, and individuals, DCFS is committed to enhancing the professional development and success of all employees and promoting an environment of learning, teamwork, communication, and positive employee morale.
4. Strong Exit Path for Families – Program services and supports for families must include a comprehensive, well-planned exit strategy that families develop and strengthen while receiving services. Plans of care must encompass support inherent to the family and independent of the system.
5. Program Centered Use of Data and Technology – Data should drive the work of all Division programs and practices, and our technology should support the effective collection and utilization of data.



**Five Keys to Transformation**



Robust Community Engagement

Mature Structure for 24-hour Care



Commitment to DCFS Team Member Success & Development

Strong Exit Path for Families



Program Centered Use of Data & Technology

## Robust Community Engagement

Nevada must plan to ensure robust community engagement to determine services, programs, and systemic processes to meet the needs of children, youth, families, individuals and community partners, to address region-specific needs and resources, and to reduce redundancies and ensure a coordinated approach for services to support Nevadans.



### Desired Outcomes

- Improve efficiencies in community partnerships for the utilization of resources and funding.
- Improve collaboration with common goals in each community.
- Improve transparency within the community.
- Quality, Quantity, and Diversity in engagement.

### Performance Measure

- Increase the number of partners in each community, both in quality and quantity.
- Improve survey responses from the community demonstrating improved communication and collaboration.
- Increase participation.
- Increase invitations to events and decision-making forums.

### Action 1 – Assess

*Target Date: April 1, 2021*

- Define “communities/region.”
- Map existing partners and identify gaps.
- Work with regional communities to develop and utilize preexisting consortiums, coalitions, and commissions to develop a community/regional plan and determine gaps and opportunities for efficiencies.
- Identify opportunities to align with the Governor’s goals.
- Develop community/regional plans to outline braided and blended funding and identify solutions to gaps and improve efficiencies.

**Action 2 – Data**

*Target Date: September 1, 2021*

- Survey the community/region for needed data.
- Work with data teams to assist in the development of meaningful dashboards/reports that are posted to the DCFS website.
- Development of meaningful data that is posted to the DCFS website.

**Action 3 – Engagement**

*Target Date: January 1, 2022*

- Work with program teams to develop town hall meetings to engage the community on specific topic areas including proposed changes to program/services.
- Schedule town hall meetings, in collaboration with sister agencies (where applicable), with topics based on community feedback.

**Action 4 – Feedback**

*Target Date: April 1, 2022*

- Develop and continue to use annual/bi-annual surveys to track identified gaps and progress.
- Post community survey results to the DCFS website for transparency and accountability.
- Monitor feedback and provide an action plan based on results.

**Action 5 – Evaluate**

*Target Date: October 1, 2022*

- Establish an annual process to review progress and increased engagement.
- Establish an annual one-day meeting scheduled through 2025, with agenda templates created to maximize discussion and work during the meeting.

**Incorporating Values**

- Collaboration
- Action
- Leadership

**System of Care Core Values**

- Community-Based
- Family-Driven and Youth-Guided

**Examples of Team Members Incorporating this Key:**

- Create a list of community partners that can assist in identifying gaps and improve efficiencies.
- Utilize community partners in decision-making and/or determining/discussing the progress of programs.

## Mature 24-Hour Structure

Nevada needs a 24-hour structure that can meet the specific and varying needs of children and youth who require services in a placement setting outside the home such as a foster home, group home, or residential treatment facility.

### Desired Outcomes

- Sufficient placement options in each community to meet the identified needs of the children and youth.

### Performance Measures

- 10% surplus of each type of foster or treatment bed in each district.
- 25% reduction in children and youth placed out of state for treatment.

### Action 1 – Assess Design

*Target Date: January 1, 2021*

- Work with programs and the HHS data team to develop a model to capture and predict placement demands in each community.
- A completed model that includes demand for standard foster homes, specialty foster homes, other placements, and treatment placements. For use quarterly.

### Action 2 – Build Framework

*Target Date: Oct 1, 2021*

- Adjust regulatory and resource identification framework to include special populations needing attention.
- Adoption of Regulations that allow for specialty endorsements, better access to reimbursable services, etc.



### Action 3 – Focus on Gaps

Target Date: Oct 1, 2021

- Identify gaps in community needs and services provided to develop strategies to fill the gaps.
- Write action plans to fill each identified gap adopted by DCFS Quality & Oversight.

### Action 4 – Financing

Target Date: April 1, 2022

- Collect accurate information related to the costs of quality treatment and develop appropriate revenue streams to maintain services.
- Develop a complete process of determining actual costs for appropriate treatment of each youth type and adopt a written financing plan.

### Action 5 – Review & Evaluation

Target Date: October 1, 2022

- Establish an annual process to review placement structure for needed changes to meet community needs in order to hit the performance measures above.
- Establish an annual one-day placement meeting scheduled through 2025, with agenda templates created to maximize discussion and work during the meeting.

#### Incorporating Values

- Collaboration
- Action
- Leadership

#### System of Care Core Values

- Community-Based
- Family-Driven and Youth-Guided

#### Examples of Team Members Incorporating this Key:

- Create a list of community partners that can assist with the placement of youth with specialty needs.
- Track placement needs and solutions for your caseload.
- Help make connections with professional organizations or advocates for special populations.



## Commitment to DCFS Team Member Success and Development

The employees of DCFS are its most valuable resource. To ensure excellence in service delivery and the success of children, youth, families, and individuals, DCFS is committed to enhancing the professional development and success of all employees and promoting an environment of learning, teamwork, communication, and positive employee morale.



### Desired Outcomes

- Recruitment and retention of well-qualified team members who can achieve satisfaction with their careers and workplace.

### Performance Measures

- 15% increase in team members who feel supported and satisfied with their positions, as identified in the annual Employee Satisfaction Survey.
- 10% reduction in employees who leave their position due to underperformance or dissatisfaction, as identified in an Exit Survey.
- 10% increase in employees who remain in their position or are promoted internally over five years.

### Action 1 – Recruitment

*Target Date: April 1, 2021*

- Create proactive and streamlined recruitment programs targeted toward positions that are most difficult to fill.
- Develop a recruitment model to include outreach, advertising, job fairs, partnerships, and specific plans for positions that are most difficult to fill and retain. Include front-line team members and managers who work in the programs at the job fairs in addition to the HR team members.



**Action 2 – Onboarding**

*Target Date: April 1, 2022*

- Continue an onboarding process that is effective and provides a positive experience.
- Gather feedback from new team members, employees, supervisors, and managers to identify satisfaction with the onboarding process and identify potential areas for improvement.

**Action 3 – Supervisor Development**

*Target Date: October 1, 2021*

- Utilize assessment tools to identify needs and develop leadership and management programs.
- Develop and implement surveys, assessments, and analysis of supervisory and managerial employees to identify needs and improve leadership skills.

**Action 4 – Team Resource Development**

*Target Date: January 1, 2022*

- Implement technology solutions to empower employees and management to increase workforce capabilities.
- Develop a library of resources for employees to readily access, including online training opportunities, announcements for upcoming webinars, grant opportunities, management academies, etc. Include template of items to include in Employee Appraisals to enhance employee development with action items and goals to be monitored over the subsequent review period(s).

**Action 5 – Evaluation**

*Target Date: April 1, 2022*

- Establish a process to review employee development and satisfaction gaps to identify changes needed to improve upon the performance measures above.
- Establish a quarterly meeting to address any updates, changes needed, or new opportunities to improve team member success and development, with agenda templates created to maximize discussion and work during the meeting.

**Incorporating Values:**

- Service
- Optimism
- Collaboration
- Inclusiveness
- Leadership

**System of Care Core Values:**

- Culturally and Linguistically Competent
- Individualized and Community-Based

**Examples of Team Members Incorporating this key:**

- Contribute to the library of resources available to improve workforce capabilities.
- Participate in the development and provide feedback on recruitment, hiring, and onboarding processes.
- Assist with making connections to a professional organization or advocate for hiring, training, and employee development opportunities.



## Strong Exit Path for Families

Program services and supports for families must include a comprehensive, well-planned exit strategy that families develop and strengthen while receiving services. Plans of care must encompass support inherent to the family and independent of the system.

### Desired Outcomes

- Families can exit services, access supports, and utilize their skills to overcome challenges without returning to the system involuntarily.

### Performance Measures

- Families can identify areas of need and two supports for each.
- 25% reduction in families returning for involuntary services by 2025.



### Action 1 – Review Involuntary Returns

*Target Date: March 31, 2021*

- Identify areas that have resulted in families returning to services in the past.
- Complete analysis of at least three areas that resulted in families returning to any DCFS system involuntarily.

### Action 2 – Model Review and Adoption

*Target Date: January 1, 2022*

- Identify an evidenced-based model of intervention, proven to assist families in remaining free from involuntary involvement with any system.
- Examine three evidenced-based models and adopt and implement the one most effective.

**Action 3 – Adopt Plan Approach**

*Target Date: January 1, 2022*

- Identify the skills needed by all family members to function successfully together with the willingness to reach out for help.
- Develop an exit plan to include both formal and informal supports allowing for families to reach out for assistance before formal involvement with any system.

**Action 4 – Financing Success**

*Target Date: April 1, 2022*

- Collect accurate information related to the costs of quality treatment and develop appropriate revenue streams to maintain services.
- Develop a complete process of determining actual costs for appropriate treatment for each family and adopt a written financing plan.

**Action 5 – Evaluation**

*Target Date: October 1, 2022*

- Establish an annual process to review family interventions, family functioning, contacts with any systems, and common themes in the treatment process resulting in families returning for services.
- Establish an annual review of data to implement any needed changes to improve outcomes.

### **Incorporating Values**

- Collaboration
- Action
- Family-centered

### **System of Care Core Values**

- Culturally competent
- Family-Driven and Youth-Guided

### **Examples of Team Members Incorporating this Key:**

- Implement an evidence-based family model.
- Build relationships with community partners that can support families upon discharge.
- Families reach out to team members after discharge for support.
- Follow up with families for one-year at intervals appropriate for support and continued progress.
- Complete a root-cause analysis on any family that returns to services unexpectedly.



## Program Centered Use of Data and Technology Core Strategic Priority

Data should inform the work of all Division programs and practices, and our technology should support the effective collection and utilization of data.



### Desired Outcomes

- All programs use data to guide practice and evaluate outcomes.

### Performance Measures

- 20% increase in team members who indicate that the use of data is important in their work, as reported in the annual Employee Survey.
- 20% increase in team members who indicate that data informs the decision-making of their unit.

### Action 1 – Data Inventory

*Target Date: April 1, 2021*

- Inventory data and reports available in each program area.
- Deputies to determine the format for their program areas (e.g., what each inventory will cover). Once the inventory for each program area is completed, the Deputies consult with the Information Systems Team and the Data Team to ensure accuracy and completeness.

### Action 2 – Data Decisions

*Target Date: April 1, 2021*

- Analyze each program area's data and report inventory to determine the relevance, importance, and usefulness of each item. Each data and report will be rated according to its relevance, importance, and usefulness. Analyzing the reports will allow for recommendations for improved data collection and reporting more effective ways to use current data and reports, and new data collection and reporting.
- Identify gaps in data collection and reporting, and the priority level of each item.



**Action 3 – Report Improvement**

*Target Date: April 1, 2022*

- Work with the Information Systems Team and the Data Team as necessary to improve data and reporting based on the recommendations generated in Action 2.
- Schedule regular meetings with the Information Systems Team and the Data Team to work through recommendations, improved data reporting capability, and new data reporting capability.

**Action 4 – Team Training and Support**

*Target Date: April 1, 2022*

- Train team members on the importance of data.
- Identify and develop general training to teach team members the importance of data, and how to build a data culture. The training will be assigned to all team members, with a goal of 80% of team members completing the training.

**Action 5 – Cultural Change**

*Target Date: April 1, 2023*

- Create a culture that values data and looks to data for direction and evaluation.
- Leadership will model a data culture by requesting and expecting data during team member meetings, project meetings, 1:1 supervision, etc. Leadership will also set similar expectations for their teams; by helping program managers identify what data they could be using.

### Incorporating Values

- Integrity
- Service
- Collaboration
- Action
- Leadership

### System of Care Core Values

- Evidence-Based

### Examples of Team Members Incorporating this Key:

- Supervisors place an emphasis on data during meetings/supervision.
- Team members identify when data can be used to answer questions, and/or support actions.
- Post relevant data points around the office.
- Modify meeting agendas to include a standing agenda item to report out on data.



<b>Activity Alignment With Battle Born Priorities</b>				
	<b>Administrative</b>	<b>Community Services</b>	<b>Quality &amp; Oversight</b>	<b>Residential Services</b>
<b>Elevating Education</b>		Increased educational success for Youth Parole and Transition Age Youth		Providing needed supports to youth in both academic and vocational settings to ensure success
<b>Government Efficiency &amp; Innovation</b>	Document management		A robust data collection and quality assurance system to improve efficiency and effectiveness	
<b>Infrastructure, Energy, and Environment</b>	Implement energy-efficient options in leases for new and renewed office space	Focus community service opportunities on conservation and other environmental projects		Energy-efficient buildings
<b>Improving Safety, Security, and Justice</b>	Victims of Crime	Improved outcomes for youth in all community services programs	Using data to identify and reduce racial and ethnic disparities	YLS case planning and coordination with Youth Parole
<b>Expanding Economic Opportunity &amp; Growing a Skilled Workforce</b>		Creating authentic job opportunities for transition-age youth involved	Using data to support effective practices and workforce	Linking vocational education with post-release employment from JJ facilities. Providing internship opportunities in facilities
<b>Promoting Healthy &amp; Resilient Communities</b>	Community-focused granting strategies	Ensuring all youth within community services programs receive EPDST and develop effective links to health services	Using data to monitor and improve the efficacy of services	Releasing youth back to the community with skills, family support, educational and vocational opportunities

Governor Sisolak developed Battle Born Priorities, we aligned core Division activities with those priorities.