Mission

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

Vision

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

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.

Background

In 2011, for the first time in recent history, the Colorado Department of Human Services launched a statewide outreach effort to incorporate stakeholder, client, constituent, partner and employee input and ideas into its strategic plan. More than 258 people provided input through seven town hall meetings that were held in Lamar, Pueblo, Durango, Grand Junction, Steamboat Springs, Fort Morgan and Denver. In addition, 47 partners and stakeholders responded to invitations for written input. To gather the critical insight that only clients can provide, and recognizing that they may have a difficult time attending a meeting or sending written comment, telephone interviews were conducted with more than 50 clients. In addition, 521 CDHS employees completed an online survey, and an additional 75 attended meetings to provide input to the plan. Drafts of the strategic plan were placed on the Department's website inviting additional comment, ideas and input throughout the process.

In 2012, to ensure continued involvement from the department's partners and stakeholders, the department, reaching all corners of the state, convened a series of 13 town hall meetings in Colorado Springs, Walsenburg, Granby, Cortez, Montrose, Gunnison, Salida, Leadville, Fort Collins, Greeley, Sterling, La Junta, Burlington and Denver. Employees of the department engaged in a webinar conversation regarding the department's strategic plan as well as provided written input in response to the Department's plans. The Department made a specific effort to involve the certified employee organization, Colorado WINS, both to participate in the webinar and to provide written input.

Strategic Initiatives

The Colorado Department of Human Services, by embracing the concepts of efficiency, effectiveness and elegance, is poised to become the most effective 21st Century Human Services system in the country. The five initiatives the Department is undertaking will help achieve this goal:

- While Colorado continues to make great gains in the delivery of early childhood services, the state's system and oversight of programs is fragmented across multiple state agencies and many private entities. In collaboration with the Early Childhood Leadership Commission, leaders from the Lieutenant Governor's Office, the Department of Human Services, the Department of Public Health and Environment, the Department of Health Care Policy and Financing and the Department of Education, CDHS will collaborate in developing a project plan that will include the consolidation under the Department of Human Services of a number of existing early childhood services and funding streams. The consolidation will improve kindergarten readiness, third grade reading, prevention of child abuse and neglect, and treatment of early-identified problems.
    - **2011 Plan Update**: In June 2012, the Governor authorized the creation of a new Office of Early Childhood to consolidate seven programs already residing in the Department of Human Services and, to enhance communications, has co-located with the newly created Office both the Head Start State Collaboration Office and the Early Childhood Leadership Commission, each under the direction of the Lieutenant Governor. Other efforts the Department is pursuing include the expanded collaboration with the Colorado Department of Education in the Colorado Preschool Program, and developing a universal application for major early childhood services.
    - **2012 Initiatives**: Legislation will be pursued to consolidate within the Department of Human Services early childhood services and funding streams.

- Colorado's system of long term supports and services is unsustainable. In partnership with Health Care Policy and Financing, CDHS will develop a specific proposal to redesign the business model for long term care services. The new approach will reduce the wait list for services for the developmentally disabled; strengthen outreach, prevention and system navigation; reduce reliance on institutional care, and build upon the strong service infrastructure and partners Colorado enjoys. Stakeholder feedback will be sought, with input synthesized and incorporated into the final proposal.

- **2011 Plan Update**: By Governor's Executive Order D2012-107, signed July 5, 2012, the Office of Community Living has been established in the Department of Health Care Policy and Financing, with the goal of creating and/or increasing access to efficient and person-centered care, by focusing on service models, payments structures and data systems. Additionally, the Community Living Advisory Committee, also established as part of the Executive Order, is focusing on four priority areas: care coordination, waiver modernization, community-directed attendant support and entry point and eligibility redesign.
- **2012 Initiatives**: The Department will be evaluating and refining the waiting list for services for people with developmental disabilities to ensure it provides an accurate reflection of need.

➢ The Department, through a number of entitlement and block grant programs it directly administers, through County Departments and other partner agencies, assists families and individuals in achieving a level of economic stability. CDHS recognizes that the Office of Economic Development and International Trade ("OEDIT"), and the Departments of Labor and Employment and Higher Education share that same goal. In the coming years CDHS, in alignment with the Governor's Economic Development Plan, will better coordinate its programs with those of Labor and Employment, Higher Education and OEDIT, to assure that resources are used in the most effective way possible, and duplication of effort is avoided.

- **2011 Plan Update**: Through collaborative efforts with County Departments, there has been great improvement in the timely processing of public assistance applications. A collaborative effort involving County Departments, the Departments of Human Services and Health Care Policy and Financing, and the Governor's Office of Information Technology, will result in modifications to the Colorado Benefits Management System that will align eligibility periods for public assistance benefits, reducing the workload for eligibility workers and simplifying the process for recipients. Through the receipt of a federal grant, the Department will increase its support to children in the Child Support Program by providing employment and other services to unemployed non-custodial parents to help improve their abilities to meet their responsibilities.
- **2012 Initiatives**: With the economy beginning to stabilize, the department will begin to shift its emphasis to getting people back to work, in alignment with the Governor's "Bottom-Up Economic Development Planning Initiative: Colorado Blueprint."

➢ Child safety and well-being continue to be a major focus of the Department's efforts. CDHS will continue to work with County Departments in the implementation of the Colorado Practice Model, a data-driven continuous quality

improvement effort that leverages best and promising practices through a county peer-to-peer relationship. The Department will engage Casey Family Programs and the Annie E. Casey Foundation to further develop promising practices. Additionally, the Department will undertake measures to right-size the Division of Youth Corrections to reflect both current and anticipated future demand. And finally, the Department will develop an adolescent behavioral health continuum of care to help assure that youth have the best possible chances for succeeding once they reach adulthood.

- **2011 Plan Update**: In February 2012, the Governor introduced his Child Welfare Plan, "Keeping Kids Safe and Families Health." The Plan's five components are:
  - Fully implement a common practice approach for Colorado, including expansion of the Colorado Practice Model, expansion of the Differential Response model, and development of new pathways for adolescents with behavioral health needs.
  - Management of performance through the County Scorecard and C-Stat.
  - Development of the workforce through the modernization of the Training Academy, utilizing technology to deliver updated, current curriculum.
  - Reforming the funding by aligning funding sources with outcomes, including the capped federal funding.
    - The Department successfully negotiated a federal waiver assuring the state will receive of a stable level of federal child welfare funding for the next five years, with greater flexibility in its use.
  - Engagement of the public and partners through the establishment of a new governance council and increased transparency as authorized through new legislation.
    - The Executive Director appointed members to the Child Welfare Executive Leadership Council to oversee and recommend policy and practice efforts across the Child Welfare system. The Colorado State Legislature passed legislation to allow for greater transparency in case-specific work completed at the county level.
- **2012 Initiatives**: Continued implementation of the Governor's three-year Child Welfare Plan.

- Coloradans in need of behavioral health/mental health services are faced with a fragmented system in need of redesign and restructuring. A statewide network of strong providers are in need of enhanced tools in order to provide a seamless system of care. In partnership with Health Care Policy and Financing, Public Health and Environment, and other partners and advocates across the state, CDHS will develop a proposal for a strengthened

behavioral health/mental health services and supports system. The proposal will present a restructured system designed to get the right tools to providers so that they can provide high-quality care that is in alignment with statutory requirements; ensure capacity is available statewide to serve those in need in the right venue at the right time; and introduce enhanced legislation to ensure the safety and well-being of all Coloradans.

- At-risk adults and seniors receive protective services through a community network comprised of County Departments, law enforcement, advocates and other partners. The legislature has been working with the network to identify the critical system improvements are needed. The legislatively-created Elder Abuse Task Force is developing recommendations related to:

* The provision of protective services by County Departments;
* Estimating costs regarding any requirements for mandatory reporting;
* Identifying sustainable funding sources to support any expanded efforts;
* Training employees in best practices in protective services; and
* Assessing the adequacy of criminal penalties for offenses against at-risk adults and seniors.

The Department has made a pledge to everyone who has taken the time and commitment to be a part of this strategic plan, that this plan is a living document for which the Department will be held accountable, and will use regularly to serve as its guide. The Goals and Strategies that follow support the Department's mission, vision and values.

Goals, Strategies and Performance Measures

Goal No. 1: To improve the lives of Colorado families in need by helping them to achieve economic security.

Office of Economic Security
Food Assistance Division
Timely Processing of Regular Food Assistance Applications

Strategy: Timely processing of regular food assistance applications ensures that eligible Coloradans have access, as soon as possible, to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Regular Food Assistance applications are to be processed within 30 days. The monthly percentage of applications processed timely will be calculated by dividing the number of applications processed within 30 days by the total number of regular applications received. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				95%	95%
Actual:	75.6%	86.6%	93.8%		

Performance Evaluation: Business process reengineering at the county level, coupled with improvements made to the Colorado Benefits Management System, led to a significant improvement in timeliness in processing applications. At the beginning of SFY 2011-12, 74.8% of regular applications were processed within the 30-day timeframe; by June 2012, 96.8% were processed timely, with the goal having been exceeded in each of the last four months of the state fiscal year.

Office of Economic Security
Food Assistance Division
Timely Processing of Expedited Applications

Strategy: Timely processing of expedited food assistance applications ensures that eligible Coloradans have access, as soon as possible, to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Expedited Food Assistance applications are to be processed within seven days. The monthly percentage of applications processed timely will be calculated by dividing the number of applications processed within seven days by the total number of expedited applications received. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			95%	95%	95%
Actual:	70.4%	79.2%	85.4%		

Performance Evaluation: Business process reengineering at the county level, coupled with improvements made to the Colorado Benefits Management System, led to a significant improvement in timeliness in processing applications. At the beginning of SFY 2011-12, 80.3% of expedited applications were processed within the seven-day timeframe; by June 2012, 90.1% were processed timely.

Office of Economic Security
Food Assistance Division
Timely Processing of Recertifications

Strategy: Timely processing of recertification of food assistance cases ensures that eligible Coloradans continue to have access to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Recertification of Food Assistance cases are to be processed by the end of the month when received timely by the household or within 30 days if received after the deadline. The monthly percentage of cases with a timely decision of continued eligibility is calculated by dividing the number of cases recertified timely by the total number of cases recertified. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			95%	95%	95%
Actual:	47.6%	55.1%	74.2%		

Performance Evaluation: Business process reengineering at the county level, coupled with improvements made to the Colorado Benefits Management System, led to a significant improvement in timeliness in processing applications. At the beginning of SFY 2011-12, 63.8% of recertification applications were processed within the timeframe; by June 2012, 82.5% were processed timely.

Office of Economic Security
Food Assistance Division
Error Rate in Food Assistance Cases Denied Eligibility

Strategy: Accurately processing applications for food assistance ensures that Coloradans receive the level of benefits for which they are eligible.

Performance Measure: A negative action occurs when an application for food assistance is denied eligibility. An incorrect negative action occurs when an eligible applicant is denied eligibility based on an error on the part of the worker. A recent federal change in rule expanded the definition of an incorrect negative action to include instances where the applicant is inappropriately notified of the denial of eligibility for benefits. The "negative error rate" is calculated by dividing the number of incorrect negative actions sampled by the total number of negative actions sampled. The sample size of cases reviewed is determined by the U.S. Department of Agriculture. The goal is to have a negative error rate less than the national average. The national average changes from year to year.

	FFY 2009-10	FFY 2010-11	FFY 2011-12*	FFY 2012-13	FFY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				21%	21%
Actual:		6.2%	68.9%		

*October 2011 – April 2012

Performance Evaluation: A change in methodology at the federal level caused a significant increase in the error rate beginning October 2011. Changes in the Colorado Benefits Management System are expected to resolve a number of the errors that led to the high error rate. The growth in the error rate did not reflect that a significantly greater number of clients were being denied benefits to which they were entitled. Rather, the increase was the result of the Colorado Benefits Management System improperly notifying applicants that their case was denied eligibility.

Office of Economic Assistance
Colorado Works Program
Timely Processing of Applications

Strategy: Timely processing of new Colorado Works applications ensures eligible Coloradans have access, as soon as possible, to needed cash assistance, case management, and employment services that can increase their economic security.

Performance Measure: Colorado Works applications are to be processed within 45 days. The monthly percentage of applications processed timely is calculated by determining of all of the applications that are processed within a month, how many are within the 45 day time frame, and how many exceed the 45 day time frame. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			95%	95%	95%
Actual:		87.4%*	95.9%	98.2%**	

* January – June 2011 data

** July – September 2012 data

Performance Evaluation: A number of business process reengineering efforts at the county level along with fixes in CBMS led to significant improvement in timely processing of Colorado Works applications. The State met or exceeded the goal in eight of the 12 months in SFY 2011-12.

Goal No. 2 – To ensure Colorado's children and youth have the opportunity to thrive in safe, nurturing and stable families.

Office of Children, Youth and Families
Division of Child Welfare
Accuracy of Safety Assessment

Strategy: Child Welfare caseworkers complete safety assessments for abuse and neglect referrals assigned for investigation. Accurate completion of safety assessments increases the likelihood that the right decisions are being made in relation to a child's safety.

Performance Measure: Of the assessments reviewed by the Administrative Review Division, the percent of safety assessments that were completed accurately, in accordance with State Rules as found in Staff Manual Volume 7.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				95%	95%
Actual:		46%	60%		

Performance Evaluation: The Administrative Review and Child Welfare Divisions review cases and have provided training and technical assistance as needed. Performance improved each month between August 2011 and June 2012, increasing accuracy rates from 44.1% to 80.6%.

Office of Children, Youth and Families
Division of Child Welfare
Timeliness of Assessment Closures

Strategy: Reports of child welfare abuse and neglect are assigned for investigation/assessment. Timely completion of assessments indicates Child Welfare is not unnecessarily lingering in a family's life, and that information regarding the assessment in the Child Welfare data system is up-to-date.

Performance Measure: The percent of assessments that are closed timely is calculated by dividing the number of assessments closed within 60 days of referral by the total number of completed assessments. (Differential Response cases are not included in the performance measure.)

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				90%	90%
Actual:		59.4%	61.2%		

*January – June 2011

Performance Evaluation: The Division is actively working to eliminate barriers to timely assessment closure, specifically managers holding staff more accountable, eliminating pre-existing backlog, and identifying county policy that conflicts with timely closures. A large number of assessments (36.9% of all assessments that exceeded 60 days) were closed between May and mid-September 2012.

Office of Children, Youth and Families
Division of Child Welfare
Legally Freed Youth Who Discharge to Permanency

Strategy: All children in child welfare cases where parental rights have been terminated deserve a permanent family. A child can achieve permanency through a variety of means, including adoption, kinship care and guardianship arrangements. If a child ages out of the Child Welfare system, that is considered a failure as they did not achieve permanency.

Performance Measure: The percentage of children discharged from foster care to a permanent home prior to their 18th birthday is calculated by dividing the number of children discharged to a permanent home by the total number of children legally free for adoption at the time of discharge.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				98%	98%
Actual:		93.8%	92.3%		

Performance Evaluation: The Division has identified 43 youth that will be turning 18 years old in SFY 2013 and has contacted counties of those identified youth to discuss permanency plans and offer support if needed. Some counties are using Permanency Round Tables as a means of finding permanent homes for youth. Between January and June 2012, the percentage increased from 86.7% to 92.3%, with a high of 96.8% achieved in March.

Office of Children, Youth and Families
Division of Youth Corrections
Youth Enrolled in Education Programs or Employed

Strategy: The mission of the Division of Youth Corrections is to protect, restore and improve public safety through a continuum of services and programs that effectively supervise juvenile offenders, promote offender accountability to victims and communities, and build skills and competencies of youth to become responsible citizens. Youth committed to the Division of Youth Corrections who are enrolled in educational programs or are employed have a greater likelihood of success once they return to the community.

Performance Measure: The number of youth who, at discharge, are enrolled in an education program or are employed, divided by the total number of youth who are discharged.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			70%	70%	70%
Actual:		59.6%	62.9%		

Performance Evaluation: In SFY 2011-12, performance ranged from 54% to 76%. In SFY 2010-11 and SFY 2011-12, the measure counted in its numerator those youth who were engaged only part-time in education or employment. Beginning SFY 2012-13, only full-time participation will be counted in the numerator.

Office of Children, Youth and Families
Division of Youth Corrections
Recidivism of Youth Committed to Residential Placements

Strategy: Comprehensive residential services for youth committed to the Division of Youth Corrections that effectively target risk of repeated criminal activity should result in a reduction in youth reoffending, and as a result being re-committed to Youth Corrections.

Performance Measure: The number of committed youth in residential placements who do not receive any new charges in a specified month divided by the total number of all committed youth in residential placement.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:		98%	98%	98%	98%
Actual:		99.5%	99.6%		

*January – June 2011

Performance Evaluation: The recidivism rate has remained above 99% each month since January 2011, and was at 100% in both May and June 2012.

Goal No. 3 –To assist the elderly and people with developmental disabilities to reach their maximum potential through increased independence, productivity and integration within the community.

Office of Long-Term Care
Regional Centers
Length of Stay from "Ready to Transition" to "Transition/Discharge"

Strategy: The Regional Centers are administered by the Division of Regional Center Operations and serve persons with developmental disabilities who have the most intensive needs. Reducing the length of stay from the time the resident is ready to transition, or be discharged, to the time the resident actually transitions or is discharged puts individuals on a path toward enhanced independence more quickly.

Performance Measure: For those residents that have discharged and were served through the Short-Term Treatment and Stabilization Model, performance will be measured by dividing the total number of days that passed from the time the resident was ready to transition to the time they actually did transition, by the number of residents that made the transition.

	FY 2009-10	FY 2010-11	FY 2011-12*	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			60	60	60
Actual:			76		

*April – Jun 2012

Performance Evaluation: This is a new performance measure with only three months of actual data collected through FY 2011-12, during which time a total of five residents transitioned from a Regional Center to a community placement. For those five residents, the range in the length of time that passed from when they were determined ready to transition to the time they discharged was from four days to 206 days. This will be an area of focus for the Division in the new fiscal year.

Office of Long-Term Care
State Veterans Nursing Homes
Reduction in Resident Falls

Strategy: Colorado's State Veterans Nursing Homes serve honorably discharged veterans, veterans' spouses/widows and "Gold-Star" parents (parents whose children died while serving in the Armed Forces). Nursing home residents have the right to receive safe, high-quality care, evidenced by a low number of resident falls.

Performance Measure: Performance is measured monthly by dividing the number of residents without falls by the total number of nursing home residents. The annual performance is the average of the 12 months. The benchmark of 88% is greater than the national average.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				88%	88%
Actual:		80%	81%		

*January – June 2011

Performance Evaluation: The State operates four Veterans Nursing Homes and measures performance for each. Some of the nursing homes perform well in this particular area, and are sharing their best practices with those homes that aren't performing as well. Staff are trained on best practices through meetings and webinars. Several interventions have been deployed with the intent of reducing the incidents of falls, including re-examining staffing patterns, filling vacant positions, increasing staff education regarding falls prevention tactics, and resident and family member education regarding falls safety.

Office of Long-Term Care
Aging and Adult Services
Timely Response to Adult Protection Inquiries

Strategy: Timely response to adult protection inquiries increases the safety of vulnerable adults.

Performance Measure: Responses to adult protection inquiries received at the county level are required to occur within defined time intervals, dependent on the urgency of the reported concern. Performance is measured by dividing the total number of responses by the number of responses made timely.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:		90%	90%	90%	90%
Actual:		73%	77%		

*January – June 2011

Performance Evaluation: In response to ongoing training and emphasis, performance improved significantly in the latter half of the SFY 2011-12, from 73.7% of timely responses in February, to 87.1% timely responses in June.

Office of Long-Term Care
Division of Aging and Adult Services
Timely Processing of Applications for Adult Financial Assistance

Strategy: Processing Old Age Pension and Aid to Needy Disabled benefit applications efficiently ensures eligible Coloradans have needed access to resources that increase their economic security.

Performance Measure: Old Age Pension and Aid to Needy Disabled applications are to be processed within 45 days and 60 days, respectively. The monthly percentage of applications processed timely will be calculated by dividing the number of applications processed within the prescribed timelines by the total number of applications received. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			95%	95%	95%
Actual:		86.6%	89.6%		

*January – June 2011 data

Performance Evaluation: The Division has worked closely with the Colorado Works and Food Assistance Divisions to determine which strategies might be deployed with counties in the management of adult financial case applications. Division staff have focused on the 10 large counties, where more than 80% of the caseload resides, learning from those that are high performers and sharing techniques proven to be effective with those counties that are falling short of the goal. Steady improvement was seen in the latter part of the SFY 2011-12, with 93.5% of applications being processed timely in both April and June 2012.

Office of Long-Term Care
Division of Developmental Disabilities
Participants Receiving Supported Employment

Strategy: People with developmental disabilities gain greater independence and increase their daily living skills when employed.

Performance Measure: The number of clients receiving supported employment divided by the number of clients receiving day services.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:		23%	23%	23%	23%
Actual:	21.5%	20.8%	20.6%		

*January – June 2011

Performance Evaluation: Between January 2011 and June 2012, there was very little change in the measure, with a low of 19.5% in February 2012 and a high of 21.4% in September 2011. Roughly 6,200 individuals receive day services each month.

Goal No. 4 – To promote quality and effective behavioral health practices to strengthen the health, resiliency and recovery of Coloradans.

Office of Behavioral Health
Division of Mental Health Institutes
Length of Time to Receive a Competency Examination

Strategy: The Colorado Mental Health Institute at Pueblo (CMHIP) provides evaluations of competency to stand trial for individuals referred for evaluation by the state's courts. Individuals in county jails with a serious mental illness, requiring an evaluation of their competency to stand trial, should be provided treatment as quickly as possible.

Performance Measure: The percentage of patients in need of competency exam whose wait time is more than 28 days. Performance is measured by dividing the number of all patients, each month, who waited more than 28 days to be admitted to CMHIP for a competency exam by the total number of patients admitted to CMHIP for a competency exam. The annual measure is the average of all twelve months in the fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				0%	0%
Actual:		73.3%	58.7%		

Performance Evaluation: A total of five LEAN Rapid Improvement Events, focusing on admission, evaluation and discharge processes, were held to reduce competency evaluation and restoration length of stay. As a result, the department has dropped from nearly 97% of all individuals waiting longer than 28 days to be admitted for a competency exam in July 2011, to fewer than 3% waiting longer than 28 days in June 2012.

Office of Behavioral Health
Division of Behavioral Health
Reduction in Mental Health Symptom Severity

Strategy: The Division of Behavioral Health is primarily responsible for public mental health services delivered by community mental health agencies. People who enter mental health treatment should expect to improve as a result of their hospitalization.

Performance Measure: The percent of persons with reduced mental health symptoms in mental health treatment as measured by the number of persons with lesser symptom severity at follow-up, divided by the number of discharged persons receiving mental health treatment with significantly severe symptoms.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:				71.7%	71.7%
Actual:		53.3%	52.6%		

Performance Evaluation: The highest performing 10% of providers have been used to set the benchmark, and examined to determine best practices. The lowest performing 25% have been asked to provide performance improvement plans.

Office of Behavioral Health

Division of Behavioral Health

Timely Discharge of Civil Patients in Mental Health Institutes

Strategy: Civil patients in the State Mental Health Institutes should be served in the least restrictive setting available to meet their needs, including in the community.

Performance Measure: The percentage of all civil patients in the two Mental Health Institutes that are ready for discharge but have experienced barriers.

	FY 2009-10	FY 2010-11	FY 2011-12*	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			5%	5%	5%
Actual:			22.7%		

*May – June 2011

Performance Evaluation: The Department began measuring performance in this area in May 2012, and has begun to develop strategies to reduce the barriers. Through the first two months of measuring, not discernible trend has emerged.

Goal No. 5 – To achieve kindergarten readiness and educational success for Colorado children by providing high-quality, coordinated, collaborated programs for families and children.

Office of Early Childhood
Division of Early Child and Learning
Payments to Providers through CHATS POS System

Strategy: Child care providers can deliver more consistent care to children with more consistent payments. The state child care provider network began using point of sale (POS) devices to record the daily accessing of child care services by eligible families of the Colorado Child Care Assistance Program (CCCAP) in 2010. The recording of transactions through the use of POS devices increases the likelihood of providers being paid accurately and timely.

Performance Measure: The C CCAP payments made manually by the total amount of all CCAP payments issued to providers.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			3%	3%	3%
Actual:		20.1%	17.5%		

*January – June 2011

Performance Evaluation: The State implemented a significant upgrade to case management and payments system, CHATS, utilized by counties to reimburse child care centers and homes that provide care to children in the CCCAP Program. Counties and providers were encouraged to use the POS devices, which provides better assurance of the accuracy of the payments made to the child care providers. Counties also have the capability of making manual CCCAP payments outside of what is recorded through the POS devices, either by recording within payments on a child and unit-of-service basis (referred to as "manual sub-payment") or by simply posting the amount due to a child care provider in a lump sum amount calculated and recorded outside of CHATS altogether (referred to as "manual non-sup payments"). The Division has utilized a two-phase approach, working with counties to provide training and technical assistance to first reduce the use of manual non-sub payments, and then to focus more on the manual sub-

payments. Significant progress was made in the latter half of SFY 2011-12, with the percent of manual payments being reduced from 22.7% to 13.4%, and manual non-sub payments being reduced from 8.2% to 2.1%.

Office of Early Childhood
Division of Community and Family Supports
Early Intervention Services

Strategy: Early Intervention Services provide infants and toddlers from birth through age two, and their families, with services and supports to enhance child development in the areas of cognition, speech, communication, physical development, motor development, vision, hearing, social-and emotional development, self-help skills, parent-child interaction, and early identification, screening and assessment services. Infants and toddlers that progress early in life have a greater likelihood of long term success.

Performance Measure: The percentage of infants and toddlers with growth in skills will be measured by dividing the number of participants with a substantial increase in their rate of growth at exit from early intervention services, by the total number of participants exiting. (Note: In July 2011, the Division of Developmental Disabilities began using a new instrument for measuring progress of Early Intervention participants.) This is a measure of children who improved and either were near or achieved age level.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14
	Actual	Actual	Actual	Approp	Request
Benchmark:			69%	69%	69%
Actual:		68.7%	65.6%		

*January – June 2011

Performance Evaluation: In the latter half of SFY 2011-12, all children indicated some level of improvement, with five of the six months having between 79% and 81% of the children demonstrating growth to near or at age level.

ADDENDUM

Strategic Initiatives

The following two strategic initiatives were included in the Department's 2012-13 strategic plan, and are considered to be sufficiently in process to no longer include in the 2013-14 strategic plan.

- A frequent expressed concern the Department received through its outreach efforts in developing the strategic plan was the volume and complexity of the regulations and requirements placed on partner agencies and consumers alike. In response, and in alignment with statewide Real Colorado efforts, the Department has undergone a comprehensive review of its rules. Based on these efforts, the Department will prepare for repeal 20% of its current rules, and amendments to an additional 49% percent of the rules to make them current. The Department will review all of the agency letters it issues to counties. Additionally, CDHS is reviewing its rules with those of the Department of Health Care Policy and Financing and the Department of Public Health and Environment to assure that they are in alignment and not in conflict with one another. The three departments will also be working together to better coordinate and align their audits of counties and sub-recipient entities, and their reviews of case records in the counties, to assure that duplication of effort is avoided.
    - **2011 Plan Update**: Working with the State Board of Human Services, County Departments and advocates, by June 2012, the Department had rescinded 846 rules deemed to be unnecessary, and is well on its way to revising 2,116 more by December 31, 2013.
- Coloradans expect greater accountability and transparency from the Department of Human Services. To address this expectation, the Department will implement a "Stat" strategy through which director level staff will use various real-time data indicators from all programs under authority of the Department to place ongoing focus on meaningful outcomes. The intent of the strategy is multi-fold:
    1. To increase accountability for achieving the outcomes sought;
    2. To detect early and respond rapidly to concerning trends;
    3. To continuously improve the quality of services; and
    4. To identify areas of need for completing research into best practices.
    - **2011 Plan Update**: The Department implemented its C-Stat Program in January 2012. Each major program in the Department, whether administered at the county level, through community-based providers, or directly by the Department, is encompassed within the scope of C-Stat. The Department released its inaugural C-Stat report, which

is posted on the Department's website, and will release quarterly reports to ensure public accountability for the results of the Department's programs. Four County Departments are currently in the development stages or have already implemented "Stat" strategies of their own, in many instances adopting the same performance goals as used by the Department.

In January 2012, the Department implemented its Performance Management process, C-Stat, through which a large number of performance measures are regularly reviewed against benchmarks, with action plans taken in areas where performance lags the performance levels pursued. The Department has identified those measures that have the most meaningful impacts to those we serve, either directly, or through County Departments and other partner agencies. A number of the performance measures included in the Department's FY 2012-13 Strategic Plan have been carried forward in the C-Stat environment, and are reflected in the SFY 2013-14 Strategic Plan. Other performance measures in the SFY 2012-13 Strategic Plan that are also in the C-Stat environment have not been carried forward in the SFY 2013-14 Strategic Plan, as they are not reflective of the primary focus of the department. Those measures, and their updated results, appear in the following section. Additionally, there were a number of measures included in the SFY 2012-13 Strategic Plan that, for a number of reasons, were not adopted for inclusion in C-Stat. Those, too, appear in the following section, and are annotated as such in the Performance Evaluation sections associated with each measure.

Office of Economic Security
Division of Colorado Works
Increase in Employment Earnings

Strategy:
Increase by 3% the percentage of people enrolled in the Colorado Works Program who have employment earnings.

Performance Measure:
The percentage of Colorado Works participants eligible to be working who are receiving employment earnings will increase by 3%.

	FY 2008-2009	FY 2009-2010	FY 2010-2011*	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Approp	Request
Benchmark:					3% Increase
Actual:			40.8%	48.1%	

* January – June 2011

Evaluation Methodology: The Colorado Works Program extracts this information from the Colorado Benefits Management System, CBMS. There are some concerns about the integrity of the data, which is not universally updated in CBMS. The Department is working with Counties to address this issue.

Office of Economic Security
Low Income Energy Assistance Program
Increase Participation in Program

Strategy:

To increase efficiency of delivery benefits, the Low Income Energy Assistance Program (LEAP) will develop an on-line access to its application system within two years.

Performance Measure:
The number of eligible households receiving energy assistance will increase by 5%.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Approp	Request
Benchmark:					33%
Actual:			28%	29.6%	

Evaluation Methodology:
The total number of energy assistance households will be derived from the American Community Survey (ACS) data. The current LEAP data system generates weekly reports of the number of households served. The Department revised its goal to 30% through the C-Stat process.

Office of Children, Youth and Families
Division of Child Welfare
Accuracy of Safety Assessments

Strategy:
Improve the quality of the safety assessments completed in response to reports of suspected child maltreatment. The United States Department of Health and Human Services, Administration for Children and Families, has set substantial compliance at 95%, which states are to incrementally achieve through negotiations associated with their performance improvement plan.

Performance Measure:
Percentage of time the safety assessment process was completed accurately, in accordance with State Rules as found in Staff Manual Volume 7.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Actual	Projection
Benchmark:					95%
Actual:			46%	69.7%	

Evaluation Methodology:
Administrative Review Division Data from the Assessment Evaluation will be utilized. Significant progress was made during the fiscal year. In July 2011, 45.1% of cases reviewed were found to have accurately completed safety assessment. Comparatively, in July 2012, the accuracy rate had improved to 80.6%.

Office of Children, Youth and Families
Division of Child Welfare
Reduction the Length of Stay in Out-of-home Placement

Strategy:
Involve families and youth in the Interagency Oversight Groups, which are the groups that oversee the Collaborative Management Programs (24-1.9 C.R.S) operating in some of the county departments. Family voice and choice in case planning is highly correlated with positive case outcomes.

Performance Measure:
Decrease the average number of days per year (length of stay) a child (13-21 years of age) in care stays in out-of-home placement from FFY 2011-12 to FFY 2012-13.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Actual	Projected
Benchmark:					212.8 Days
Actual: *	155 days	146 days	144 days	138 days	

* Data was only available in the aggregate for all children placed out of home.

Evaluation Methodology:
Trails data was used for measuring. AFCARS, the Federal Adoption and Foster Care Analysis Reporting System, was intended to be used for this purpose, but was determined to be a more accurate source. This measure is not being reviewed in the C-Stat environment. A number of permanency and safety measures have been adopted that better reflect the performance outcomes desired.

Office of Children, Youth and Families
Division of Child Welfare
Safety of Children in Open Cases

Strategy:
Collaboratively design, develop, implement and evaluate a state- and county-wide consensus-based child welfare best practice model by June 2015. The model will improve child and family outcomes. This strategy includes not only county input, but also other key stakeholder input, including other state agencies, service providers, children, families, etc.

Performance Measure:
A compliance rate of 82.1% will be achieved for the CFSR (Child and Family Services Review) safety measure associated with protecting children and preventing removal or re-entry.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Actual	Projection
Benchmark:					82.1%
Actual:			81.2%	82.9%	

Evaluation Methodology:
Administrative Review Division data measuring protection of children and prevention of removal or re-entry. This measure is not being reviewed in the C-Stat environment. A number of permanency and safety measures have been adopted that better reflect the performance outcomes desired.

Office of Behavioral Health
Division of Behavioral Health
Referrals to Treatment

Strategy:

The Division will develop a web-based, data dashboard that illustrates accurate and timely statewide behavioral health treatment information. The behavioral health data dashboard will be designed for both internal and external stakeholders in a user-friendly format to track trends and drive programmatic and policy decision-making. The data dashboard will be built in several phases: Phase 1 will include improved provider information and make standard behavioral health screening tools available to external stakeholders; Phase 2 will publish statewide demographic data on consumers (non-identifying data) receiving substance use treatment services; and Phase 3 will include statewide data on the performance of substance use disorder treatment agencies. The dashboard will encourage engagement in behavioral health services and making informed choices regarding the selection of providers.

Performance Measure:
By providing consumers and stakeholders with tools and agency performance indicators, DBH will increase referrals into treatment by self, family or other health care providers by 2% each year.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Approp	Request
Benchmark:				7,155	7,298
Actual:	7,138	7,134	6,775	7,991	

Evaluation Methodology:
The actual increase was 14%, or well over the original goal. This measure is not being reviewed in the C-Stat environment. Other measures found to be a better reflection of the effectiveness of Behavioral Health services, including the effectiveness of treatment services and timeliness to service access, are included in C-Stat.

Case Reviews

Strategy:

The Department of Human Services and Department of Health Care Policy and Financing conduct case reviews of county departments of human services. The programs that are reviewed include Food Assistance, Medicaid, Colorado Works, LEAP, Adult Protection, Adult Financial, and Child Support Enforcement. There currently is no coordination between programs and departments in the conducting of the reviews, which causes additional workload to counties' operations. Neither is there any exchange of information between the programs following their reviews which, if in place, would allow for common observations occurring across programs to be noted and addressed. To address this, the two state departments will establish a Case Review Oversight Committee to reduce the total number of cases reviewed by conducting multiple program reviews of single cases; developing common review strategies; and regularly reporting out on findings.

Performance Measure:

The total number of cases reviewed while still meeting audit sampling requirements will be reduced by 5%.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Approp	Request
Benchmark:					5% reduction
Actual:					

Evaluation Methodology:

This measure is not being reviewed in the C-Stat environment. Other measures more reflective of practice, such as timely access to benefits, and payment accuracy, are being measured and reviewed monthly.

Office of Early Childhood
Division of Division of Early Child and Learning
Reduction in CHATS Helpdesk Tickets

Strategy:

The Division of Child Care implemented a new automated statewide case management and payroll system (CHATS) as of April 30, 2011. In the ongoing maintenance, support, and new development work of CHATS, the Division will need to prioritize the helpdesk tickets and change requests that are generated by State and county end users in order to fully maximize the Office of Information Technology support staff to the system. To address this, the Division will form a CHATS Change Management Task Group consisting of county members appointed by county directors and State representation of CCCAP, Colorado Works, Criminal Background Check Unit, and IT staff.

Performance Measure:
CHATS Helpdesk tickets and Change Request will be reduced by 20%.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
	Actual	Actual	Actual	Approp	Request
Benchmark:					20% reduction
Actual:					

Evaluation Methodology:
The number of outstanding tickets varies over time. As of September 2011, there were 329 open tickets. The number had increased to 565 by June 2012. This measure is not being reviewed in the C-Stat environment. Other measures more appropriate to performance have instead been adopted, including ones related to child care payment accuracy and quality child care settings.