

SMART Government Act

Joint Presentation to:

Senate Health and Human Services Committee
House Health, Insurance and Environment Committee
House Public Health Care and Human Services Committee

Colorado Department of Human Services

January 17, 2013

Mission, Vision and Values



Vision

The people of Colorado are safe, healthy and are prepared to achieve their greatest aspirations.

Mission

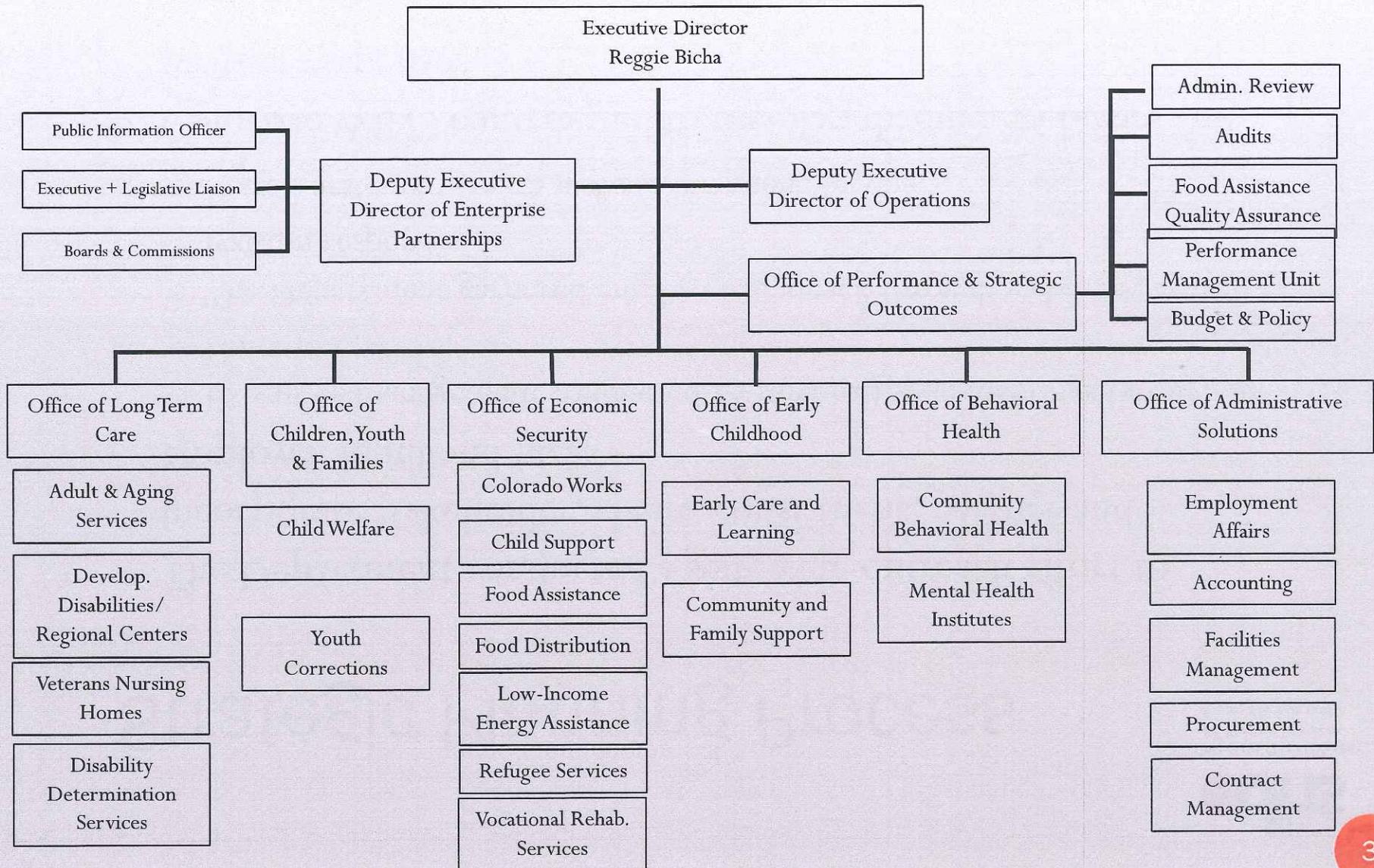
Collaborating with our partners, our mission is to design and deliver high quality human services and health care that improve the safety, independence, and well-being of the people of Colorado.

Values

The Colorado Department of Human Services will:

- Make decisions with and act in the best interests of the people we serve because Colorado's success depends on their well-being.
- Share information, seek input, and explain our actions because we value accountability and transparency.
- Manage our resources efficiently because we value responsible stewardship.
- Promote a positive work environment, and support and develop employees, because their performance is essential to Colorado's success.
- Meaningfully engage our partners and the people we serve because we must work together to achieve the best outcomes.
- Commit to continuous learning because Coloradans deserve effective solutions today and forward-looking innovation for tomorrow.

Colorado Department of Human Services



Strategic Planning Process

- The Department conducted a statewide outreach effort to incorporate stakeholder, client, constituent, partner and employee input and ideas
 - Executive management conducted 13 townhall style meetings throughout Colorado
 - The Department garnered employee feedback through webinars, as well as written responses
 - Posted drafts of plan on website for public feedback
- Colorado WINS contributed to the plan through webinars and written responses
- Strategic plan goals align with budget and legislative priorities and C-Stat

Strategic Plan Goals

- Improve the lives of Colorado families in need by helping them to achieve economic security
- Ensure Colorado's children and youth have the opportunity to thrive in safe, nurturing and stable families
- Assist the elderly and people with developmental disabilities to reach their maximum potential through increased independence, productivity and integration within the community
- Promote quality and effective behavioral health practices to strengthen the health, resiliency and recovery of Coloradans
- Achieve kindergarten readiness and educational success for Colorado children by providing high-quality, coordinated programs for families and children

Strategic Plan Initiatives

- Consolidate state early childhood services and funding within CDHS to improve kindergarten readiness and prevention of child abuse and neglect
- In partnership with HCPF, redesign the business model for Long Term Supports and Services
 - Reduce/eliminate the wait list for services
 - Strengthen outreach, prevention and system navigation
 - Reduce the use of institutional care
 - Build upon strong existing service system
- In partnership with OEDIT, DLE and DHE, establish a strategy to align employment and training services with the Governor's Economic Development Plan
- Improve child safety and well-being through the Governor's Child Welfare Plan "Keeping Kids Safe and Families Healthy"
- Strengthen the Colorado Behavioral Healthcare system

Budget Requests



Office of Children, Youth and Families

- *\$5,000,000 General Funds* – To replace Social Services Block Grant (formerly TANF) funding in Child Welfare

Office of Early Childhood

- *\$1,783,968 Total Funds* – To provide Early Intervention Services and account for caseload growth and associated case management

Office of Long Term Care

- *\$13,055,339 Total Funds* – To reduce waitlist for Home and Community Based Waiver services by 30%
- *\$1,818,806 OAP Cash Funds* – Cost of Living Adjustment

Office of Economic Security

- *\$6,796,800 Total Funds* - County Administration for Food Assistance business process reengineering and sustainability
- *\$250,000 Cash Funds* – To develop a data system to manage protection and advocacy services to improve the well-being and safety of at-risk adults

Governor's Mental Health Plan



- *\$10,272,874 General Funds* – To establish a foundation for a statewide crisis response system
 - Crisis response hotline and crisis stabilization services
- *\$2,063,438 General Funds* – To increase community mental health center access to civil beds
 - 20-bed jail based contract operated restoration program
- *\$4,793,824 General Funds* – To improved community capacity
 - Two 15-bed residential facilities
 - Targeted housing subsidies for clients with behavioral health
 - Transition specialists
 - Expand Adult Foster Care services
- *\$911,865 General Funds* – To expand trauma informed care throughout the institutes
- *\$480,000 Total Funds* – To integrate substance abuse and mental health data systems

Rule Review and Reduction

- In 2011, CDHS undertook a six-week review of all Departmental rules to repeal obsolete or redundant rules as well as revise the remaining rules to ensure that they are clear, concise, consistent, and current
- The review led to the State Board of Human Services repealing 20% (843 total) of outdated or duplicative rules completed June 30, 2012
- Phase II, Rule Revision, is now under way, with the revision of all 2,000+ (49%) of remaining rules to be completed by December 31, 2013

Regulatory Agenda

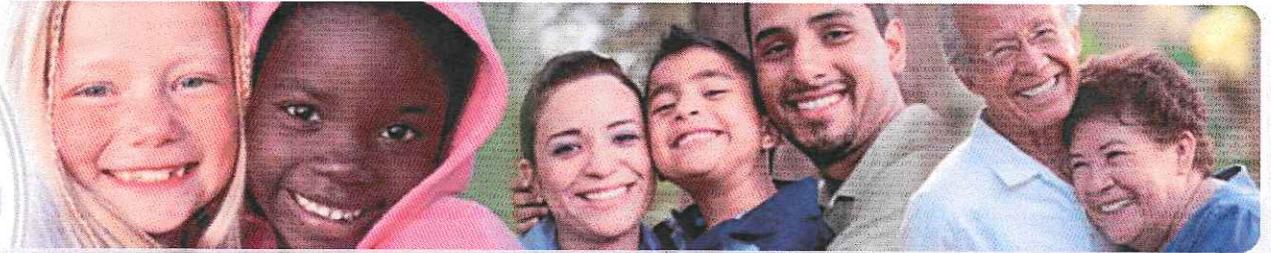
- See handout
- 27 rule revision packages to be proposed in 2013
 - Many due to 2012 state and federal legislation
 - Others from rule review

Legislation Enacted Not Fully Implemented* (2010-12)



| Fiscal Year | Bill Number | Bill Title | Comments/Explanation |
|-------------|-------------|---|--|
| FY12 | HB 12-1226 | Surcharge On Crimes Against At-risk Persons | To date, the fund has not received money for distribution to the Department. |

* Several bills from 2012 session in process of implementation



Developmental Disabilities

Achieving Services for all

| Short-term Strategy | Long-term Strategy |
|--|--|
| <p>Governor's Budget proposal to address short term needs</p> <ul style="list-style-type: none"> • Reduce current waitlist by 30% • Prioritize to serve highest risk first • Strengthening community capacity and realigning Regional Center services | <p>New Office of Community Living to address long term needs</p> <ul style="list-style-type: none"> • Collaboration between HCPF, CDHS, CDPHE and many other partners • Community Living Advisory Group • Waiver consolidation • Single entry point and eligibility redesign |

Short-term Strategy

- Governor's Budget request ensures people aren't waiting for services until long-term solutions are created:
 - Budget proposal will result in a 30% reduction in current HCBS waitlist
 - Will serve every child that's waiting for a waiver service, and every child who's transitioning out of foster care
 - Expands emergency and crisis capacity
 - Prioritizes needs for those age 50 and older
- Strengthening community capacity to ensure all can be served in the most integrated, home-like setting

Long-term Strategy

- Colorado's current system is unsustainable
 - Long-term supports system is fragmented and difficult to navigate
 - Waitlists continue to grow
 - Fee for service is expensive and inefficient
- New Office of Community Living created by Governor Hickenlooper in July, 2012 in HCPF
 - Direction given to HCPF, CDHS, CDHPE & others to develop long-term solutions
- Community Living Advisory Group
 - Key areas of focus:
 - Waiver consolidation
 - System Redesign
 - Single point of entry system
 - Consumer Direction

Community Living Advisory Group

- Provides strategic direction on the redesign of all aspects of the long-term services and supports delivery system, including service models, payment structures and data systems to create efficient and person-centered community-based care
- Legislative members: Senators Aguilar and Roberts, Representatives Gerou and Levy; chaired by former Senator Boyd
- Guiding principles:
 - Provide services in a timely manner with respect and dignity
 - Strengthen consumer choice in service provision
 - Incorporate best practices in service delivery
 - Encourage integrated home-and community-based service delivery
 - Involve stakeholders in planning and processes
 - Incorporate supportive housing

CDASS and DDD

- The Department remains active in HCPF's Participant Directed Programs Policy Collaborative (PDPPC) in order to incorporate best practices and lessons learned from the CDASS service delivery model in the Elderly, Blind, and Disabled (EBD) and the Community Mental Health Supports (CMHS) waiver programs
- The PDPPC has identified and is working to address issues in order to ensure the stability and sustainability of the CDASS delivery model
- These issues must be addressed before HCPF will allow the expansion of the CDASS service delivery model into other Home and Community Based Services (HCBS) waiver programs
- HCPF believes this work will likely be completed in the Summer or Fall of 2013
- The Department, HCPF, and the PDPPC have targeted the Brain Injury (BI) and Supported Living Services (SLS) waiver programs for the first phase of CDASS expansion

Emergency Waiting List

- There is no wait list for emergency services in DD
 - Clarified definition of emergency in March, 2012
 - Established consistency among CCBs about criteria for emergencies
- The Department is authorizing enrollments immediately when individuals who meet the emergency criteria are identified
- Governor's budget proposals SFY 2012-13 and SFY 2013-14 provide for all emergency placements

New Initiatives

- Change in definition of Developmental Disability
- Colorado Choice Transitions
- Community Care for All

Change in Definition of Developmental Disability

- The new developmental disability definition and determination process is intended to
 - Increase statutory compliance
 - Create uniform application of the developmental disability criteria
 - Reduce appeals
- 2008 Declaratory Order and task force convened
 - The task force met for 18 months and developed draft rules, recommendations and a final report
- 2011 Regional public forums held
- 2012 Further research to analyze the fiscal impact
- 2013 The rule change is anticipated to be finalized in the next six months

Colorado Choice Transitions (CCT)



- Part of the federal Money Follows the Person (MFP) Rebalancing Demonstration
 - 5-year grant program
 - The Centers for Medicare and Medicaid Services awarded the grant to Colorado in March 2011
- The primary goal is facilitating the transition of Medicaid clients from nursing and other long-term care (LTC) facilities to the community using HCBS services and supports
- HCPF submitted a joint supplemental request on January 2nd with the Department for Community Choice Transitions
 - Will transfer 77 nursing facility clients to the community through FY 2014-15
 - 183 individuals with developmental disabilities residing in nursing facilities

Community Care: A Goal for All

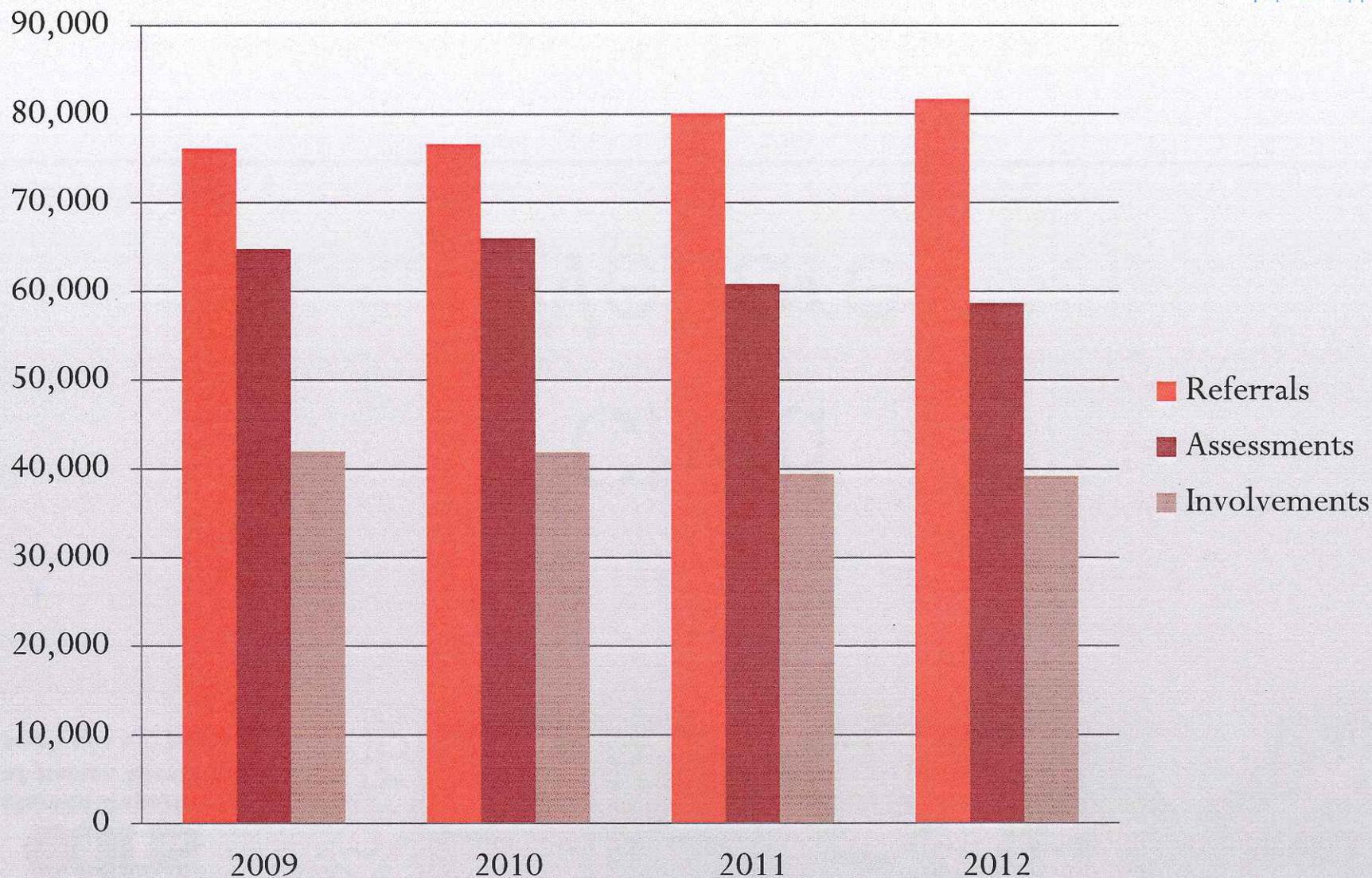
- Colorado Choice Transition
 - The Department has the resources and capacity necessary to serve the current populations
 - Existing funding can be reprioritized to meet needs
 - Does not prioritize individuals at the Regional Centers through CCT as efforts are underway to transition individuals using existing resources
 - Department may consider enrolling clients discharging from Regional Centers in CCT in the future, but at this time it is not necessary

- Partnering with the CCBs to provide person centered care for all
 - Quadrupled the frequency of assessing for readiness to transition
 - Facilitating the assessment and transition process to ensure people are in the most integrated setting
 - C-Stat performance measures



Child Welfare

Colorado Children Who Came into Contact with County Child Welfare by Type of Contact



Child Welfare Statewide Totals

| | FY2009 | FY2010 | FY2011 | FY2012 |
|-------------------|--------|--------|--------|--------|
| Referrals | 76,144 | 76,628 | 80,094 | 81,734 |
| Assessments | 64,745 | 65,947 | 60,791 | 58,660 |
| Open Involvements | 41,919 | 41,848 | 39,403 | 39,177 |

* See appendix for individual county data

Child Fatalities



| Year: | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|-----------------------------------|--------|--------|--------|--------|--------------|--------------|
| Governor: | Ritter | Ritter | Ritter | Ritter | Hickenlooper | Hickenlooper |
| Fatalities With Prior Involvement | 11 | 10 | 12 | 12 | 21* | 10** |

* 5 of these fatalities were in a single motor vehicle accident ** One pending investigation is not included

| SYF | Referrals ¹ | Accepted Referrals ¹ | New Involvements ¹ | Fatalities With Prior Involvement ² | Fatalities Without Prior Involvement ² | Child Population ³ |
|------|------------------------|---------------------------------|-------------------------------|--|---|-------------------------------|
| 2007 | 57.0 | 29.2 | 12.9 | .89 | 1.38 | 1,223,474 |
| 2008 | 60.0 | 30.9 | 12.5 | .80 | 1.6 | 1,244,134 |
| 2009 | 60.4 | 30.4 | 11.5 | .95 | 1.58 | 1,258,823 |
| 2010 | 59.8 | 30.1 | 10.9 | .9 | 1.63 | 1,281,607 |
| 2011 | 62.8 | 28.1 | 9.5 | 1.64 ⁴ | 1.25 | 1,274,619 |
| 2012 | 65.4 | 27.6 | 10.5 | .79 | 1.11 | 1,250,366 |

¹ per 1,000 child population ² per 100,000 child population ³ data from the Department of Local Affairs ⁴ 5 deaths in single motor vehicle accident

2010 Child Fatalities



| County | Total fatalities substantiated for abuse/neglect (date of incident) | Prior involvement w/DHS |
|----------------|--|----------------------------|
| Adams | 4 (3/10, 4/3, 8/24, 12/9) | 1 |
| Arapahoe | 1 (3/18) | 1 |
| Boulder | 5 (2/25, 6/1, 10/20, 10/28, 11/17) | 1 |
| Delta | 1 (11/27) | 0 |
| Denver | 6 (2/2, 5/16, 6/25, 9/7, 10/24, 11/4) | 3 |
| El Paso | 6 (3/3, 3/30, 4/11, 10/4, 10/4, 12/23) | 2 (twins) |
| Gunnison/Delta | 1 (4/17) | 1 |
| Jefferson | 2 (1/21, 7/9) | 0 |
| Larimer | 1 (1/25) | 1 |
| Logan | 1 (7/9) | 0 |
| Montrose | 2 (9/11, 10/10) | 1 |
| Teller | 1 (8/7) | 1 |
| Weld | 2 (4/11, 9/20) | 0 |
| Total | 33 | 12 |

2011 Child Fatalities



| County | Total fatalities substantiated for abuse/neglect (date of incident) | Prior involvement w/DHS |
|--------------|--|-------------------------------|
| Adams | 3 (2/2, 11/24, 12/31) | 1 |
| Arapahoe | 5 (1/6, 5/27, 6/18, 10/30, 11/1) | 3 |
| Boulder | 1 (8/7) | 0 |
| Denver | 5 (5/8, 6/11, 8/5, 9/20, 12/17) | 4 |
| Douglas | 1 (7/14) | 0 |
| El Paso | 8 (2/19, 3/8, 4/15, 5/21, 11/11, 12/9, 12/14, 12/15) | 2 |
| Garfield | 1 (6/26) | 1 |
| Jefferson | 3 (4/14, 9/9, 12/23) | 1 |
| Kit Carson | 5 (10/13 x5) | 5 |
| Mesa | 3 (3/6, 3/26, 6/12) | 1 |
| Montezuma | 1 (11/1) | 1 |
| Pueblo | 1 (11/20) | 1 |
| Summit | 1 (6/7) | 1 |
| Total | 38 | 21 |

2012 Child Fatalities

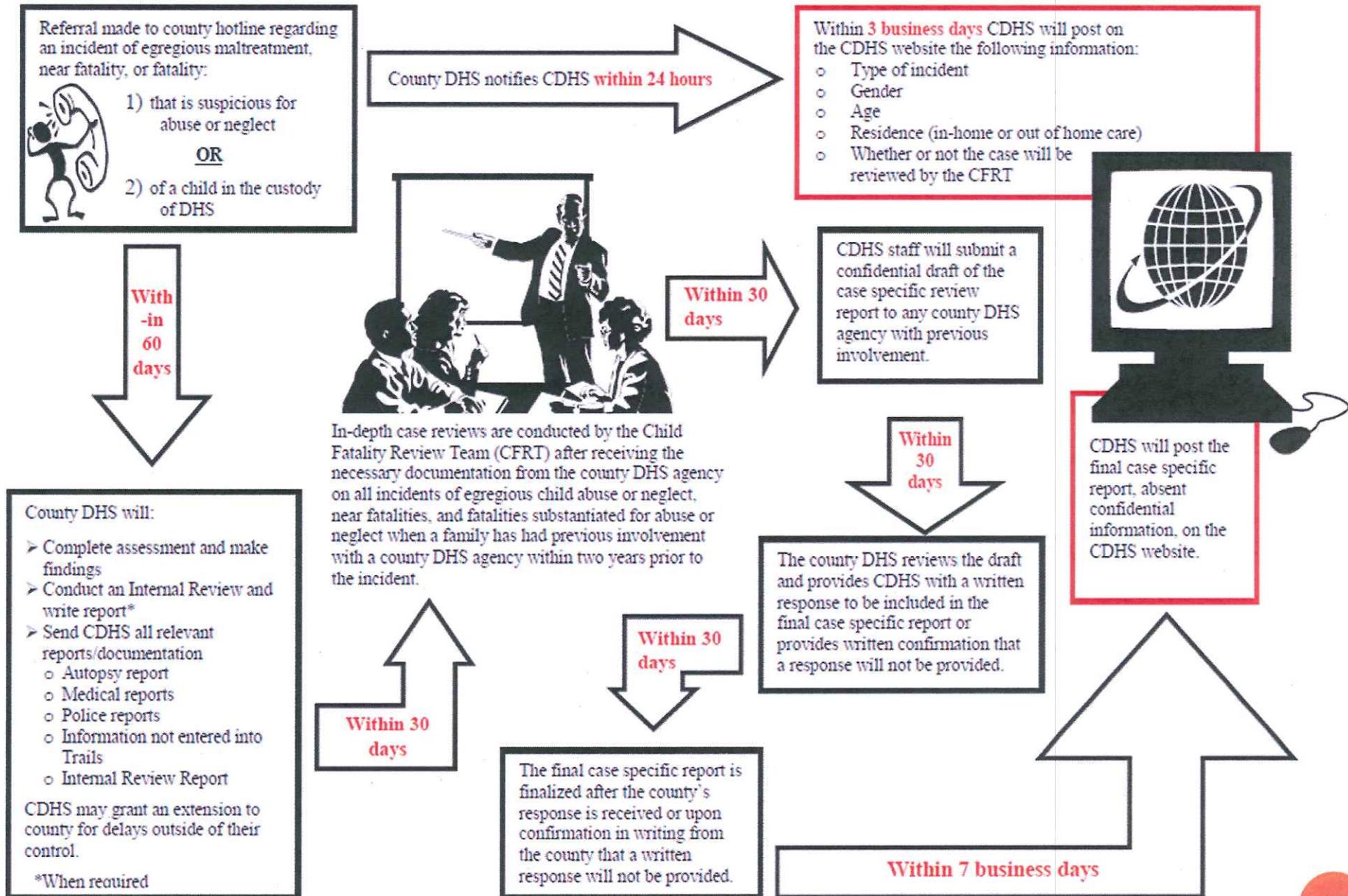
| County | Total fatalities substantiated for abuse/neglect (date of incident) | Prior involvement w/DHS |
|--------------|--|----------------------------|
| Adams | 3 (2/17, 3/1, 9/18) | 2 |
| Arapahoe | 5 (6/10, 6/15, 7/23, 8/31, 10/12) | 1 |
| Broomfield | 1 (2/18) | 0 |
| Denver | 4 (4/3, 6/26, 6/28, 7/10) | 1 |
| Eagle | 1 (6/6) | 1 |
| Elbert | 1 (3/31) | 0 |
| El Paso | 4 (4/15, 7/2, 8/24, 9/1) | 2 |
| Fremont | 1 (8/15) | 0 |
| Logan | 1 (1/1*) | 1 |
| Mesa | 1 (4/11) | 1 |
| Pueblo | 1 (10/15) | 1 |
| Weld | 2 (3/24, 9/14) | 0 |
| Total | 25 | 10 |

*Exact date of death is unknown

Child Fatality Legislation

- 2011 – Legislation to establish the Child Fatality Review Team
 - House Bill 11-1181 – Promotes an understanding of the cause of each child’s death due to abuse or neglect, identify systemic deficiencies in the delivery of services and supports and recommend changes to help mitigate future child deaths
 - Requires Department to provide report on prior year’s child fatalities, by April 30, 2013, and annually every year there after
- 2012 Legislation to open the Child Fatality statute to include near fatalities and egregious incidents and provide greater transparency
 - Senate Bill 12-033 –Expanded reviews to include near fatalities and egregious incidents
 - Established timeframes for review process
 - Became effective July 1, 2012
 - CDHS began publishing on the Web Summer 2012
- 2013
 - Expand child fatality statute for greater transparency
 - Alignment with new federal CAPTA interpretations

CDHS Incident of Egregious Child Maltreatment, Near Fatality, and Fatality Review Process Timeline



Child Fatality Case Review

- In depth reviews conducted by the Child Fatality Review Team
 - Proceed after receiving all documentation from county DHS agency
 - Conducted on all incidences of egregious child abuse or neglect, near fatalities and fatalities substantiated for abuse
 - When the family has had previous involvement with a county DHS agency
 - Involvement must have occurred within two years prior to the incident
- Items reviewed in a child fatality case
 - Trails information
 - Law enforcement reports
 - Medical reports
 - Coroner reports
 - Any other relevant information available

CFRT Report Format

- The following sections are included on current CFRT Reports:
 - Identifying Information
 - Fatality/Near Fatality/Egregious Incident Summary
 - Current and Previous Involvement with DHS
 - County Internal Review
 - CDHS Child Fatality Review Team
 - Summary of identified systemic strengths
 - Summary of identified systemic gaps and deficiencies
 - Policy Findings
 - Recommendations for changes in systems, practice, policy, rule or statute
 - Actions to be taken by County DHS and/or CDHS

Trends in Fatality Cases

- 80% age 5 or younger
 - 57% under Age 2
- 80% of Perpetrators are Parent(s)
- 85% of Perpetrators ages 20-49
- 49% Hispanic
- 34% Caucasian
- 18% African-American
- Poverty
- Parental Substance Abuse
- Parental Mental Health Issues
- Domestic Violence
- Unrelated Male Caregivers in the Home
- Urban communities

-
- Common concerns identified in fatality reviews in 2011
 - Assessments open beyond 30 days
 - Unsuccessful identification of safety concerns
 - Deficiencies in assessing risk concerns
 - Inappropriate screen-outs
 - Mandated reporters failure to report or to report timely
 - Lack of verification of information provided by parents

Caseload Data Summer 2012



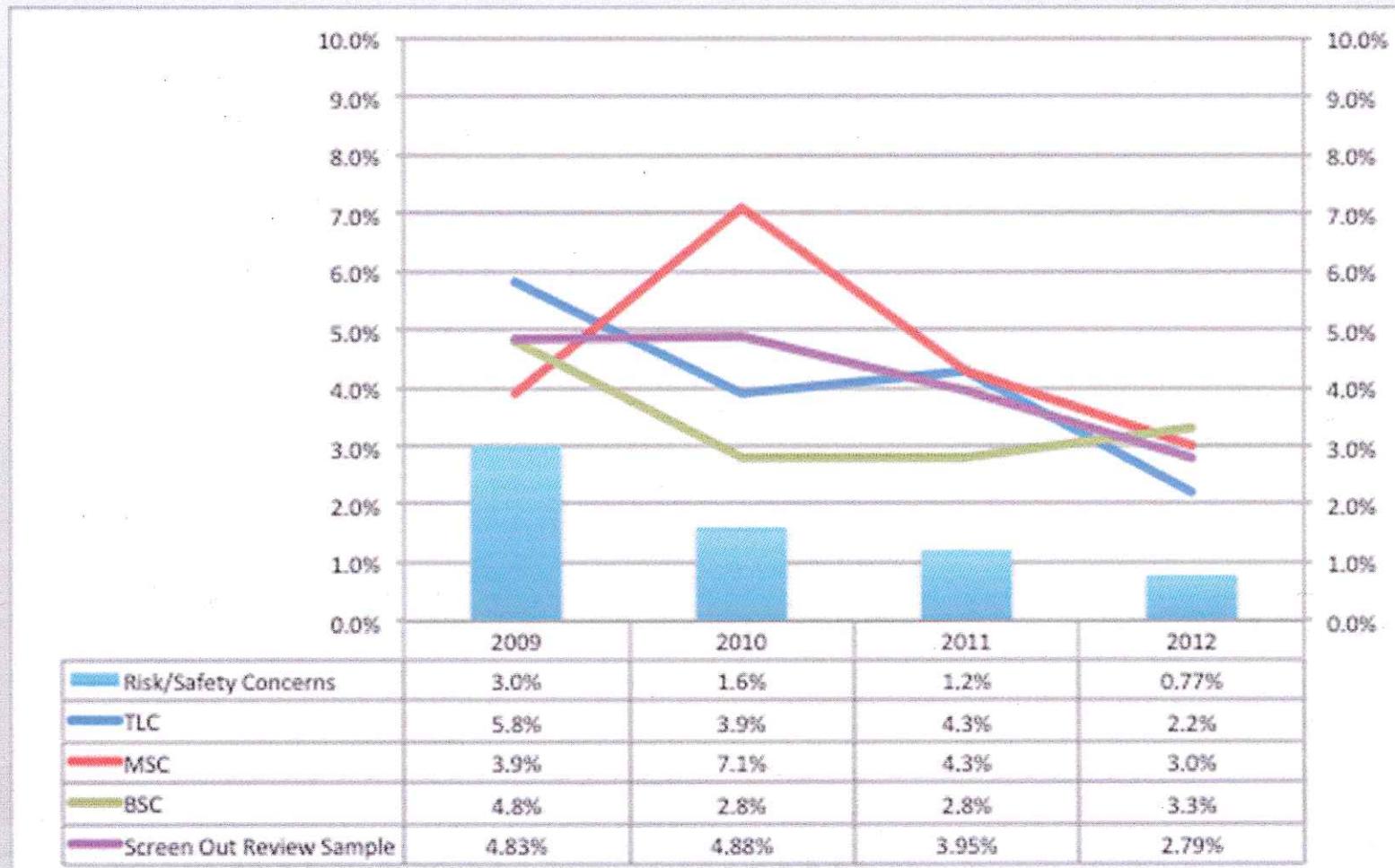
Summary of New Assessments SFY 2011-12 - Ten-Large Counties

| | Adams | Arapahoe | Boulder | Denver | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld | Total |
|----------------|---|----------|---------|--------|---------|-----------|---------|-------|--------|-------|--------|
| Assessments | 3,643 | 3,663 | 1,674 | 2,831 | 5,216 | 4,114 | 1,896 | 1,790 | 1,117 | 1,914 | 27,858 |
| Monthly Avg. | 304 | 305 | 140 | 236 | 435 | 343 | 158 | 149 | 93 | 160 | 2,322 |
| Caseworkers | 26 | 31 | 17 | 29 | 33 | 44 | 26 | 10 | 13 | 15 | 244 |
| Avg. per Month | 11.7 | 9.8 | 8.2 | 8.1 | 13.2 | 7.8 | 6.1 | 14.9 | 7.2 | 10.6 | 9.5 |
| Things to Know | <p>Data was pulled for new assessments reported between 7/1/2011 and 6/30/2012 (SFY 2011-12)</p> <p>All new assessments reported from July 1, 2011 through June 30, 2012 (SFY 2011-12) regardless of referral type (Youth in Conflict, Child Protection, Institutional abuse, Other) were included as well "Family Assessment Response" cases open in the 5 pilot Differential Response counties.</p> | | | | | | | | | | |

Summary of Open Cases SFY 2011-12 - Ten-Large Counties

| | Adams | Arapahoe | Boulder | Denver | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld | Total |
|----------------|--|----------|---------|--------|---------|-----------|---------|------|--------|------|-------|
| Cases | 653 | 626 | 253 | 996 | 873 | 631 | 393 | 216 | 253 | 336 | 5,230 |
| Caseworkers | 55 | 47 | 28 | 86 | 64 | 48 | 32 | 16 | 30 | 31 | 437 |
| Avg. Caseload | 11.9 | 13.3 | 9.0 | 11.6 | 13.6 | 13.1 | 12.3 | 13.5 | 8.4 | 10.8 | 12.0 |
| Things to Know | <p>Open cases on first day of each month for SFY 2011-12 were pulled and monthly average was calculated</p> <p>Cases are families as a whole and may include multiple children. Cases include children served in the three main target populations served by Colorado's Child Welfare system:</p> <ul style="list-style-type: none"> - Program Area 4 - Youth in Conflict - Program Area 5 - Child Protection - Program Area 6 - Specialized Services (adoption, long term foster care) | | | | | | | | | | |

Percent of Screened Out Referrals Determined to Have Met Criteria and Percent Sent Back to Counties Due to Risk/Safety Concerns



Data from the Administrative Review Division Screen Out Review



Timeliness of Response to Initial Abuse/Neglect Investigations



Description of Trend: Overall, performance improved since June 2012, narrowly missing the 90% goal.

Numerator: Number of investigations where initial contact was made within time requirements set in rule

Denominator: Total number of closed investigations
Monthly denominator(s): 3,019





Absence of Maltreatment Recurrence

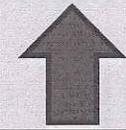
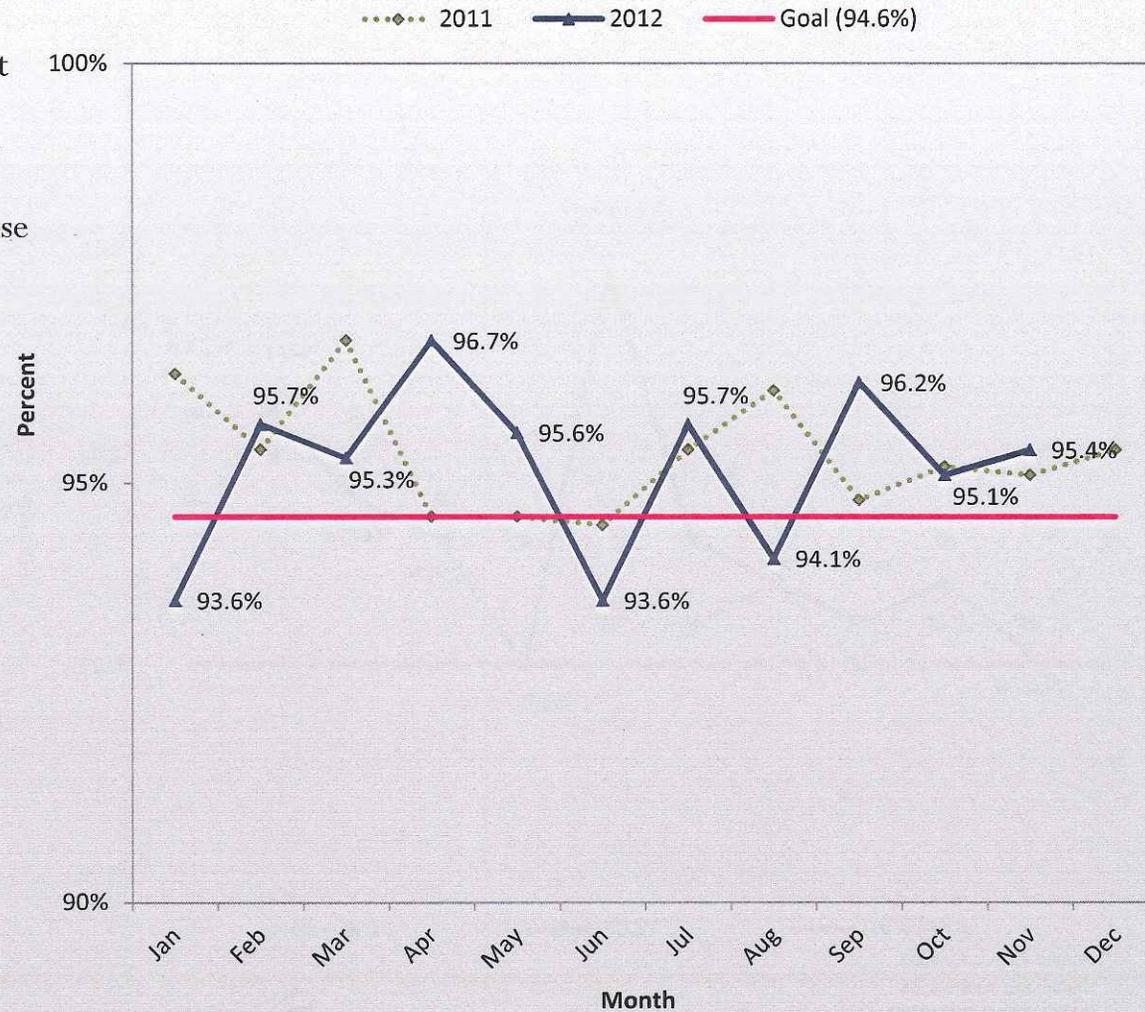


Description of Trend: In 2012, performance fluctuates between 93% and 96%; goal is met most of the time.

Numerator: Number of children with founded abuse or neglect who do not experience subsequent founded abuse/neglect within 6 months of reunification

Denominator: Total number of children with founded abuse or neglect

Monthly denominator(s): 926





Safety Assessment Forms Completed Accurately



Description of Trend: After plateauing since June 2012, performance declined in October 2012 for traditional assessments; performance remains stable for differential response assessments.

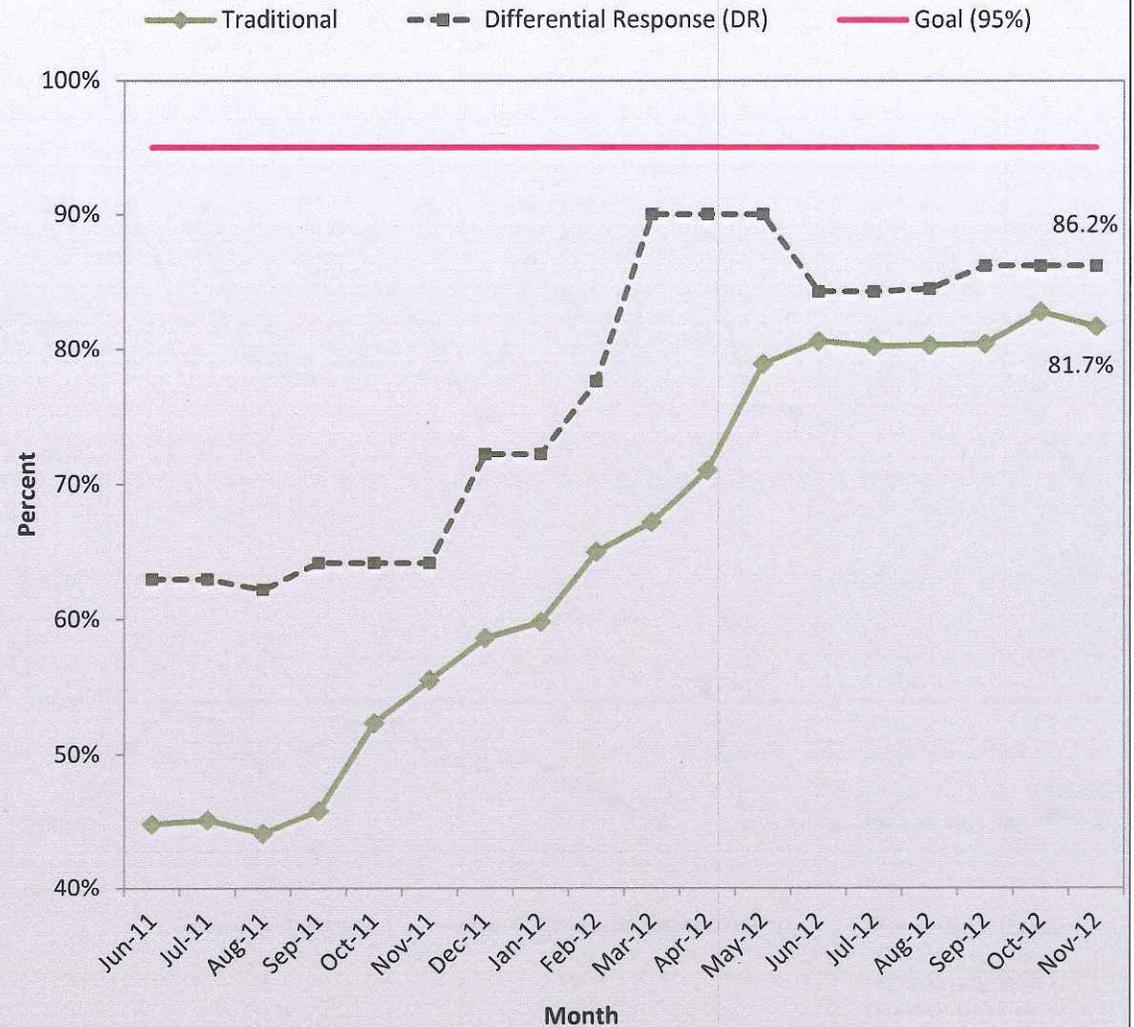
Numerator: Number of safety assessment forms completed accurately in accordance with state rule

Denominator: Total number of safety assessment forms completed accurately;

Monthly denominator(s):

Traditional: 908

Differential Response: 87





Timeliness of Assessment Closure



Description of Trend: For traditional assessments, performance improved for the third month in a row, while differential response performance remains steady.

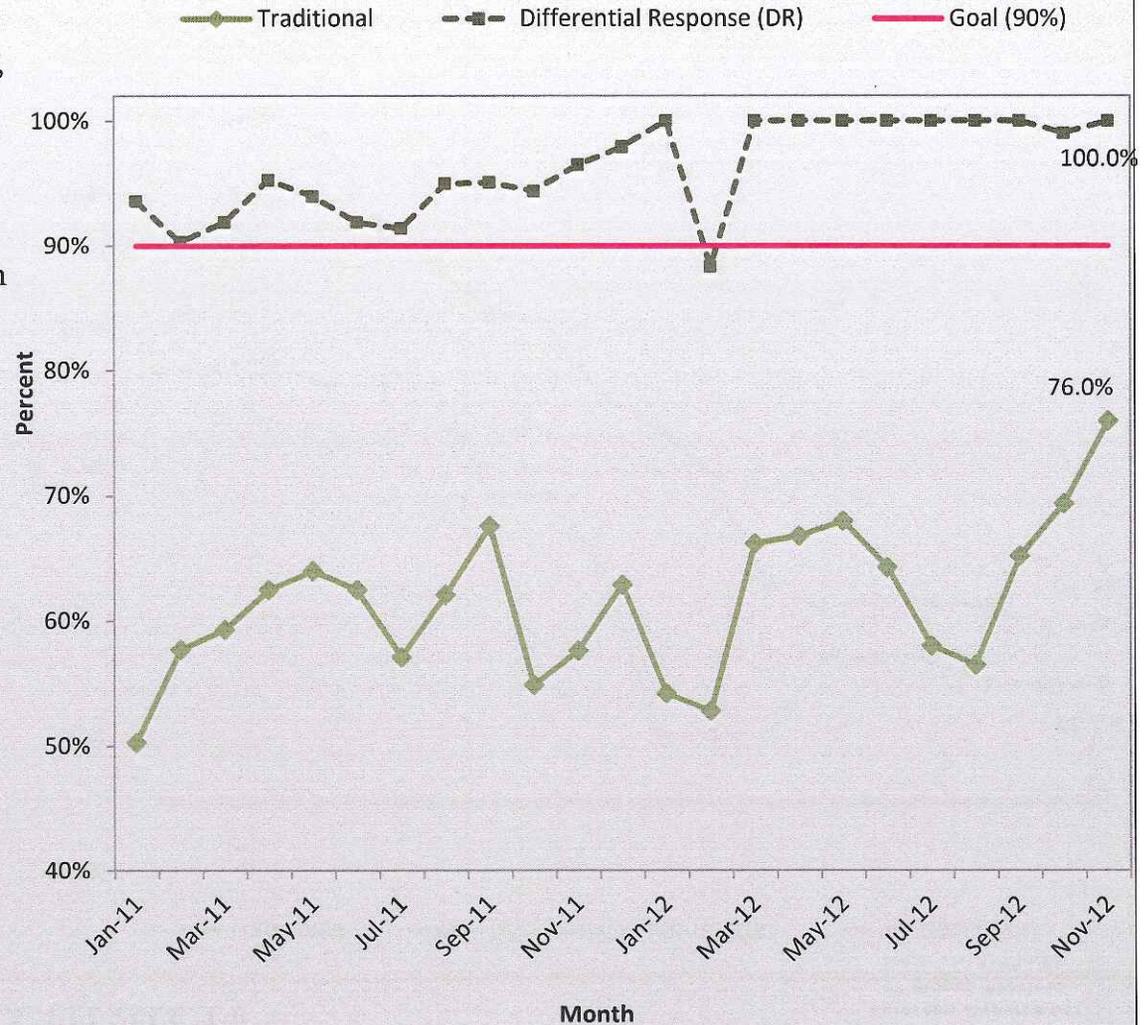
Numerator: Number of assessments closed within 60 days of referral

Denominator: Total number of open assessments

Monthly denominator(s):

Traditional: 2,029

Differential Response: 71



Colorado's Safety Assessment Tool: Steps to Refine



- Originally developed and implemented in 2000
- Last major revision occurred in 2005 in consultation with Action for Child Protection, the federally approved National Resource Center for Child Protective Services
- Recent ARD data indicated difficulties in completing the tool accurately
- State/County partnership currently underway to further enhance the tool:
 - Consistency
 - Clarity
 - Strengths and Protective Capacities

System Strengths

- Permanency outcomes
 - Reunifications within 12 months
 - Children in out of home care greater than 24 months
 - Time to finalized adoption
 - Increasing participation in adoption subsidy program
- Safety outcomes
 - Re-abuse rates
 - Absence of institutional abuse
- Dramatic decline of children in out of home care
- A system that embraces change
 - Strong county-state partnership
 - Engagement with Casey Family Programs, Annie E. Casey Foundation
 - Three Branch Institute
 - Nationally-recognized leaders

Challenges of the System

- Inconsistency of service delivery
 - Limited rules
 - Limited qualifications
 - No specialized training for screeners, supervisors and workers
 - Limited case review capacity
- Primary and secondary prevention of child maltreatment is not aligned with Child Protective Services
- No statewide hotline
- Funding misaligned with best practices and outcomes
- Technology is outdated and cumbersome for workers
- Inadequate data regarding caseloads

State Child Welfare Plan

- “Keeping Kids Safe and Families Healthy”
 - Governor Hickenlooper’s Child Welfare Plan announced February, 2012

- The Plan consists of five key strategies
 - Common practice approach for Colorado
 - Manage performance
 - Rebuild training academy
 - Align Child Welfare funding
 - Engage the public through increased transparency

- Built upon the progress of previous administrations
 - Multiple child welfare studies between 2007 – 2010
 - Governor Owens’ Foster Care and Adoption Task Force
 - Governor Ritter’s Child Welfare Action Committee

Governor Hickenlooper's Child Welfare Plan



| Select Objectives | Current Strategies |
|---------------------------------------|---|
| Common Practice Approach for Colorado | <ul style="list-style-type: none"> • Operating in 35 counties, represents 90% of state's caseload • Developing website to share promising practices • Next cohort of counties to implement in 2013 • Expanding Differential Response to more counties |
| Manage Performance | <ul style="list-style-type: none"> • C-Stat driving accountability • County Quality Practice Teams continuously improving practice • Increased timeliness of response to maltreatment • Performance scorecard for Practice Model counties |
| Rebuild Training Academy | <ul style="list-style-type: none"> • Developed Strategic Plan for improving Training Academy • New Training Academy structure developed • RFP released January 2013 |
| Align Child Welfare Funding | <ul style="list-style-type: none"> • Reforming current county allocation model- outcomes focused • Obtained IV-E Waiver • Will report to JBC by February 1st on statutory changes |
| Increased Transparency | <ul style="list-style-type: none"> • Added near fatalities and egregious incidents • Created new fatality review format • Created Child Welfare Executive Leadership Council |



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