

**2018 Year  
One**

<b>Cost of Service Delivery</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
<b>1</b>	Obtain examples and tools for determining cost data for service delivery	Kelly & Denise	2/15/2018	Received BHbusiness Plus modules and templates for costing services	2/19/2018
<b>2</b>	Determine service units, i.e. psychiatric, therapeutic foster care	Kelly to work with VPs and directors of programs	3/15/2018	Determined to focus on BH in current year. ELT agreed 05/01/18 to enter into consulting agreement with Crestline Advisors who specializes in healthcare.	5/30/2018
<b>3</b>	Determine direct expenses and their costs for each unit of service	Kelly and Accounting Staff	4/15/2018	Since unit of service = an hour of a direct (billable) staff's time, calculated total cost per direct position as average compensation for position + ERE + variable expenses (as % of compensation) + fixed expenses per staff (total fixed/# of direct staff) using 09/30/18 actual expenses.	10/20/2018
<b>3</b>	Determine which indirect expenses are properly allocable to each unit of service and their cost	Kelly and Accounting Staff	5/15/2018		10/20/2018
<b>3</b>	Finalize total cost for each service unit and create summary	Kelly and Accounting Staff	7/15/2018	Using 09/30/18 calculation of cost per direct position, created model using 09/30/19 budget. Can be updated as staff mix changes. Also created an "Encounter Budget Tracker" to assist each site in budgeting monthly encounters in order to achieve revenue goals. Encounter Budget Tracker could also be used to budget encounters per staff.	10/20/2018

**2018 Year One**

KPI Identification	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
1	ELT education on how to determine KPI's.	Denise/ELT	3/1/2018	ELT read two articles and discussed KPI development in 2/13/18 ELT meeting	2/13/2018
2	Determine if programs will be selecting program specific KPI's	Denise/ELT	3/1/2018	ELT decided to focus in two areas to begin with. One is the increase in funding diversity and the second in BH since this program was much of the deficits the last few years and is the most revenue.	2/13/2018
3	Educate all program leaders on KPI's.	Denise/ELT	5/18/2018	Brought KPI education and discussion to BH PQI meeting on 2/15/18 and came up with a list of possible KPI's. Will determine what data we are currently collecting and what we're not and bring back to March 15 PQI meeting. Meeting on 3/15 was moved to 5/3. On 5/3 Susan and Justin also attended so that out of the list we developed what do we already have reports on and how to access. Justin will create an avenue through which the BH directors/supervisors can access this specific list of reports in one place versus having to search for all of the different reports. Have also completed all site visits for all staff meetings between myself (Denise) and all staff (completed 7/18/18). During these meetings we discussed this goal on the strategic plan and what KPI's mean, etc..	7/19/2018

**2018 Year One**

KPI Identification	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
4	Identify 2-3 agency wide KPI's.	Denise/ELT	5/1/2018	<p>After education about KPI's we've decided to focus on determining KPI's for BH and KPI's for increasing our diversity in funding. On 2/15/18 attended the BH PQI meeting to discuss KPI selection. We landed on the first draft, expecting it to be narrowed down 1. encountering, 2. case load size, 3. billing error rate, 4. types of services billed, 5. vacancies, 6. # of scheduled sessions, 7. Length of stay, 8. proportion of positions. These would all be reviewed by site. On 5/3 we met to see what reports we already have in place for the 8 identified items - we have reports that currently exist that report on 4 of the 8 items. 2 of the items can be pulled from ADP, so we will look into this. Billing error rate - will have a discussion with Pam Fortune. And # of scheduled sessions will only work if all staff are using NG for their schedule - need more discussion on this. <b>FUNDING DIVERSITY: Kelly pulled together an initial run at a revenue by funding source report so that we can capture a baseline in order to know when we've been successful at increasing our diversity in funding. This was brought to ELT and some final revisions need to be made.</b></p>	5/3/2018 - BH

**2018 Year  
One**

KPI Identification	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
5	Roll out of agency wide KPI's to entire agency	Denise	6/1/2018	<p>Because we modified this to be KPI's in BH and Funding Diversity, we will only be rolling this out to applicable programs and ELT. We are moving the end date on this to 10/31/18 because of time needed to get KPI reports built and ready to go. <b>10/16/18 update: all reports for BH have been created and set up together for easy access to all site directors. Have a follow up PQI meeting on 10/31/18 to review.</b></p>	

**2018 Year One**

KPI Dashboard	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
1	Decide on frequency of measuring KPI's for agency	Denise/ELT	6/1/2018	On 5/3 in meeting with BH Directors we decided that the KPI's for BH would be live data to be viewed at any time however monthly comparisons will be made at the very least.	5/3/2018
2	Decide on tool to use for dashboard and how to make it accessible	Denise/ELT	7/1/2018	In May and June Susan, Justin, and Denise have attended 3 different demos on dashboard products. We all agreed that the one offered by AFIA is the preferred tool.	7/1/2018
3	Educate all applicable staff and board members on how to read dashboard	Denise/ELT	8/15/2018	We are pushing this date out due to time needed to spend on COA and putting this goal aside for a bit.	10/31/2018
4	Implement dashboard	Denise	9/1/2018	We are pushing this date out due to time needed to spend on COA and putting this goal aside for a bit. <b>10/16/18 Update: Will push this out to end of calendar year due to needing to focus on getting reporting back to normal after the upgrade in NextGen.</b>	11/30/2018

**2018 Year  
One**

<b>HIE Implementation</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
<b>1</b>	Develop our NextGen infrastructure to enable HIE usage.	Justin Hankerd, Health Current & Topaz	2017	Completed	11/23/2017
<b>2</b>	Complete the data mapping for all alerts that are to be received by AzCA from Health Current	Molly Snowden & Topaz	2017	Completed	10/5/2017
<b>3</b>	Develop instructional guide on the HIE, the HIE forms, and the required training for all staff	Molly Snowden	12/11/2017	Completed	12/11/2007
<b>4</b>	Enable our NextGen sharing capabilities	Justin Hankerd, Health Current & Topaz	1/8/2018	Completed	1/8/2018
<b>5</b>	Identify the locations where the HIE will be tested (pilot groups) and complete the Pilot Test	Molly Snowden	2/13/2018	Completed	2/16/2018
<b>6</b>	Super-users will successfully complete training on the HIE consent forms and requirements on the HIE consent forms and requirements	Molly Snowden	3/26/2018	Completed	3/13/2018

**2018 Year  
One**

<b>HIE Implementation</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
<b>7</b>	Go-Live and full agency-wide roll-out according to schedule	Molly Snowden & Justin Hankerd	3/31/2018	Completed	3/26/2018

**2018 Year One**

Supervisor Competencies	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
1	Complete Needs Assessment of Agency Supervisor Competencies	Tifney, Mark w/ feedback from ELT, SLT, ALT	3/31/2018		8/1/2018
2	Review Sueprvisor Core Competency Best Practices	Tifney, Mark w/ feedback from ELT, SLT, ALT	3/31/2018		2/1/2018
3	Establish Agency Supervisor Core Competencies	Tifney, Mark w/ feedback from ELT, SLT, ALT	5/31/2018	Due date changed to 09/2/18. Worked with Tifney to create rough draft of competencies list. Draft completed and reviewed in SALT on 09/21/18. Committees have been created and will meet before SALT on 11/16/18 to develop sub skills/categories across competency's. Competencies to be set by the end of the year - 12/31/18.	
4	Establish Roll-out Plan	Tifney, ELT	6/30/2018	This item will be moved into 2nd year due to Tifney's departure and onboarding new CHRO. We want time for new CHRO to be involved in finalizing Core Competencies first before establishing the roll out plan.	
5	Complete Core Comptentencies Roll-out	Tifney, ELT	12/31/2018	This item will be moved to 2nd year due to Tifney's departure and on boarding new CHRO.	



**2018 Year One**

<b>Supervisor Training Tracks</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
<b>1</b>	Identify specific training tracks	Mark, ELT, SLT, ALT	6/1/18	<b>New Supervisors, Current Supervisors, Up and Coming</b>	2/1/2018
<b>2</b>	Identify Training Topics	Mark, ELT, SLT, ALT	6/1/18	<b>Due date changed to 08/30/18. Waiting for competencies list to be completed. Due date changed again to 12/31/18 to finalize competencies list which will inform the training topics.</b>	
<b>3</b>	Identify trainers and facilitators for trainings topics	Mark, ELT, SLT, ALT	6/1/18	<b>Due date changed to 10/31/18 to provide additional time to develop competencies list. Due date will be moved to the second year strategic plan to ensure that training topics are finalized.</b>	
<b>4</b>	Decide implementation plan: Develop process for nominating up and coming leaders	Mark, ELT, SLT, ALT	12/31/18	<b>This will be moved into the second year strategic plan to ensure that the supervisor training tracks and topics have been finalized.</b>	

**2018 Year  
One**

<b>Annual Supervisor Training</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
<b>1</b>	Identify training topics	Mark, ELT, SLT, ALT	3/1/2018	Leadership education committee met on 03/15 and 03/29	3/29/2018
<b>2</b>	Identify staff to provide trainings	Mark, ELT, SLT, ALT	3/10/2018	Leadership education committee met on 03/15 and 03/29	3/29/2018
<b>3</b>	Create supervisor trainings	Mark, ELT, SLT, ALT	5/1/2018	Completed	5/1/2018
<b>4</b>	Deliver Trainings at leadership conference	Mark, ELT, SLT, ALT	5/17/2018	Completed	5/17/2018

**2018 Year One**

Adoption Services	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
1	Calculate baseline for how many private adoption home studies and revenue for FY 17	Necole	2/28/2018	Northern AZ: \$5,625; Yuma: \$6,584, and Phoenix: \$18, 381 <b>Total for FY17: \$30,590</b>	4/3/2018
2	Review AzCA's website and assess need for added content regarding private adoption home study services and ability to submit an inquiry/referral for the service	Necole	2/28/2018	Reviewed website on 4/16/18 and scheduled to meet with Lauren from Marketing/Development on 05/10/18 to update informtion and review inquiry form.	6/1/2018
3	Contact Bar Association to advertise in monthly and annual newsletter	Necole	2/28/2018	Met with Sarah Werner, adoption coordinator, on 04/16/18 and emailed the advertising manager for the State Bar of Arizona regarding advising in the monthly magazine/newsletter. Scheduled a meetign with Lauren on 05/10/18 to develop content for the Bar Associaiton m onthly magazine newsletter. It is quite costly to advertize and waiting to hear back from Think Tank to see if they advise to move forward or not.	

**2018 Year One**

Adoption Services	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
4	Contact Child Placing Agencies and provide them with agency brochures for referrals for home studies	Necole, Sarah Werner	3/31/2018	04/16/18 researched child placing agency and will send out a letter and adoption brochure inserts to all agencies during the first week in May. Met with Sarah W. on 06/08/18 and letters had not been sent due to need to finalize the contact sheet and office move. Letters will go out the week after the move 06/19/18.	6/18/2018
5	Contact family courts in each County and provide with agency brochures for referrals for home studies	Necole, Imelda Cordova, SLT	3/31/2018	04/16/18 met with Sarah Werner and researched contacts for the county attorneys clerk of the courts for each county. A letter will be drafted and the respective program director will send out a letter during the first week of May with adoption brochure inserts. We will also send the letter to attorneys we have directly worked with for DCS adoptions to ensure they are informed that AzCA provides home study services for private adoption.	6/19/2018

**2018 Year One**

Adoption Services	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
6	Develop and implement tracking tool for adoption home study referrals	Necole, Imelda, Andrea & IT	3/31/2018	Created a tracking tool that is stored on the data drive in the permaency folder; referral source is a key data point that is included, so we can track which attroenys consistently refer to us. We will send out annual thank you letters for their support and include adoption pamphlet inserts. this information will be shared with all foster/adopotion program directors on 04/23/18 during their monthly leadership meeting. The tracking log will be implemented as of 04/24/18.	4/16/2018
7	Schedule and inititate pre and post adoption counseling groups	Mark and Necole	9/1/2018	Focus on NMT services for adopted children and their families.	N/A
8	Develop a survey to be sent out to families regarding their needs	Necole	3/1/2018	05/04/18 emailed Harriet a list of questions, so she can develop the survey. Goal to have the survey sent to families during the month of May 2018; Harriet requestd to wait until after COA	8/15/2018
9	Add adoption counseling details to adoption program plan	Necole	4/1/2018	*on hold until we get the adoption support groups established, *no longer necessary	N/A
10	Apply for available grants	Elizabeth Wong	4/1/2018	Review and search completed by Liz and Rebecca, no currently related grants available.	6/5/2018

**2018 Year  
One**

<b>Adoption Services</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
11	Develop process for family selection and recruitment	Mark, Necole, Planning committee	4/1/2018	After further research and discussion, identified that current resources to provide support groups are not available.	N/A
12	Identify cost of services	Mark, Necole, ELT, Planning committee	4/1/2018	Focus will be to target adopted children and families for NMT services.	8/17/2018

**2018 Year One**

<b>NMT Services</b>	<b>Action Step</b>	<b>Person/Group Responsible</b>	<b>Due Date</b>	<b>Updates</b>	<b>Date Completed</b>
1	Develop client consent forms and Policies and Procedures	Mark, Jacob	8/1/2018	Met with Jacob to review necessary updates to intake forms on 05/14/18, Jacob working on making the identified changes.	8/1/2018
2	Develop marketing materials and marketing plan	Mark and Development	5/1/2018	03/27/18. Ongoing communication has occurred with marketing and development. NMT flier and posts have been finalized.	6/1/2018
3	Establish roll-out plan, including post adoption work	Mark, ELT	5/1/2018	Roll out for high needs clients in BH first. Then, foster parents NMT groups will be developed.	6/1/2018
4	Develop medical record set up	Mark, Susan, Jacob	5/1/2018	Susan has submitted PCR for next gen updates to include subcategories for the metric and recommendations form	7/1/2018
5	Determine cost of NMT assessment and scheduled fee	Mark, Kelly	4/15/2018	Determined cost of services and set fee schedule accordingly.	4/15/2018
6	NMT product presentation at Board meeting	Mark	5/5/2018	Completed	5/5/2018
7	Fee Schedule approved by Board	Mark	5/5/2018	Completed	5/5/2018
8	Implementation of marketing plan	Mark and Development	5/7/2018	Completed	6/1/2018
9	Develop referral and completion process for NMT assessments	Mark, Necole, Supervisors	5/31/2018	Reviewed and test with NMT team.	3/27/2018
10	Complete NMT Organizational Certification	NMT Training Group	5/1/2018	Became a Certified Agency!	5/30/2018

2018 Year One					
Conduct External Trainings	Action Step	Person/Group Responsible	Due Date	Updates	Date Completed
1	Identify training topics: Identify internal specialties and skills	Mark, Training Team, BH directors and supervisors	12/31/2018	In development. Updating the list of internal specialties to determine possible community trainings.	
2	Determine training rates for outside professionals	Mark, Training Team, HR	12/31/2018	Upcoming meeting with ELT and training department to determine appropriate training rates.	
3	Ensure ACEP approval remains intact to provide continuing education	Mark, Training Team	4/1/2018	Completing the renewal process	4/1/2018
4	Obtain ASWB certification	Mark, HR, Jacob, Training Team	8/31/2018	Researched: not worth obtaining, need to develop courses	2/3/2018
5	Develop Policy and Procedures	Mark, HR, Jacob, Training Team	12/31/2018	Training agreement finalized for use of AzCA space for external trainings. Compliance and training department working on finalizing process regarding scheduling of space, collection of fees, training reimbursements, and liability coverage.	
6	Develop marketing materials	Mark, Dayna, Development	12/31/2018	Upcoming meeting between marketing and training department to develop marketing materials for trainings.	