



Arkansas Adult Protective Services

An Overview of the Unit's Closure Backlog and Plan to Stay Current

July 16, 2018

APS Jurisdiction

- ❖ Adult Protective Services (APS) is responsible for investigating cases of suspected adult maltreatment when:
 - ❖ The alleged maltreatment occurred somewhere other than a long-term care facility; or
 - ❖ The suspected offender is a family member of the alleged victim, regardless of whether the victim resides in a long-term care facility.
- ❖ Adult maltreatment includes exploitation, caregiver neglect, self neglect, physical abuse, psychological abuse, and sexual abuse.

APS Jurisdiction

- ❖ APS may investigate and take action on an allegation of adult maltreatment only when the adult:
 - ❖ Demonstrates a lack of capacity to comprehend the nature and consequences of remaining in a situation or condition; or
 - ❖ Is unable to protect themselves from maltreatment due to a mental or physical impairment.

Defining the Problem

- ❖ Prior to 2015, APS was overly aggressive in screening out complaints, resulting in qualified complaints not being investigated.
- ❖ To remedy this situation, APS began to accept all complaints for investigation without screening them. This resulted in a significant increase in the number of investigations.
- ❖ Over several years, APS developed an investigation closure backlog that grew progressively worse, reaching a high of 8,893 investigations as of December 2017.

Defining the Problem

- ❖ APS has a statutory deadline of 60 days in which to close investigations.
- ❖ Of the 5,442 investigations opened in CY2017, only 459 investigations (8.4%) were timely closed.
- ❖ The inability to stay current was both a cause and consequence of the closure backlog.

Defining the Problem

- ❖ Other obstacles to remaining current included:
 - ❖ Inefficient and manual processes;
 - ❖ Inadequate reporting capabilities – Managers and investigators had no efficient way of knowing week-to-week what investigations were due to hit the 60-day limit, or whether investigators were meeting deadlines; and
 - ❖ Software limitations – The current custom system used to track and document investigations is outdated and unreliable, and was built around an inflexible, inefficient investigative process.

Refocusing APS Efforts

- ❖ In March 2018, APS began a four-week effort focused on timely closing current investigations, to show whether or not APS could stay current and meet the statutory 60-day deadline for closing investigations with existing staff and resources.
- ❖ In the first week of this effort, only 49% of investigations coming due that week were closed within 60 days.
- ❖ In the following weeks, APS increased the number of cases closed on time, demonstrating that APS did have adequate staff and resources to stay current on new cases with proper complaint screening.
- ❖ By week 7, APS closed 97% of investigations timely.

Refocusing APS Efforts

- ❖ APS will be held accountable for meeting these performance targets:
 - ❖ Initial Client Visits:
 - ❖ 100% of all Priority 1 visits made or attempted within 1 day;
 - ❖ 95% of all Priority 2 visits made or attempted within 5 days.
 - ❖ Priority 1 cases are those in which the victim is in imminent danger and immediate need of assistance.
 - ❖ All initial visits are unannounced and in-person

Refocusing APS Efforts

- ❖ APS will be held accountable for meeting these performance targets:
 - ❖ Investigation Closure:
 - ❖ 95% of all cases closed, or reasonable efforts documented and approved, within 60 days
 - ❖ 100% of all cases closed, or reasonable efforts documented and approved, within 75 days

IT Improvements and Reforms

- ❖ APS case information is tracked and managed by a legacy data system originally developed eight years ago by a former DHS vendor.
- ❖ As part of its Information Support Services (ISS) contract with DHS, Deloitte Consulting has been responsible for maintenance and operation of this legacy data system and for developing reports from the system data since January 1, 2018.
- ❖ The improvements and reporting implemented by Deloitte to date have all been part of the total cost of the ISS contract and have not resulted in any increase to the ISS contract.
- ❖ DHS and Deloitte are exploring options for other system changes to improve system efficiency and accuracy.

IT Improvements and Reforms

- ❖ In the last six months, Deloitte Consulting has improved APS reporting capabilities by developing:
 - ❖ Weekly dashboards to show APS performance in key metrics, including complaints received, screen-out rates, initial visits to victims, timely/untimely investigation closure, and backlogged investigations remaining;
 - ❖ Weekly task lists showing investigations coming due for closure;
 - ❖ Reports monitoring timely initial visits and investigation closure, allowing targeted intervention with specific areas or employees to improve performance; and
 - ❖ Reports and email alerts to ensure timely initial visits to victims.

Policy Changes

- ❖ Policy Changes:
 - ❖ APS modified the required timelines for making initial visits to alleged victims. Initial visits for high-risk (priority 1) cases will still be required within one business day; the timeline for lower-risk cases (priority 2) changed from 3 days to 5 days.
 - ❖ Other states have moved to a 5-day deadline for lower-risk cases to allow for more efficient travel planning by investigators, and to provide more flexibility for meeting the one business day requirement for priority 1 cases.

Process Improvements and Reforms

- ❖ Expanded access to and use of other DHS data systems.
- ❖ Provided all investigators with mobile hotspots, allowing access to case assignments and tracking from the field.
- ❖ Centralized records management, so that administrative staff rather than investigators will request and receive medical and financial records needed for investigations.
- ❖ Began referring investigations to Division of County Operations Medical Review Team for assistance in obtaining medical records to save investigator time.

Process Improvements and Reforms

- ❖ Created a web-based form to allow the public and providers to submit complaints online as well as through the telephone hotline.
- ❖ Implemented an interactive-voice response (IVR) system for the telephone hotline that provides for initial complaint screening and better routing of incoming calls.
- ❖ Streamlined the intake and screening process to collect more information on the front-end and reduce the number of follow-up calls being made to complainants.

How will APS resolve the closure backlog?

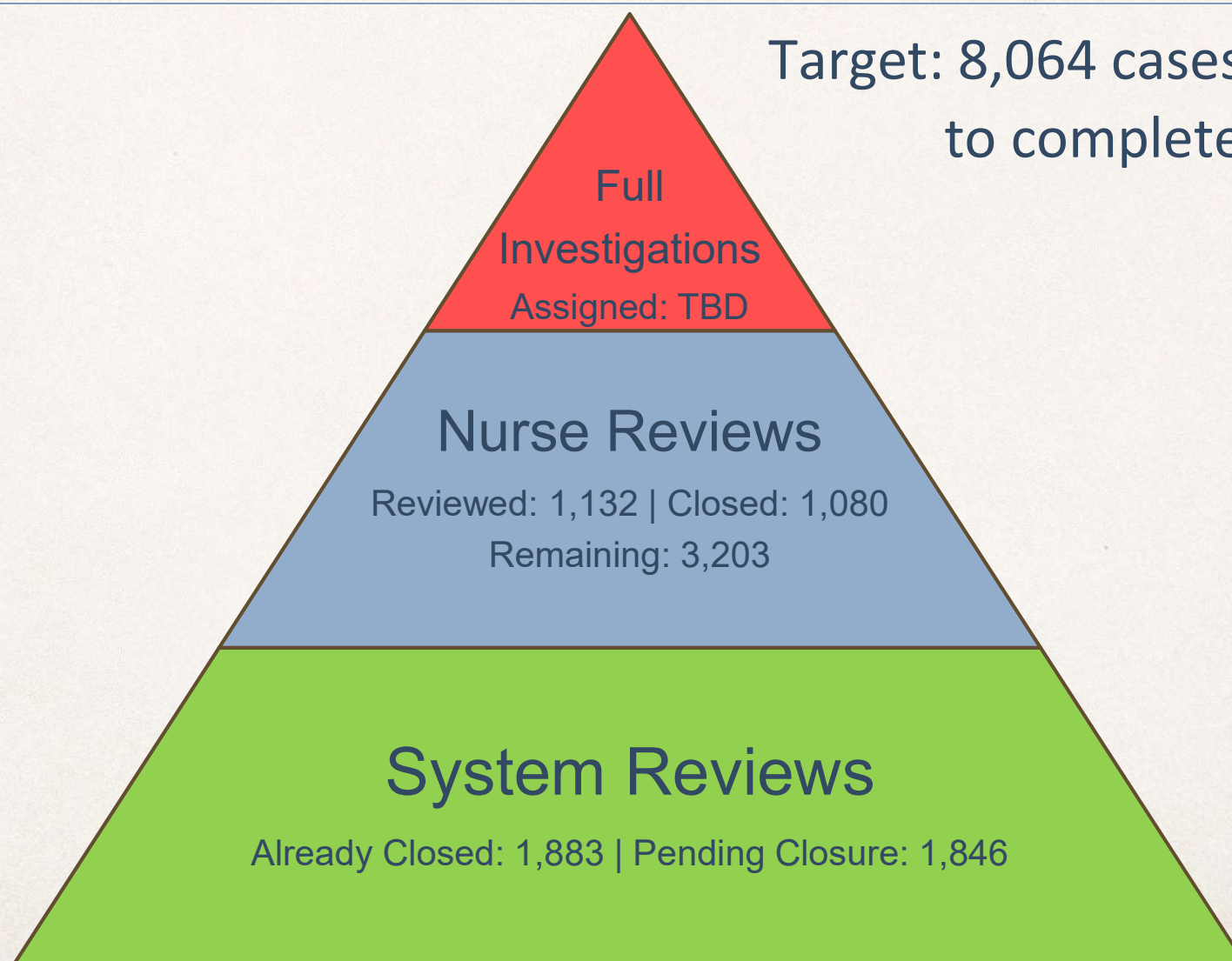
Resolving the Closure Backlog

- ❖ The closure backlog reached its high point of 8,893 cases in December 2017, and dropped to 6,109 by July 6.
- ❖ While staying current, APS investigators will work to close all overdue investigations that were opened in 2018.
- ❖ The remaining pre-2018 cases that are still open will be addressed and closed through a dedicated effort.

Resolving the Closure Backlog

- ❖ Deloitte is working with APS to close blocks of cases that can be immediately identified for screen-out and closure through data queries.
- ❖ All remaining backlogged investigations will be screened and triaged by registered nurses on loan from other DHS units.
 - ❖ Most investigations opened before July 2017 were not originally screened to determine whether or not the allegations met the minimum statutory requirements for an investigation.
 - ❖ Some investigations opened after July 2017 were inadequately screened
- ❖ The nurses will triage the remaining investigations to prioritize them and to identify investigations that may be closed without additional review.

Resolving the Closure Backlog



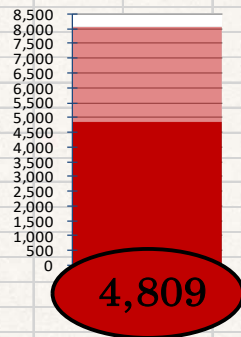
Resolving the Closure Backlog

- ❖ APS is diverting newly-hired investigators to focus solely on completing and closing backlogged investigations.
- ❖ These new hires are to fill recent vacancies and do not represent a net increase in the number of employees.
- ❖ Additional investigative capacity will be borrowed from other DHS units as needed.

Resolving the Closure Backlog

Adult Protective Service Open Cases Received Prior to 1/1/2018

Reporting as of:	7/6/2018	
Target Total	8,064	100%
Bulk Closures by Deloitte	1,883	23.4%
Planned Bulk Closures by Deloitte	1,846	22.9%
Cases Reviewed & Screened Out	557	6.9%
Cases Reviewed & Closed	523	6.5%
Total Reviewed and Closed	4,809	59.6%
Cases Referred for Investigations	52	0.6%
Cases Pending Nurse Assignment	3,203	39.7%
Remaining to be Reviewed	3,255	40.4%



Week Ending	6/22/2018	6/29/2018	7/6/2018	7/13/2018	7/20/2018	7/27/2018	8/3/2018	8/10/2018	Finals
Total Nurses in Production	4	4	4	2	2	50	50	50	
Nurses Pending Training					50				
Projected Reviews*	440	440	352	220	220	2500	2500	2500	9172
Actual Reviews	277	559	296						1132
Variance Between Actual/Projected	163	-119	56	220	220	2500	2500	2500	
% Projection Completed	63%	127%	84%	0%	0%	0%	0%	0%	
Nurse Daily Efficiency	13.85	27.95	18.50	0.00	0.00	0.00	0.00	0.00	

Week Ending	6/22/2018	6/29/2018	7/6/2018	7/13/2018	7/20/2018	7/27/2018	8/3/2018	8/10/2018	8/17/2018	8/24/2018	8/31/2018	9/7/2018	9/14/2018	9/21/2018	9/28/2018
Total Investigators in Production	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3
Investigators Pending Training	2	2													
Projected Closures*	0	0	20	20	15	15	15	15	15	15	15	15	15	15	15
Actual Closures	0	0	7												
Variance Between Actual/Projected	0	0	13	20	15	15	15	15	15	15	15	15	15	15	15
% Projection Completed	0%	0%	35%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Investigator Daily Efficiency	0.00	0.00	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

* Projected reviews based on target of 22 per working day per nurse through July 20, and 10 per work day per nurse thereafter, due to the part-time use of nurses.

* Projected closures based on assumption that 5% of cases reviewed by nurses will be assigned to investigator.

July 4th and September 3rd are factored as non-working days

Follow-Up and Accountability

- ❖ APS leadership will continue to meet weekly with DHS leadership to report progress.
- ❖ Quarterly reports will be provided to legislative committees.
- ❖ Data dashboards will provide continuous monitoring of investigation timing and closure, to:
 - ❖ Prevent future backlogs; and
 - ❖ Determine long-term staffing needs and case allocation.

Dashboard Screenshots



Complaints & Investigations



Total Complaints Received	Total Screened Out	Percent Screened Out	Investigations Opened	Investigations Closed	Active Investigations	Cumulative Backlog
19788	7893	39.89%	11895	5211	6588	6109

Filters

Date

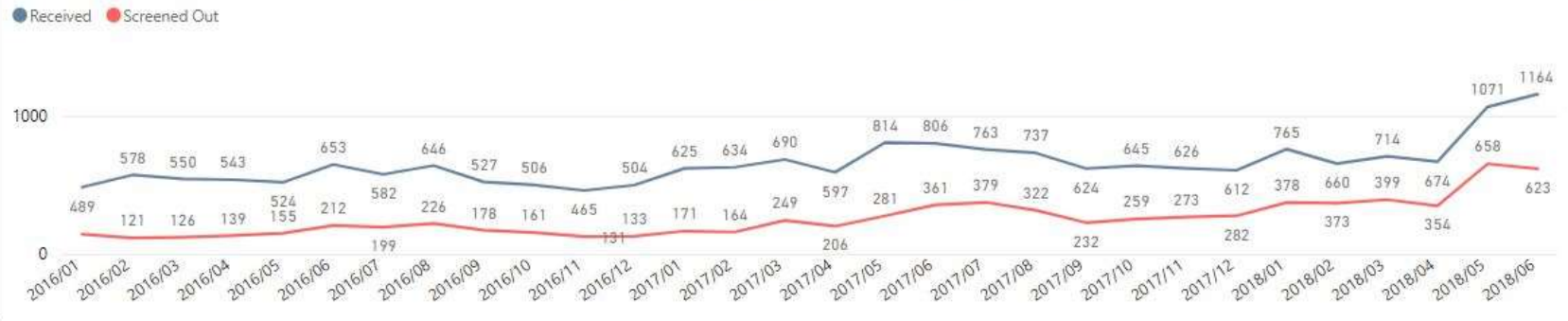
1/1/2016

6/30/2018

Resident County

All

Complaints Received and Screened Out by Month



Opened and Closed Investigations



January 1, 2016 to June 30, 2018

Filters

Date

1/1/2018 6/30/2018

Resident County

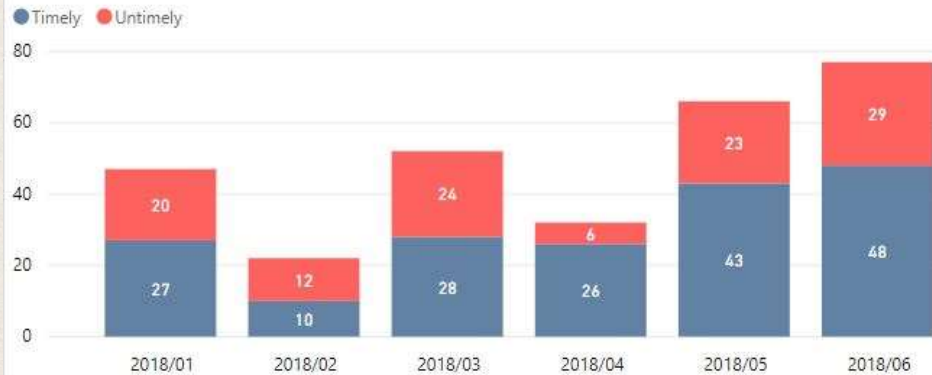
All

For Priority 1: Timely means initial visit <=1 business day
For Priority 2: Timely means initial visit <=5 business days

Initial Visits Breakdown



Priority 1 - Visit Timeliness



Priority 2 - Visit Timeliness



January 1, 2018 to May 30, 2018

Filters

Date

1/1/2018 6/30/2018

Resident County

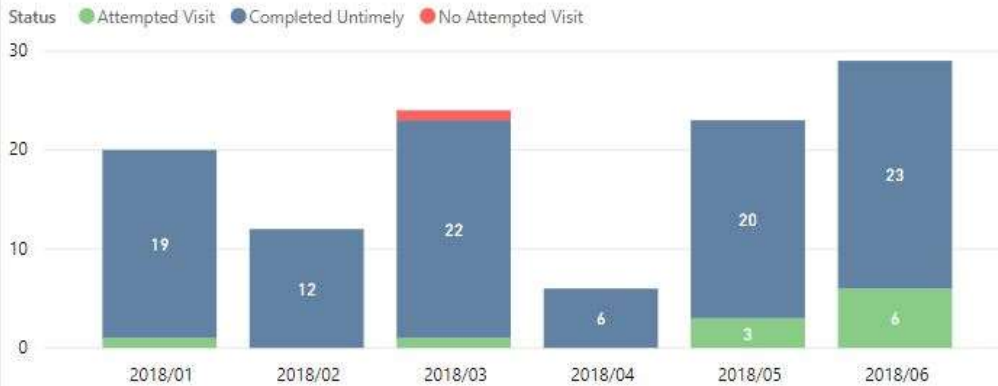
All

For Priority 1: Timely means initial visit <=1 business day
For Priority 2: Timely means initial visit <=5 business days

Untimely Initial Visits Breakdown



Priority 1 - Untimely Initial Visits Breakdown



Priority 2 - Untimely Initial Visits Breakdown



January 1, 2018 to May 30, 2018

Filters

Date

6/1/2017 6/30/2018

Resident County

All

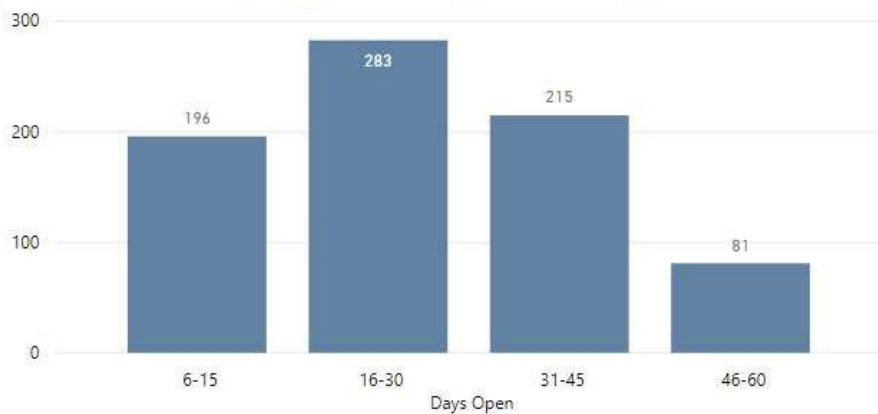
For Priority 1: Timely means initial visit
<=1 business day
For Priority 2: Timely means initial visit
<=5 business
days

Note:
An Investigation is a backlog after the
60 days since it was created.

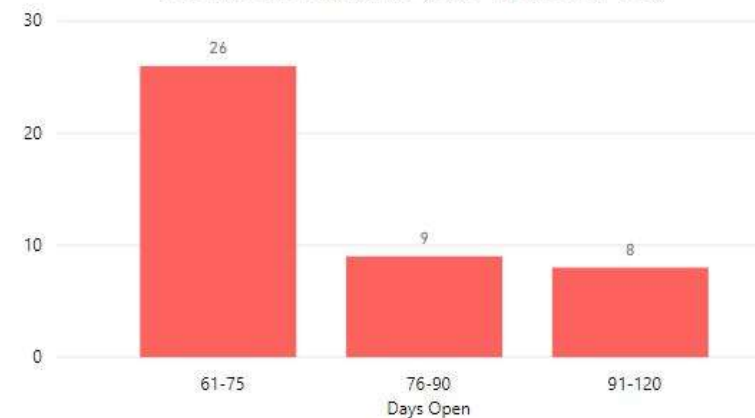
Investigations Grouped in the Month they were Created Broken Down by Closure Status



New Investigations (Days open 1-60)



Overdue Investigations (Days open 61 to 120)



June 1, 2017 to June 30, 2018

Filter for Overdue Investigations

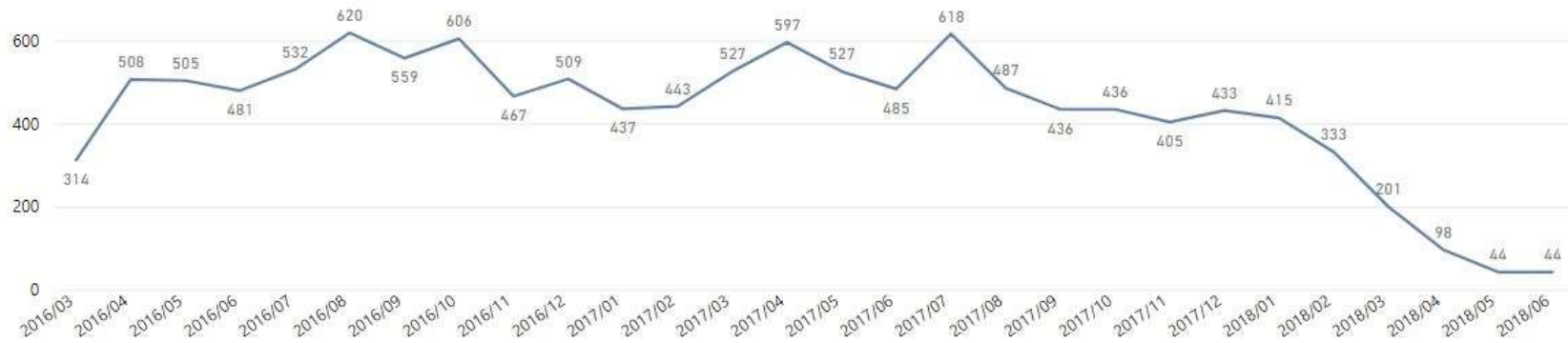
Date

1/1/2016 6/30/2018

Resident County

All

Overdue Investigations by Month (Non Cumulative)

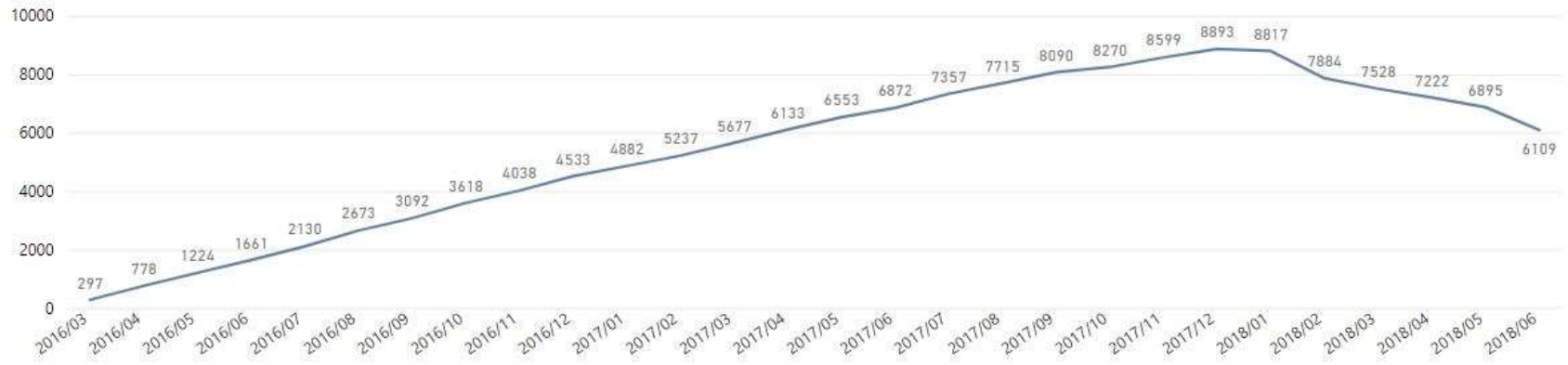


Filter for Cumulative Backlog

Year & Month

- Select All
- 2016/01
- 2016/02
- 2016/03
- 2016/04
- 2016/05
- 2016/06
- 2016/07
- 2016/08
- 2016/09
- 2016/10

Cumulative Backlog



January 1, 2016 to May 30, 2018

Thank you.
