



COLORADO

Department of Human Services

2019-20 Performance Plan

We are the people who help people.



Table of Contents

- Mission 3
- Vision..... 3
- Values..... 3
- Overview 3
- Senior Executive Team 4
- Management Offices..... 5
- Administrative Solutions..... 6
- Office of Behavioral Health..... 9
- Office of Children, Youth and Families 11
- Office of Community Access and Independence 14
- Office of Early Childhood 17
- Office of Economic Security 18
- Strategic Planning Process 22
- Performance Management Approach 23
- Wildly Important Priorities 24
- Strategic Policy Initiatives 25
- Wildly Important Goals 25
- Performance Measures..... 27

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 to 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.

Overview

The Colorado Department of Human Services (the Department) collaborates with partners in State and county governments, nonprofits, and others to design and deliver high-quality health and human services that improve the safety, independence, and well-being of the people of Colorado.

Specifically, the Department assists struggling Colorado families who need food, cash, and energy assistance; families in need of safe and affordable child care; children at risk of abuse or neglect; provides care and services to individuals with developmental disabilities; youth who have violated the law and need structure and guidance to grow into responsible and compassionate adults; Coloradans who need effective treatment for mental illness or substance abuse issues; and families who need resources to care for their elderly parents and for Colorado's war heroes. The Department's staff is committed to providing the right services to the right people in the right setting at the right time.

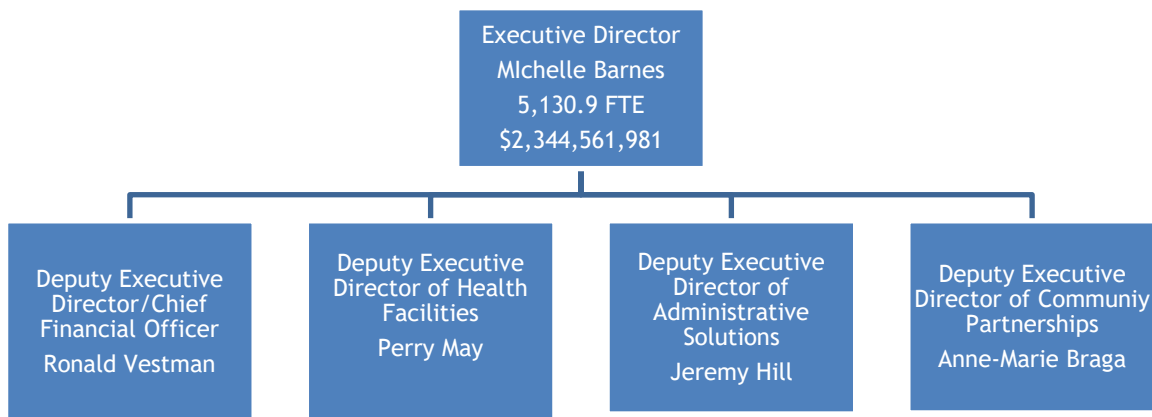
The Department is a complex organization with a variety of statutory responsibilities. The Department's FY 2019-20 appropriated operating budget is \$2,344,561,981 total funds

(\$1,043,299,934 in General Fund) and 5,130.9 Full Time Equivalent (FTE) staff. In addition to managing State-funded programs, the Department also administers and provides oversight for a variety of federally-funded programs. Additional information on the Department’s management structure and individual programs is as follows.

5,130.9	Total FTE
\$2,344,561,981	Total funds
\$1,043,299,934	General Funds
\$440,007,083	Cash Funds
\$214,232,110	Re-appropriated Funds
\$647,022,854	Federal Funds

Senior Executive Team

The Department is comprised of 4 Deputy Executive Directors operating as senior executives reporting directly to the Executive Director. The Deputy Executive Director team is tasked with executing the vision and directives set forth by Executive Director, and providing senior leadership over the Department’s five main management Offices.



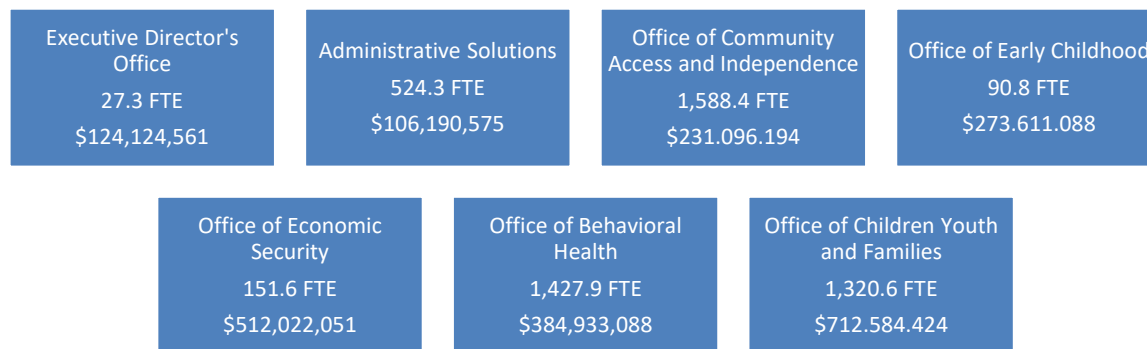
Deputy Executive Director – Chief Financial Officer. A new role created to bring a new strategic focus to the Department’s budget management processes, the CFO is responsible for management and oversight of our \$2.2 billion budget and management of the Division of Budget and Policy and the Division of Financial Services.

Deputy Executive Director of Health Facilities. A new role created to enhance leadership and coordination amongst all of the Department’s 24/7 facilities, the Deputy Executive Director for Health Facilities will provide senior leadership over the Division of Youth Services, Veteran’s Community Living Centers, Mental Health Institutes, and Regional Centers.

Deputy Executive Director of Community Partnerships. The Deputy Executive Director of Community Partnerships is responsible for operational oversight of the external entities and agencies with whom the Department contracts and partners. This role provides senior leadership for the Office of Children, Youth and Families; Office of Economic Security; Office of Early Childhood; Aging and Adult Services Division; Office of Behavioral Health Community Programs; County Services; and Client Services/Controlled Correspondence.

Deputy Executive Director of Administrative Solutions. A newly created role at the senior executive level, the Deputy Executive Director of Administrative Solutions is responsible for the management of the administrative functions of CDHS and is comprised of Human Resources, Facilities Management, Performance and Strategic Outcomes, Business Technology, Emergency Management, Legal and Communication.

Management Offices



Beyond the Senior Executive Team highlighted above, and the Executive Director’s Office, the Department is split into five management offices each led by an office Director, plus the core functions of the Administrative Solutions team (which is a direct report to the Executive Director, operating at

the Deputy Executive Director level). The intent of these six teams (i.e., five management offices and Administrative Solutions) is to provide a leadership structure that enables and facilitates a cross system approach to the human services programs in Colorado. These six teams are:

1. Administrative Solutions
2. Office of Behavioral Health
3. Office of Children, Youth and Families
4. Office of Community Access and Independence
5. Office of Early Childhood
6. Office of Economic Security

Administrative Solutions

Administrative Solutions (AS) is responsible for the administrative functions necessary to support the Department's programmatic operations.

The wide array of services AS provides includes: emergency planning and response, workers' compensation administration, building maintenance, long-range infrastructure and capital asset planning, human resources, audit, quality assurance, performance management, and coordinating technology needs with the Governor's Office of Information Technology (OIT).

AS is overseen by the Director of AS and is comprised of Communications, Facilities Management, Human Resources (HR), the Business Technology Unit (BTU), Audit, Quality Insurance and Quality Improvement (QAQI), Performance Management, and Legal teams.

Communications

Working with the Executive Director's Office and the Office of Legislative Affairs and Communication, this team works with the entire Department of Human Services, primarily through each office's Communication Managers or Liaisons, to create the most effective and accurate communications within and outside of CDHS. Each CDHS Office has its own communications manager/liaison who is part of the CDHS Communications Team. These individuals are responsible for ensuring their respective offices' programs are communicated to both external and internal audiences. They also serve as the primary communications point of contact for employees within each of the offices where they sit. All employees should feel free to contact their liaison if they have a news story they'd like to share (e.g., co-workers' accomplishments, a new division program, a special event, etc.).

Facilities Management (DFM)

Facilities Management manages, operates and supports all of the Department's physical properties including general office space, the Mental Health Institutes, Regional Centers, Veterans Community Living Centers and Youth Services centers.

The three geographically dispersed regional districts, North, South and Western, provide maintenance of buildings and grounds including routine and emergency repairs and custodial and laundry/linen services.

Facilities Management also manages capital construction and controlled maintenance projects, utilities management, vehicle fleet management, building space leasing allocation and facilities planning services.

Human Resources (HR)

Human Resources performs all activities related to the Department's human resources functions including compliance with State Personnel Board rules, recruitment and hiring, professional development, employee benefits, performance and discipline, risk management and civil rights.

The HR team delivers services to the Department's offices and divisions through a dedicated HR Business Partner (HRBP) in collaboration with HR Centers of Excellence (COE) which includes Talent Acquisition (TA), Learning and Development (L&D), Human Resource (HR) Operations, Risk Management (RM) and Civil Rights.

The TA team is responsible for recruitment and hiring. The L&D team is responsible for professional development and performance management. HR Operations manages routine and day-to-day administrative functions. The RM team ensures compliance with state and federal laws regarding Workers' Compensation and the Americans with Disabilities Act. The Civil Rights division is responsible for investigations involving Equal Employment Opportunity Commission and the Colorado Civil Rights Division and background checks for employees who will have direct contact with vulnerable persons who receive services from the Department.

Business Technology Unit (BTU)

The Business Technology Unit provides strategic planning and operational support for the Department's technology needs. The BTU is the Department's liaison to the Governor's Office of Information Technology (OIT) and provides oversight for OIT programs benefiting the Department.

The BTU is responsible for ensuring consistent and appropriate delivery of routine technology services from OIT such as desk side support, hardware and access control. This includes managing information technology services that serve the entire agency like Enterprise Content Management and Incident Tracking.

The BTU also serves as the main point of contact for individual projects involving technology solutions, resources and needs. This may include business analysis guidance to Department Offices to capture, analyze, refine and document unmet business technology needs that may result in refining an existing project or initiating new projects or leveraging new technologies.

Additionally, the BTU provides guidance to programs for State and federally mandated security and privacy regulations including those that relate to health information under the Health Insurance Portability and Accountability Act (HIPAA).

Audit

The Audit team is an independent resource that knows the overall business of the Department and adds value to the Department by conducting audits, analysis, and consulting services. The Audit team reviews the internal controls and policies and procedures of programs, subrecipients, and contractors; analyzes compliance with federal and State grant/contract provisions; provides a deterrent against waste, fraud, and abuse of federal and State funds; and provides training and technical assistance, as needed, to ensure the appropriate expenditure of federal and State funds. The Audit team also is responsible for parts of the Department's federally-mandated subrecipient monitoring to ensure that federal funds are used for allowable purposes.

Quality Assurance and Quality Improvement

Quality Assurance and Quality Improvement (QA/QI) conducts quality assurance and informs quality improvement efforts for programs across the Department. They provide QA/QI functions for County-administered public assistance programs, including: the Supplemental Nutrition Assistance Program (SNAP), Colorado Child Care Assistance Program (CCCAP), Low-Income Energy Assistance Program (LEAP), Adult Financial (AF), Colorado Works (CW), and Child Support Services (CSS). QA/QI is also responsible for QA/QI functions related to the Department's 24/7 facilities – Division of Youth Services, Regional Centers, Mental Health Institutes, and State Veterans Community Living Centers.

QA/QI also includes the Administrative Review Team that is responsible for the independent third party review system that facilitates reviews of child welfare cases mandated by federal requirements, foster care programs, child maltreatment reports, instances of egregious child abuse and neglect; near fatalities, and child fatalities, the Statewide child abuse hotline, and manages the appeal and dispute review process for founded allegations of child abuse and neglect.

In addition, the QA/QI team established the review and appeals process for Adult Protective Services. This unit provides independent third party review of counties adult protective services. Along with the development of a new review instrument, hiring and development of reviewers and introduction of the new process, a unit to manage the appeal and dispute review process for founded allegations of adult abuse and neglect was also created.

Performance Management

The Performance Management team is comprised of three units: C-Stat, County C-Stat, and Research & Evaluation.

C-Stat is a performance management strategy that allows CDHS programs to better focus on and improve performance outcomes. By identifying areas of focus, CDHS determines what is working and what needs improvement. By measuring the impact of day-to-day efforts, we are able to make more informed, collaborative decisions to align our efforts and resources to affect positive change.

County C-Stat provides counties with services and resources to assist in performance improvement efforts on the human services program that counties deliver. Services include access to monthly performance reports and dashboards, peer-to-peer exchanges on effective county practices, and other products that establish connections between four CDHS Offices and six Divisions and sixty-four counties.

Chief Legal Director

The Chief Legal Director is responsible for overseeing the legal functions of the department and partnering with the Attorney General's office on legal strategy. This role oversees disputes between employees and the State Personnel Board, the Department's HIPAA compliance program, and the Office of Appeals.

Office of Behavioral Health

The Office of Behavioral Health (OBH) is responsible for developing and implementing the statewide plan for a comprehensive behavioral health care system, policy development, service provision and coordination, program monitoring and evaluation and administrative oversight of the public behavioral health system in the State of Colorado. OBH includes the Division of Community Behavioral Health, consisting of mental health and substance use community programs, and the Division of Mental Health Institutes, consisting of two Colorado Mental Health Institutes and Forensic Services. Both divisions are supported by the Strategy, Communications, and Policy team, and their respective Finance and Data and Evaluation teams.

Division of Community Behavioral Health

Colorado's public behavioral health services are purchased primarily by two departments: the Colorado Department of Human Services (CDHS) and the Department of Health Care Policy and Financing (HCPF). The Division of Community Behavioral Health oversees community services to Colorado's non-Medicaid eligible population (i.e., the medically indigent), which are provided by the community-based mental health and substance use programs. Services to the Medicaid-eligible population are provided predominantly through the State's Medicaid program administered by HCPF.

The OBH is designated (by the federal government) as the State Mental Health Authority and the Single State Agency (SSA) for Substance Abuse Services. The Office of Behavioral Health provides prevention/early-intervention, treatment and recovery services (i.e., services generally not covered by

health insurance) in the areas of mental health and substance use. The Division of Community Behavioral Health provides leadership and oversight specifically for the public community behavioral health system. This includes overseeing development of State policies, standards, rules and regulations; planning, contracting and allocation of State resources; program and contract monitoring; technical assistance; program evaluation and outcome measurement; as well as the development and maintenance of management information systems to support and enhance the provision of high-quality behavioral health care.

Division of Mental Health Institutes

The OBH administers and oversees the two Colorado Mental Health Institutes at Pueblo and at Fort Logan. The Mental Health Institutes provide comprehensive psychiatric, psychological, rehabilitation and therapeutic care to individuals with serious mental illness. The Institutes serve as the State's "safety net" provider for inpatient psychiatric services, predominately treating the indigent, as well as Medicaid-eligible and Medicare-eligible citizens. Typically, these individuals are referred for admission by the community mental health centers, county departments of human and social services and the Department's Division of Youth Services. In addition, the Colorado Mental Health Institute at Pueblo (CMHIP) serves individuals with pending criminal charges who require evaluations of competency and restoration to competency if appropriate, sanity and mental condition, and individuals found to be not guilty by reason of insanity. The Institutes work collaboratively with community agencies and community mental health centers to: assess the appropriateness for civil patient admission; coordinate benefits and payment sources; prepare discharge plans; secure placement in the community once inpatient psychiatric care is no longer needed; or if competent, return to jail to continue with court proceedings.

The Colorado Mental Health Institute at Fort Logan (CMHIFL) operates 94 inpatient psychiatric beds within four treatment teams, focused on services for civilly-committed adults. The Colorado Mental Health Institute at Pueblo (CMHIP) operates 455 beds within four treatment programs: Admissions, Cognitive-Behavioral, Psycho-Social, and Competency Restoration (Forensics). The Admissions, Cognitive-Behavioral and Psycho-Social programs serve both forensic and civilly-committed patients, according to their treatment and security requirements. One Cognitive-Behavioral unit serves adolescent patients and two Psycho-Social units serve geriatric patients. The Competency Restoration program primarily serves individuals who have been forensically committed as incompetent to proceed to trial.

The Forensic Services program within the Division of Mental Health Institutes provides services for individuals involved in the criminal justice or juvenile justice systems due to legal charges in which

competency, sanity or mental condition has been raised by the court. Forensics Services consists of four programs:

1. The Jail-Based Evaluation and Restoration Program serves as the State's only program to provide jail-based competency restoration services for individuals found incompetent to proceed and ordered to undergo restoration of competency treatment. The program additionally responds to court orders for the evaluation of competency.
2. The Outpatient Restoration Program serves adults and juveniles involved in the justice system who were found, by the court, incompetent to proceed and ordered to outpatient restoration in or near their community.
3. Forensic Community Based Services (FCBS) is an outpatient program responsible for providing clinical and case management services for persons adjudicated Not Guilty by Reason of Insanity (NGRI) who are transitioning into a community-based outpatient setting.
4. The Court Services Department is responsible for responding to court-ordered evaluations of competency to proceed, sanity, mental condition, and restoration of competency.

Office of Children, Youth and Families

The Office of Children, Youth, and Families (OCYF) is responsible for the design and delivery of high-quality health and human services that improve the safety, independence, and well-being of Colorado's children, youth and families.

The OCYF houses two divisions and several programs; the Division of Child Welfare, the Division of Youth Services and the Domestic Violence Program, as well as the Colorado Juvenile Parole Board and the Medical Oversight Committee. Each is uniquely organized and pursues defined goals to best collaborate with community partners to achieve a shared vision for Colorado's children, youth and families. The Office is responsible for the coordination of quality and effective services for Colorado's most vulnerable children, youth and their families.

Division of Child Welfare (DCW)

The Division of Child Welfare partners with counties, placement agencies, and community stakeholders to empower and support communities to ensure the safety, permanency, and well-being of children, youth, and families with a vision of creating a safe Colorado where all children, youth, and families thrive.

The Division of Child Welfare primarily focuses on the needs of Colorado's at-risk, abused and neglected children and youth and their families through state supervised and county administered (64 counties) prevention and intervention work. The Division of Child Welfare oversees statewide child

welfare practice, provides policy direction, and provides 80% of the funding for services. Counties contribute approximately 20% of the funding through local revenues.

Child welfare services are designed to strengthen the ability of the family to protect and care for their own children, minimize harm to children and youth, and ensure timely permanency planning. Services stabilize the family situation and strengthen the family's capacity to care for their children. When safety is not possible within the family, services focus on the child's need for a stable, permanent home as quickly as possible.

The state supervised, county administered system's success is dependent on the collaborative relationship between the state and counties. The Division of Child Welfare has taken extensive steps to include its county partners in strengthening and enhancing Colorado's child welfare system. This is evident in the formation of numerous task groups and committees in which state and county staff, along with community partners, collectively develop policy, minimum practice expectations, and innovative practice initiatives. Counties are charged with carrying out the practice of child welfare and administering direct services to children and families.

Division of Youth Services (DYS)

The mission of the Division of Youth Services is to protect, restore and improve public safety utilizing a continuum of care that provides effective supervision, promotes accountability to victims, and communities and helps youth lead constructive lives through positive youth development.

The Division of Youth Services is responsible for the management and oversight of ten State-operated and one privately contracted secure residential facility, parole program services, and community alternative programs. These all serve and treat youth 10-20 years of age who have demonstrated delinquent behavior.

There are two major service continuums within the DYS system: 1) the detention continuum, which consists of community-based detention services delivered through the 22 judicial districts and 327 detention beds located mainly in eight secure State-operated facilities, as well as in community-based, privately operated staff secure detention programs; and 2) the commitment continuum, which consists of assessment and residential care for committed youth provided in both secure State-operated and community-based privately-operated residential programs. The detention continuum serves pre-adjudicated youth, while the commitment continuum serves youth who have been adjudicated and are placed by the courts in the legal custody of the Department of Human Services.

For FY 2017-18, DYS served an average daily population (ADP) of 262.8 detained youth, 646.7 committed youth and 209.6 paroled youth. For FY 2018-19 (through March 2019), DYS served an average daily population (ADP) of 252.8 detained youth, 588.5 committed youth and 215.8 paroled youth.

Domestic Violence Program (DVP)

The Domestic Violence Program (DVP) is dedicated to funding and sustaining community-based domestic violence crisis centers across the State. DVP funding ensures that services for survivors of domestic violence and their children are readily available throughout Colorado's diverse communities. Programs funded by DVP offer crisis intervention through 24-hour hotlines, advocacy, support groups, emergency shelter, community education, and other supportive services for survivors and their children. DVP is responsible for monitoring funded programs to ensure that services and programs are in compliance with State Standards and Federal Rules. In addition to serving as a funding administrator, DVP is responsible for working collaboratively and developing partnerships with State entities, counties, and community stakeholders to address domestic violence policy and legislative initiatives. DVP staff provides technical assistance, training, and consultation to State programs, counties, and others. DVP strives to continually seek ways to improve services and educate the general populace about domestic violence.

Juvenile Parole Board

The Juvenile Parole Board (JPB) is a statutorily mandated nine-member entity responsible for parole decisions for adjudicated juveniles committed to the DYS. In Colorado, committed youth under twenty-one years of age and released from the custody of DYS, are required to serve a minimum of six-months under DYS parole supervision. The JPB is authorized to grant, deny, modify, revoke or suspend parole for youth released from the custody of DYS. Members of the Board represent varied professions, cultures and communities from across the State. The Juvenile Parole Board members are charged with utilizing specific criteria, professional expertise and knowledge of their respective communities when determining parole hearing decisions based on the parole plan and hearing testimony. These decisions must be made in the best interests of public safety, the juvenile and the victim when reintegrating the juvenile into the community.

Pursuant to Section 19-2-206 (6), C.R.S. (2017), the Department is responsible for providing support for the JPB. The work unit consists of a statutorily mandated Administrator and professional staff who provide high level technical and professional support to the JPB in the tracking, review and conduct of juvenile parole hearings, and coordination with client managers/parole officers and administrators in the Division of Youth Services. The JPB is also responsible for ensuring the victims of crimes against persons, as defined by the Colorado Victim Rights Amendment, are provided their statutory and constitutional rights.

Medical Oversight Team

The Medical Oversight Team was a legislatively mandated initiative, following an independent medical audit in 2014. The team consists of three subject matter experts with the Quality Assurance team that conduct medical compliance reviews on an annual basis for the 10 state Division of Youth Services

(DYS) facilities, as well as two contract programs (Ridgeview and Jefferson Hills). Quarterly monitoring of each facility for action plan compliance is completed either on site or remotely and policies and standards are created and/or revised annually by our team.

The Medical Oversight Team helps to prepare clinics for and is on site at the DYS facilities for the National Commission of Correctional Health Care (NCCHC) accreditation survey. To date 6 of the 10 DYS facilities are accredited; nationally, less than 5% of juvenile correction facilities reach this accreditation. This achievement is a direct result of the formation, performance of the Medical Oversight Team and their support of our facility clinics.

Chronic care data is received monthly from each facility, then compiled and reviewed for accuracy. 13 in-depth reports are submitted monthly to the medical director and medical operations coordinator for feedback. The team reviews critical incident reports for medical implications and monthly medication errors per facility. Medical Oversight also follows DYS critical events, confirming appropriate medical treatment was given.

The team is always available to provide technical assistance for new medical standards, policy and for questions about DYS's new electronic health record program, Fusion. The team prepares various independent chart audits confirming standards are being kept and gather data to compile compliance percentages for NCCHC standards. This work helps maintain and assure DYS youth are being given "best practice" medical care. Statistical information gathered from all audits and reviews is compiled using charts and graphs showing progress or areas that need support.

Office of Community Access and Independence

The Office of Community Access and Independence (OCAI) includes the Division of Disability Determination Services, the Division for Regional Center Operations, the Colorado Veterans Community Living Centers, and the Division of Aging & Adult Services. Additionally, the Office oversees the Colorado Advisory Council for Persons with Disabilities; the Colorado Commission for the Deaf, Hard of Hearing and DeafBlind; Colorado Developmental Disabilities Council; and Mindsource Brain Injury Network. The Office provides oversight for the administration of programs for older adults, at-risk adults, veterans, and individuals with a disability.

Division of Disability Determination Services (DDS)

Disability Determination Services is the State Agency that makes initial eligibility decisions for the federal Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) programs that provide assistance to people with disabilities who are unable to work.

DDS gathers and evaluates information regarding medical conditions and work histories to determine if the applicant meets the Social Security definition of disability. DDS may also require medical

consultative exams to obtain more relevant information about the claimant's condition. The applicant must have a medically determinable physical or mental impairment that lasts for at least 12 consecutive months or is expected to result in death and that prevents the applicant from performing a previous job or any other job that could be performed based on age, education and work experience. Social Security benefits are only paid for total disability.

Division for Regional Center Operations (DRCO)

The Division for Regional Center Operations strives to improve the efficiency and effectiveness of services to individuals with intellectual and developmental disabilities (IDD), provide support to persons in crisis, and effectively utilize the resources that the State of Colorado provides for the care of individuals with IDD.

The Regional Centers serve persons with developmental disabilities who have the most intensive needs. DRCO coordinates service delivery at the three State-owned and operated Regional Centers in Grand Junction, Pueblo and Wheat Ridge that provide 24-hour supervision, residential services, day programming, habilitation, medical services, training and behavioral interventions as well as short-term emergency/crisis support to the community system.

At the Grand Junction Regional Center, there are three intermediate care facility (ICF) settings on its campus and nine Home and Community Based Waiver (HCBS) group homes in the community. At the Pueblo Regional Center, there are 10 HCBS group homes in the community. At the Wheat Ridge Regional Center, there are 19 ICF group homes in the community. In FY 2018-19, the Regional Centers had an average monthly census of 244 residents.

Colorado Veterans Community Living Centers (VCLCs)

The mission of the Colorado Veterans Community Living Centers is to serve honorably discharged veterans, spouses/surviving spouses, and parents whose children died while serving in the armed forces (Gold Star parents). The Centers create opportunities for meaningful activity, continued growth and feelings of self-worth in resident-centered care and supportive living environments.

Colorado has five VCLCs located in Aurora (Fitzsimons), Florence (McCandless), Monte Vista (Homelake), Rifle and Walsenburg, each of which offers a skilled nursing facility. Homelake also has a Domiciliary, which provides assisted living services. The VCLCs manage 554 nursing home beds and 48 domiciliary beds.

The VCLCs offer the following services:

- Long-term care: These services include skilled nursing care; speech, physical and occupational therapy; social activities; and assistance with bathing, dressing and other daily activities.

- Short-term rehabilitation: Individuals seeking to return home following a qualifying hospital stay can work to regain skills and improve physical strength, endurance and aerobic capacity through Medicare-certified rehabilitation services.
- Domiciliary cottages: The Homelake VCLC offers assisted living-like services in 48 recently renovated cottages.
- Memory care services: Specialized care for individuals with dementia is offered in all VCLCs. Secure units are available at Fitzsimons, Florence, Rifle and Walsenburg.
- Short-term “respite” care: Respite care can provide a helpful option when homecare providers are unavailable. These short-term stays are offered in Florence, Homelake, Rifle and Walsenburg.
- End-of-life/hospice services: Comfort-oriented care is offered at all VCLCs.

Division of Aging & Adult Services (AAS)

The Division of Aging and Adult Services provides oversight for, and coordination of, programs that allow older adults and adults with disabilities to live safely and independently in their chosen homes. County departments of human or social services or the regional Area Agencies on Aging administer these programs.

AAS programs provide assistance in two general areas: support programs and protection and advocacy. AAS monitors support programs and these programs include a variety of services designed to help seniors remain safely in their homes, such as nutrition programs, caregiver programs, money management, the Senior Community Service Employment Program and legal assistance. AAS works closely with the Area Agencies on Aging to provide community-based services at the local level.

Protection and advocacy for at-risk adults is provided through the Adult Protective Services (APS) and Long-Term Care Ombudsman programs. APS is mandated by statute to investigate allegations of mistreatment and/or exploitation of at-risk adults and to provide protective services.

Colorado Advisory Council for Persons with Disabilities

The General Assembly moved the Colorado Advisory Council for Persons with Disabilities from the Governor’s Office to the Department as a result of House Bill 18-1364. It is responsible for (1) recommending and reviewing legislation on issues concerning the disability community; (2) conducting informal reviews of state agencies related to accessibility issues for individuals with disabilities; (3) issuing an annual report to the Governor and the General Assembly on the State’s programs, services, and policies affecting individuals with disabilities; (4) monitoring the State’s compliance with Title II of the federal Americans with Disabilities Act; and (5) overseeing the State’s disabled parking education program.

[Colorado Commission for the Deaf, Hard of Hearing, and DeafBlind](#)

The Colorado Commission for the Deaf, Hard of Hearing, and DeafBlind is responsible for (1) facilitating the provision of general government services to persons who are deaf and hard of hearing and/or deaf-blind; (2) distribution of telecommunications equipment for persons who are deaf and hard of hearing; and (3) overseeing provision of legal interpreters for the hearing impaired involved in state court cases.

[The Colorado Developmental Disabilities Council](#)

The Colorado Developmental Disabilities Council is a federally funded, self-governing organization charged with identifying the most pressing needs for people with developmental disabilities. To fulfill this mission, the Council advocates for public policy and systems changes to help these individuals gain more control over their lives.

[Mindsource Brain Injury Network](#)

Mindsource Brain Injury Network (Mindsource) manages the Traumatic Brain Injury Trust Fund, which provides statewide case management to children and adults with traumatic brain injuries (TBI). Mindsource also sponsors educational programs about TBI and funds TBI research.

Office of Early Childhood

The Office of Early Childhood (OEC) was created in June 2012 to provide leadership, guidance and support to develop high-quality environments for young children, and promote equitable access to inclusive programs and services for all children from birth through age eight and their families. The OEC is aligned with the Early Childhood Colorado Framework and works to ensure all children are valued, healthy and thriving by striving to realize three goals: (1) ensure all Colorado children have access to safe, stable and nurturing environments, (2) are supported in developing individual resilience and (3) are ready for school when entering Kindergarten.

This includes promoting access to safe high-quality child care; facilitating State and community partnerships that address the needs of young children and their families; and, providing professional development, technical assistance and resources for personnel in early care and learning settings. Activities of the Office include the development and implementation of policy, data collection and evaluation, leadership for systems development of early childhood initiatives, and collaboration among programs and agencies.

The Office of Early Childhood has two Divisions, the Division of Early Care and Learning and the Division of Community and Family Support.

Division of Early Care and Learning (DECL)

The Division of Early Care and Learning promotes access to safe high-quality early learning experiences for Colorado's children. Programs within the DECL include Child Care Licensing, Child Care Quality Initiatives and the Colorado Child Care Assistance Program subsidized child care. As the Statewide regulatory agency for child care, licensing works to support health and safety for licensed child care providers throughout the state. Child Care Quality Initiatives build on this base to support facilities in providing children with a high-quality learning environment through Colorado's Quality Rating and Improvement System (QRIS) Colorado Shines and various quality initiatives. The Colorado Child Care Assistance Program works to increase access to these safe, high-quality environments by subsidizing care for eligible low income families.

Division of Community and Family Support (DCFS)

The Division of Community and Family Support provides families and communities across Colorado with resources that support young children and their families in healthy development. DCFS programs include the Head Start Collaboration Office and Early Intervention Colorado (IDEA Part C), which provides developmental supports and services to families with children birth through two years of age who have developmental needs. It also includes Early Childhood Mental Health Specialists who support individuals and classrooms in healthy social emotional development and home visiting programs that meet family's needs within their own home environment. Finally, it includes maltreatment prevention programs, which work with families to build protective factors known to contribute to preventing child abuse and neglect.

Office of Economic Security

The Office of Economic Security (OES) provides employment, income, nutritional, and support services to those in need. Through those supports, OES endeavors that the clients served can achieve stability, well-being and the realization of their full potential. The Office consists of three divisions, the Division of Food and Energy, the Division of Employment and Benefits and the Division of Child Support Services.

Division of Food and Energy (FEAD)

The Division of Food and Energy manages several of the United States Department of Agriculture (USDA) programs as follows;

- The Food Assistance Program (known at the federal level as the Supplemental Nutrition Assistance Program (SNAP)) is a federal program that provides monthly food benefits to qualifying households and individuals statewide and is considered the nation's safety net in the prevention of hunger.

- The Colorado Electronic Benefits Transfer Service (EBTS) distributes public assistance benefits and cash payments for services electronically by utilizing the Colorado QUEST Card and/or Automated Clearing House (ACH) direct deposit options for eligible clients and service providers. Colorado's EBTS delivers benefits for the Food Assistance Program; Temporary Assistance for Needy Families (TANF); Old Age Pension (OAP); Aid to the Needy Disabled (AND); Aid to the Blind (AB); Low-Income Energy Assistance Program (LEAP); Child Care; and Child Welfare and Subsidized Adoption programs.
- Systems Automation works to enhance the functionality of the Colorado Benefits Management System (CBMS) that serves as the eligibility determination medium for SNAP and other program benefits. This unit also houses the Tier III help desk and the 1-800 SNAP support line. The Tier III team helps to resolve system issues for counties through technical assistance. The SNAP support line staff manage out of state benefit verification and customer inquiries during business hours.
- The SNAP Nutrition Education program provides education, social marketing, and environmental support to improve the likelihood that SNAP participants and applicants will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans. Services in Colorado are provided through the University of Denver and the Cooking Matters program through Share our Strength.
- The Food Distribution Program (FDP) administers USDA Food Programs in Colorado, intended to help low-income families and individuals by providing nutritious American agricultural products, which in turn helps strengthen the American agricultural market. Three regional food banks administer the distribution of approximately 30 million pounds of food each year in The Emergency Food Assistance Program (TEFAP). Six agencies administer the Commodity Supplemental Food Program (CSFP) for seniors. Lastly, more than \$19 million of USDA foods are purchased and distributed to school districts and child and adult care programs under the umbrella of the FDP.
- The Low-Income Energy Assistance Program (LEAP) provides cash assistance to help families and individuals pay for winter home heating costs. The Department oversees the LEAP, which is funded by the federal Department of Health and Human Services Office of Energy Assistance and is administered by the counties in Colorado.

Employment and Benefits Division (EBD)

The Employment and Benefits Division encompasses the Temporary Assistance for Needy Families (TANF) program, Adult Financial programs (AF), ReHire Colorado, Colorado Works Subsidized Training and Employment Program (CW STEP), Refugee Services, Employment First program (EF) and the Staff Development and Training teams.

The Division supports Colorado families in need to become safe, stable, strong and self-sufficient by striving to meet the following goals:

- Ensuring that county departments, contractors and program partners have the tools, resources, and training needed to implement financial assistance programs that are accurate and timely.
- Building capacity and providing opportunities for low-income Coloradans to prepare for, gain, and retain employment.
- Identifying and promoting strategies to increase household income and economic stability.
- Serving as a financial safety net for adults, persons with disabilities, children and parents while participating in work related activities (promoting paths to long term stability).

The EBD is responsible for the ongoing implementation of welfare reform (TANF) in Colorado and supervises county departments of human and social services in the administration of the program, known in Colorado as Colorado Works. Under Colorado Works, applicants who are either pregnant or have at least one child can receive: monthly basic cash assistance (BCA) payments, help with emergency household expenses and/or services such as counseling and training. All aspects of the Colorado Works Program are designed to assist customers in becoming self-sufficient and terminating their dependence on government benefits by promoting job readiness, marriage and work. Each county department has the ability to determine how to administer the program in their area, so long as it meets the minimum criteria set forth by the State.

The EBD also implements the Adult Financial programs that provide cash assistance to some of Colorado's most vulnerable populations. These include:

- Aid to the Needy Disabled (AND) Program provides cash assistance to low-income Coloradans with a documented disability that prevents work, as documented by a licensed medical provider. The program's goal is to provide interim assistance to individuals while they pursue Supplemental Security Income (SSI) benefits.
- Old Age Pension (OAP) Program provides monthly cash assistance grants to elderly low-income Coloradans, aged 60 years or older.
- Home Care Allowance (HCA) and Special Populations Home Care Allowance (SP-HCA) Programs provides services to elderly and/or disabled Coloradans to receive care in their own homes. Eligibility criteria include financial as well as physical acuity. Services generally include assistance with bathing, shopping, managing finances and appointments, meal preparation, and laundry. The SP-HCA Program is being repealed effective August 15, 2019 as a consumer-directed support service delivery option is now available to individuals receiving Supported Living Services (SLS) under Medicaid.

- Burial Program provides up to \$1,500 in burial assistance to Coloradans who were receiving public and/or medical assistance (e.g. Colorado Works, OAP, AND, Medicaid). Payments are made to cover reasonable and necessary costs for burial or cremation services.

The EBD is also responsible for implementing the ReHire Colorado and CW STEP programs. In July of 2013, the Colorado Legislature created ReHire Colorado as a transitional employment program. Transitional employment combines wage-paid work, job skills training, and supportive services to help individuals facing barriers to employment succeed in the workforce. In 2017, the Legislature also created the created the Employment Opportunities with a Wage Program (re-branded Colorado Works Subsidized Training and Employment Program, CW STEP.). This program supports Colorado Works jobseekers to gain marketable skills and recent work experience, through subsidized training and employment opportunities to gain living-wage permanent employment.

The Colorado Refugee Services Program (CRSP) ensures the resettlement of refugees in Colorado and promotes their advancement toward self-sufficiency and long-term integration into U.S. culture. CRSP serves all ORR-eligible populations—refugees, asylees, Special Immigrant Visa holders, victims of severe trafficking, Cuban/Haitian parolees, unaccompanied refugee minors, and certain Ameriasians. Contracts with resettlement agencies help provide refugee services beyond the 90-day reception and placement period.

The Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps) provides federal resources to states for the implementation of employment and training programs that help SNAP recipients gain or improve in employment, in order to reduce dependency on SNAP. States are given considerable flexibility to structure and operate these programs, and determine who can or must participate. Colorado's SNAP Employment and Training (E&T) program is known as Employment First (EF). The program provides access to and support in a variety of activities, including education, job preparation, vocational training, internships and a transitional jobs program.

The Staff Development and Training team develops and delivers technical, program-specific training to eligibility sites, county workers, and contracted staff across the state. It supports Adult Financial, Colorado Works, Medical Assistance, SNAP, and Workforce Development programs. The Staff Development Center (SDC) is the training connection between the Colorado Department of Human Services, the Colorado Department of Health Care Policy and Financing, and the Governor's Office of Information Technology. It encompasses 64 county departments and includes social/human services, medical assistance, presumptive eligibility, and certified application assistance sites for Medicaid/CHP+ throughout Colorado. The SDC identifies essential training needs and establishes, facilitates, maintains, and evaluates integrated competency-based curricula.

Division of Child Support Services (CSS)

The Division of Child Support Services strives to assure that all children are put first by helping both parents assume responsibility for the economic and social well-being, health and stability of their children. CSS supports Colorado families by providing the following services: locating parents; establishing paternity; establishing financial and medical support orders; enforcing and modifying child support orders for recipients of public assistance as well as for individual applicants who do not receive public assistance; and collecting and distributing collections. CSS also works with various partners to provide referrals to services that assist individuals with employment, child visitation and other important family needs. The State supervises the program and it is administered by the counties. The Division is responsible for ensuring that the statewide program is in compliance with all federal requirements contained in Title IV-D of the Social Security Act. Colorado is the only state in the country to pass through the full amount of current support payments each month to recipients of Colorado Works Basic Cash Assistance.

The program provides services to almost half a million Coloradans involved in over 143,000 child support cases and collected \$340,546,034 in child support in FY 2017-18.

County Administration:

County Administration is not a separate office or division, but instead is a source of funding for the county departments of human and social services to administer some of the programs that are part of the Office of Economic Security. The funding for counties is for direct program staff, common supportive staff, and general administration.

Also included as part of County Administration is funding for a line item titled County Tax Base Relief, which provides funding to assist counties in meeting the obligations (local match required by the State for certain public assistance programs) for social services costs due to low property tax values. And finally, County Administration includes funds passed on to counties in the County Share of Offsetting Revenues and County Incentive Payments lines, which represent revenues from the reimbursement of funds that had been paid for public assistance and were later recovered.

Strategic Planning Process

CDHS annually prepares a performance plan to outline the goals and activities to be undertaken in the coming state fiscal year (FY 2019-20). The Plan's format meets the requirements of the Colorado "State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act." Its contents reflect the vision of the Department and are a synthesis of the input received from staff, stakeholders and community partners, collected through a series of town halls, staff forums, webinars and online surveys.

The Department's Performance Plan is informed by a diverse statewide outreach effort. The Department leadership travels to various counties around the State to gather input on its priorities, services, approach, and in general, to hear feedback on the questions, "how are we doing?" and "what would you do differently?" On each tour, the Department leaders speak with a wide variety of partners, community members, consumers and employees. In 2018, CDHS spoke to over 500 people across six counties and a number of other facilities and community partner organizations. The following themes emerged from these conversations and have shaped the Department's current Performance Plan:

1. Staffing

- Recruiting and retaining a talented human service workforce is an issue across the state. Counties proposed several ideas to combat the issue. Those included more meaningful training opportunities, professional license scholarships, tuition subsidies for bilingual therapists, and partnering with school districts and universities for concurrent classes to create a pipeline for workers.

2. Increasing accessibility and quality of mental health and substance abuse services

- Transportation, lack of qualified providers, and limited resources were identified as the major barriers. Expanding the co-responder model, investing in mobile systems and telehealth, and recruiting more Colorado Addiction Counselor (CAC) therapists to rural areas were all put forward as strategies to alleviate the issue.

3. Reducing silos within the Department and across state agencies

- Working to integrate online systems through joint agency interoperability would help counties increase the quality and cut down on the time it takes to serve clients.

4. Child Care

- Lack of affordable child care, especially for infants and toddlers, was a common concern among the counties. Issues with quality were also raised with a suggestion of increasing pay for childcare workers to retain talent.

5. Cultural Competency

- Ensuring culture and diversity are considered when implementing legislation and rules, creating language for applications, and provide trainings staff on how to work in a culturally competent manner.

Performance Management Approach

The CDHS implemented C-Stat in 2012, which analyzes performance in each Department program using the most currently available data. C-Stat allows Divisions within CDHS to pinpoint performance

areas in need of improvement and improve outcomes, which is geared toward enhancing the lives of the populations that CDHS serves and allowing for the best use of dollars spent.

Through monthly meetings, analysis and inquiry, CDHS determines which processes work and which processes need improvement. By measuring the impact of day-to-day efforts, CDHS makes informed, collaborative decisions to align efforts and resources to affect positive change.

In order to foster an environment of continuous performance improvement, the Department developed an internal Performance Management Academy. This academy introduces managers and emerging leaders to problem-solving tools, such as Lean, Research and Evaluation, performance-based contracting, and change management. Since implementation, 143 individuals have participated in the Performance Management Academy.

The following thirteen measures demonstrate some of the outcomes CDHS is tracking on a monthly basis. These measures are a subset of the larger universe of measures the Department will manage in FY 2019-20 that contribute to the goals and vision outlined in the Governor's Dashboard.

Statewide Collaborations and Task Group Engagement

CDHS is engaged with statewide initiatives that aim to enhance service delivery, reduce program costs, and ultimately improve the lives of Coloradans. Members of the Department's leadership are currently involved in many of the following initiatives:

- Saving People Money on Healthcare (Health Cabinet)
- Cannabis Cabinet
- Climate & Energy Cabinet
- Criminal Justice Cabinet
- Education and Workforce Cabinet
- Rural Economic Development Cabinet (Rural Cabinet)
- IT Steering Committee
- Behavioral Health Task Force

Wildly Important Priorities

The Department frames its activities and the feedback received into three Wildly Important Priorities (WIPs). These WIPs lay the foundation for everything CDHS does as "people who help people." The three Wildly Important Priorities make it clear that CDHS will strive for all Coloradans to have the opportunity to:

1. Thrive in the community of their choice;
2. Achieve economic security through meaningful work; and
3. Prepare for educational success throughout their lives.

Strategic Policy Initiatives

The Department has outlined five Strategic Policy Initiatives (SPIs) and corresponding activities to achieve the WIPs:

1. Expand community living options for all people served by the Department;
2. Ensure child safety through improved prevention, access, and permanency;
3. Achieve economic security for more Coloradans through employment and education;
4. Improve kindergarten readiness through quality early care and learning options for all Coloradans; and
5. Return youth committed to the Division of Youth Services (DYS) to the community better prepared to succeed through education received while in the custody of the Department.

Wildly Important Goals

To emphasize and focus on specific areas related to these Strategic Policy Initiatives, the Department has developed performance measures in a few key areas that are measurable, accountable, responsive and transparent. In FY 2019-20, the Department has the following Wildly Important Goals (WIGs):

1. To ensure Colorado children are ready for school when entering kindergarten, the Department will increase the percentage of Colorado Shines eligible programs rated at a high quality level (Levels 3, 4, 5) from 24.41% to 28% (an increase of approximately 141 programs) by June 30th 2020.
2. In an effort to significantly reduce recidivism and incarceration of youth, the Department will increase the number of non-aggravated offender youth released on commitment parole from 36.55% (February 2019) to 41.55% (demonstrating a 5% increase) by June 30, 2020. On average, this will reduce a youth's time in residential care by 30 days. The benchmark is the first phase of a three-year initiative to reduce recidivism and incarceration of youth.
3. To ensure every Coloradan will have access to the behavioral health services they need, the Department will develop a Blue Print to reform the behavioral health system and delivery in Colorado by June 30th, 2020.

WIP 1- Thrive in the community of their choice



- SPI 1 -Expand community living options for all people served by the Department
- ★ • WIG- Youth Services- Increase the number of non-aggravated offender youth released on commitment parole
 - Aging and Adult Services- Percent with safety improvement
 - Food and Energy Assistance- Timely processing of expedited food assistance applications
- ★ • WIG- Community Behavioral Health – Percentage of behavioral health Blue Print completed timely



- SPI 2 –Ensure child safety through improved prevention, access, and permanency
 - Child Welfare- Timeliness of initial response to abuse and neglect assessments
 - Child Welfare- Percentage of children and youth in congregate care settings
 - Child Welfare- Improve the percentage of completion of Roadmap to Success (for 14 year olds in care), and improve the percentage of completion of Emancipation Transition Plans
 - Child Welfare- Completion of emancipation transition plans

WIP 2- Achieve economic security through meaningful work



- SPI 3 –Achieve economic security for more Coloradans through employment and education
 - Employment and Benefits- Percentage of Colorado Works participants gaining employment

WIP 3- Prepare for educational success throughout their lives



- SPI 4 –Improve kindergarten readiness through quality early care and learning options for all Coloradans
- ★ • WIG- Early Care and Learning- Increase the percentage of licensed child care providers eligible for a quality rating that achieve a Colorado Shines Level 3-5
 - Early Care and Learning- Increase Provider Engagement with the Colorado Shines Quality Rating and Improvement System (QRIS)



- SPI 5 – Return youth committed to the Division of Youth Services (DYS) to the community better prepared to succeed through education received while in the custody of the Department
 - Youth Services- Increase the percentage of eligible youth who have a GED or high school diploma at discharge.



WILDLY IMPORTANT PRIORITY 1:

Individuals will have the opportunity to thrive in the community of their choice.



SPI 1: Expand community living options for all people served by the Department.

State Fiscal Year 2019-20:

The Department remains committed to the principle that every individual deserves the right to live with the fewest possible restrictions and in the community setting of their choice. The Department continues to utilize a person-centered service model for individuals transitioning to community settings.

The State recently adopted numerous pieces of legislation that will expand community living options for individuals living with mental health and substance use disorders. House Bill 19-1009 expands the housing voucher program currently within the Department of Local Affairs to include individuals with a substance use disorder; this bill will expand the availability of housing and support services for individuals who are homeless and living with a substance use disorder; it also requires the Department to oversee a regulatory process for recovery residences which support people in long term treatment and recovery. House Bill 19-1269 eliminates prior authorization and step therapy practices for those in

need of medication-assisted treatment. This is intended to help Coloradans access outpatient medication-assisted treatment sooner, which may keep them in their communities receiving treatment. Senate Bill 19-001 expands opioid use disorder treatment by growing the medication-assisted treatment pilot program to more counties in Colorado, including counties in the San Luis Valley which has a disproportionate rate of opioid overdose death. An additional bill that promotes individuals receiving treatment in their communities is Senate Bill 19-008, which provides alternatives to filing criminal charges against individuals who are arrested for drug-related offenses and connects incarcerated individuals to medication assisted treatment during their stay in jails or prison, which helps support lasting recovery in the community post-incarceration. SB 19-1287 requires OBH to create a treatment navigation program through the state behavioral health hotline, create a bed tracker for substance use and mental health residential facilities, and initiates a 5 year \$5M grant program to expand outpatient and residential treatment access in rural and frontier Colorado, allowing people to get the treatment they need.

The Department is also addressing the intersection of the criminal justice and behavioral health systems. Senate Bill 19-222 takes steps to strengthen Colorado's behavioral health safety-net system so that individuals at risk of institutionalization in the criminal justice system can receive treatment. The bill intends to make civil inpatient beds easier to access and expand the number of providers who accept Medicaid in an attempt to stop the trend of vulnerable individuals going to jail because they cannot receive treatment. Senate Bill 19-223 requires clarification of the competency evaluation and restoration processes for individuals who are found not competent to stand trial in an effort to reduce the amount of time individuals are waiting in jail to receive services.

In addition to these measures, in April of 2019 Governor Polis directed the Department to establish a Behavioral Health Task Force. The Task Force is charged with developing Colorado's Behavioral Health Blueprint by June 2020, which will outline detailed implementation steps to reform the State's behavioral health system. The Blueprint will serve as a strategic plan to transform Colorado's behavioral health system with the goal of enabling every Coloradan with a behavioral health condition or in crisis to receive the services and support they need in order to live safe, productive lives in their own communities

In the Department's Regional Centers (RCs) for persons with intellectual and developmental disabilities, the Department is working to maximize the successful transition of residents from the RCs to the community of their choice. The RCs are also conducting a staffing analysis to assist the Department with reaching its goal related to staffing consistency, where feasible, across state-operated institutions. Improving staff consistency may improve the quality of care provided at the Regional Centers thus allowing our residents to thrive in our care.

The Department's Veterans Community Living Centers (VCLCs) continue to utilize the "Eden Alternative" model to make the VCLCs feel more like home. The VCLCs are also working with the Colorado Coalition for the Homeless to develop permanent supportive housing for homeless veterans

south of the Fitzsimons VCLC. The Department is seeking to expand and complement the Fitzsimons VCLC continuum of care provided by developing a parcel north of the facility.

Where relevant, the Department will implement the recommendations of the State's Strategic Action Planning Group on Aging and continues to assist older adults to remain independent and live in their homes as long as possible. During Fiscal Years 2017-18 and 2018-19, the Division of Aging and Adult Services, Adult Mistreatment Prevention and Response Section implemented the provisions of H.B. 17-1284. This legislation requires that persons who are substantiated of mistreating an at-risk adult in an Adult Protective Services (APS) investigation be provided notification of the finding and information about their due process rights to appeal the finding. The legislation also requires that persons who will be employed by certain health care and service provision agencies and who will be providing direct care to at-risk adults through those agencies be checked against the APS data system to determine whether or not the employee has been substantiated of mistreating an at-risk adult.

Within the Department, Aging and Adult Services (AAS) routinely conducts safety assessments for elderly adults receiving our services. These assessments are used to ensure that these clients can remain safely independent and thrive in their community of choice with appropriate services and interventions. These assessments are used to determine if interventions implemented have had a positive impact on the older adult receiving services. Adult Protective Services staff additionally provides monthly reports and offer technical assistance to providers throughout the year as needed.

Over the last few years, the Food and Energy Assistance Division has made substantial improvements in the timely processing of expedited food assistance applications. This ensures that eligible Coloradans have access, as soon as possible, to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

The Division continues to monitor application timeliness across counties to maintain the high performance they have achieved. Counties are provided ongoing training and technical assistance to continue making improvements and address challenges as they arise. In addition, the Division continues to pursue any system enhancements that improve the timeliness and accuracy of the service provided to clients.

Following Governor Hickenlooper's veto of S.B. 16-169, a task force was formed to make recommendations to eliminate the use of jail as a place to hold people in a mental health crisis. The recommendations of the Mental Health Hold Task Force, along with recommendations from the Commission on Criminal and Juvenile Justice (CCJJ), were implemented through the passage of S.B. 17-207, this legislation ended the use of jails to hold people on mental health holds and expanding the crisis response system. Senate Bill 17-207 expands partnerships with law enforcement and enhances the connection of individuals to treatment.

Establishing the infrastructure for an individual to be able to live and thrive in the community when previously they were served in an institution, often takes months - to find sufficient housing, set up appropriate services and provide training for the caregivers and the individual. Strategic Policy Initiative No. 1 is a multi-year effort. The Department will continue to work to help people stay in their own homes and connected to their communities.

SPI 1: To expand community living options for all people served by the Department.



Office of Children, Youth and Families

Division of Youth Services

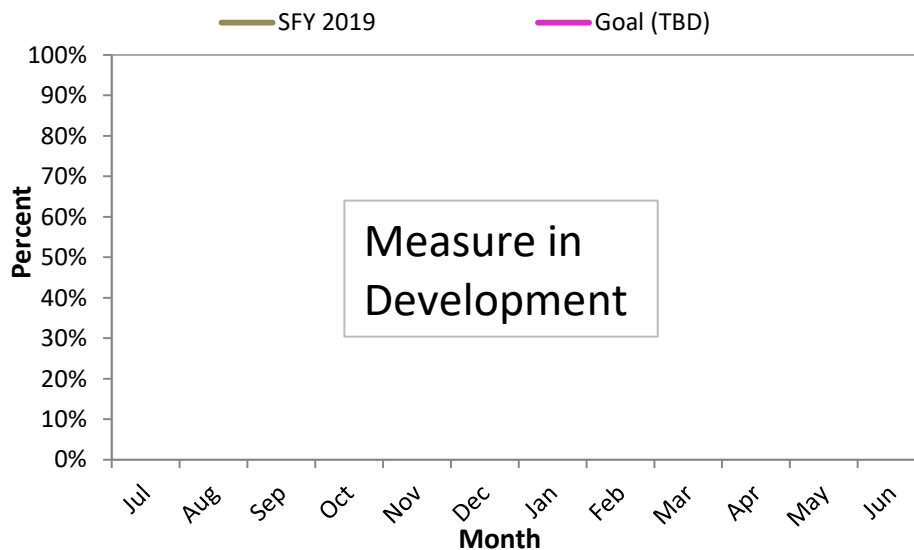
WIG- Increase the Number of Non-Aggravated Offender Youth Released on Commitment Parole

Strategy: Some key strategies under this WIG are to implement a new Youth Assessment Screening Instrument, increase the number of behavioral health staff in commitment centers, develop a new treatment services delivery model, and increase secure bed capacity at commitment centers. This benchmark is the first phase of a three-year initiative to reduce recidivism and incarceration of youth.

Performance Measure: Is currently in development stage.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:							n/a	n/a	n/a
Actual:							n/a	n/a	n/a

Performance Evaluation: Performance measure is currently in development stage.



SPI 1: To expand community living options for all people served by the Department.



Office of Community Access and Independence

Aging and Adult Services

Percent with Safety Improvement

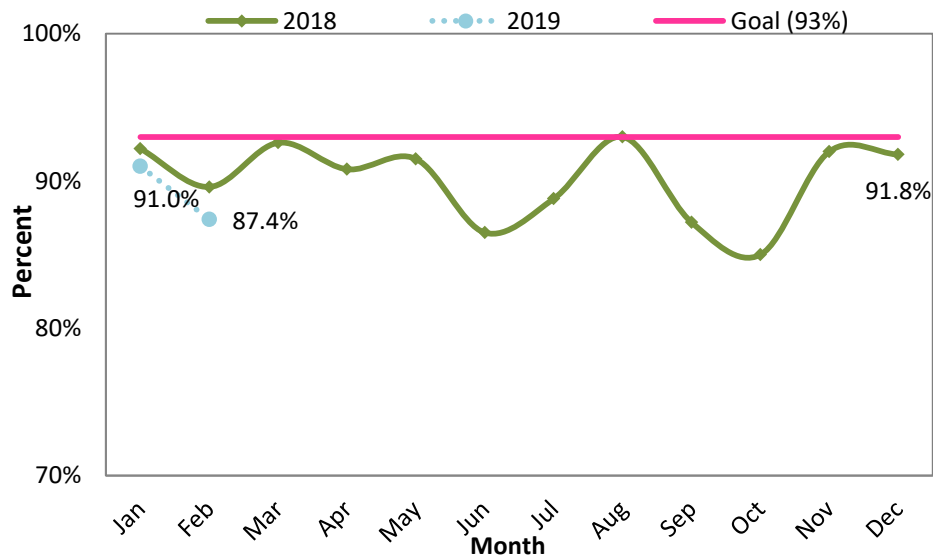
Strategy: Adult and Aging Services programs help older adults remain safely in their homes through services and supports such as: nutrition programs, caregiver programs, money management programs, senior community service employment programs, legal assistance and supportive services. Safety improvement indicates that the intervention and services implemented had a positive impact on the older adult receiving services.

Performance Measure: The AAS regularly assesses the well-being of its clients using a safety risk assessment tool, which is used to determine this measure. This measure is calculated by dividing the number of cases with an improvement in safety in the reporting month by the number of cases closed in the reporting month with two or more assessments.

	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2022-23
Benchmark:				90%	90%	90%	90%	90%	90%
Actual:				82.9%	86.8%	91.3%	89.5%*	n/a	n/a

*Note: Data represents cumulative performance from July 2018 - February 2019.

Performance Evaluation: Performance for SFY 2018-19 remains consistent with performance for SFY 2017-18, with performance hovering within three percentage points of the goal.



SPI 1: To expand community living options for all people served by the Department



Office of Economic Security

Food and Energy Assistance Division

Timely Processing of Expedited Food Assistance Applications

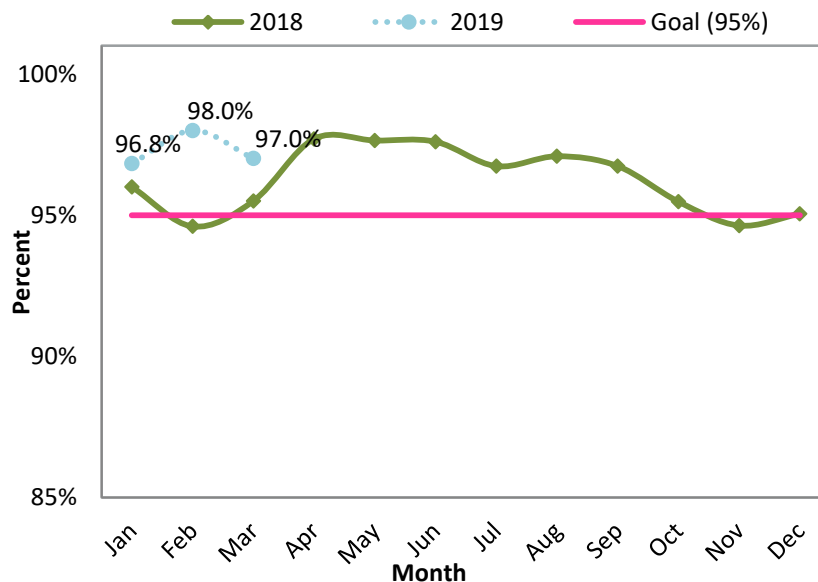
Strategy: Timely processing of expedited food assistance applications ensures that eligible Coloradans have access, as soon as possible, to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Expedited food assistance applications are to be processed within seven days. The monthly percentage of applications processed timely is 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.

	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020	CY 2023
Benchmark:	95%	95%	95%	95%	95%	95%	95%	95%	95%
Actual:	n/a	89.8%	93.1%	97.1%	97.7%	96.2%	97.2%*	n/a	n/a

*Note: Data represents January – March 2019 average performance.

Performance Evaluation: In CY 2018, performance declined slightly, but remained above the 95% goal. Performance has rebounded to start CY 2019.



SPI 1: To expand community living options for all people served by the Department.



Office of Behavioral Health
Division of Community Behavioral Health

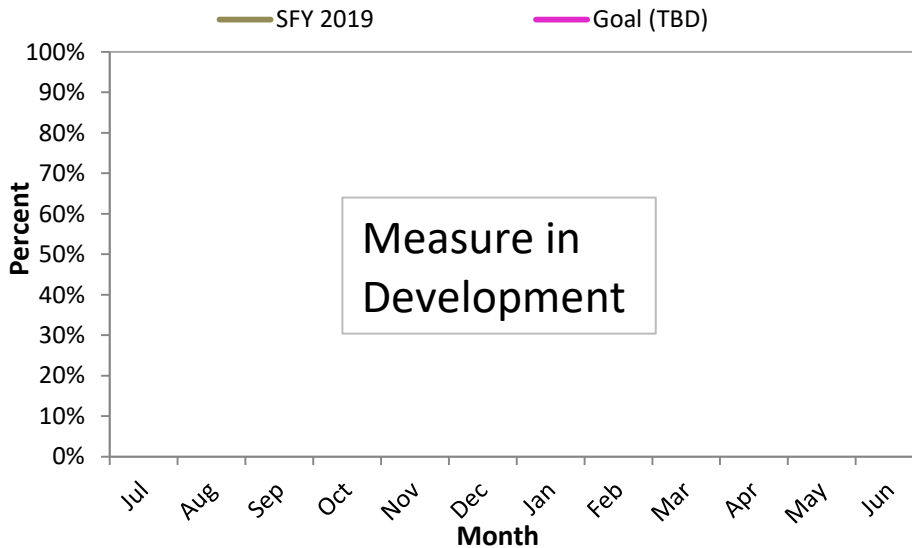
WIG- Percentage of Behavioral Health Blue Print Completed Timely

Strategy: The Governor’s Office has launched a Behavioral Health Task Force in partnership with the Office of Behavioral Health to spearhead the creation of a Blue Print to reform Colorado’s behavioral health system. The Blue Print, to be completed by June 2020, will include recommendations for reforming the system along with an implementation plan to accomplish the reforms. The task force will be guided by the following objectives in creation of the Blue Print: 1) evaluate current funding streams and recommend financing and administrative changes; 2) identify systemic gaps in access to behavioral health services; and, 3) evaluate and recommend cost-efficient strategies to improve efficacy and efficiency of the behavioral health system and address systemic gaps.

Performance Measure: Is currently in development stage.

	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2022-23
Benchmark:							n/a	n/a	n/a
Actual:							n/a	n/a	n/a

Performance Evaluation: Performance measure is currently in development stage.



SPI 2: Ensure child safety through improved prevention, access and permanency.



State Fiscal Year 2019-20:

The child welfare and youth services systems have been undergoing massive cultural changes that emphasize positive outcomes for children and youth. These changes are broad and far-reaching. The changes affect service providers, county staff and state staff. These changes focus on automation and data and establish new practices, such as options for prevention, reductions in out-of-home placement and an emphasis on finding a family for all young people in the child welfare system. The Department and the counties have implemented a number of strategies to prevent child abuse and neglect, promote stability and establish permanency for children and youth. Some of these strategies include county-delivered prevention services and supports to promote successful transitions to lower levels of care, including kinship care, as well as post-permanency supports.

The Family Engagement Intervention is an effective strategy to engage the child, youth and family in developing sustainable plans that support healthy families. The DCW is implementing post-permanency services for families that reunify, adopt or assume guardianship. These services and supports will be available for families statewide, regardless of the level of child welfare involvement at any given time.

The Department collects data on outcomes for children and works with counties and providers to make adjustments and promote best practices. This real-time data feedback helps the system know what is working and what is not. Five pieces of legislation will be implemented in FY 2019-20 to further ensure the safety, permanency and well-being of Colorado's children, youth and families. These include:

1. H.B. 19-1219: Through updated provisions related to child welfare permanency hearings, this legislation will increase the focus on supporting youth moving towards permanency.
2. H.B. 19-1142: Helps keep children out of the child welfare system through the "Safe Family" program, which the Department will collaborate with on licensing requirements.
3. H.B. 19-1308: Establishes the framework for the State to implement new federal legislation, the Family First Prevention Services Act (FFPSA).
4. H.B. 19-1288: Increases protections to ensure foster youth siblings maintain sibling connections.
5. S.B. 19-178: Standardizes adoption subsidy practices across Colorado.

SPI 2: To ensure child safety through improved prevention, access and permanency.



Office of Children, Youth and Families

Division of Child Welfare

Timeliness of Initial Response to Abuse and Neglect Assessments

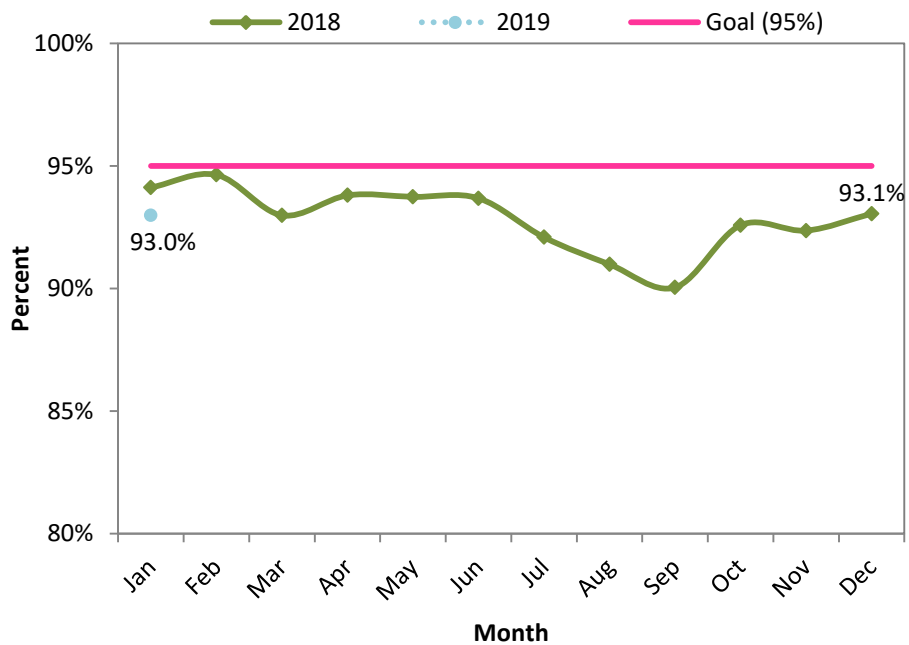
Strategy: Reports of child abuse and neglect are assigned for investigation/assessment. Timely response to abuse and/or neglect indicates that children’s safety issues are identified and mitigated quickly.

Performance Measure: The percent of timely initial responses is calculated by dividing the number of timely face-to-face contacts or attempted contacts as set in rule (Volume 7) by the total number of alleged victims with a child protection assessment opened within the specified month.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:	90%	90%	90%	90%	90%	95%	95%	95%	95%
Actual:	87.9%	88.8%	88.0%	89.7%	92.7%	94.1%	92.0*	n/a	n/a

*Note: Data represents July 2018 – January 2019 performance.

Performance Evaluation: Performance ranged from 90.0% to 93.1% in the current State Fiscal Year. The 95% goal has not been attained since December 2017.



SPI 2: To ensure child safety through improved prevention, access and permanency.



Office of Children, Youth and Families

Division of Child Welfare

Children in Congregate Care

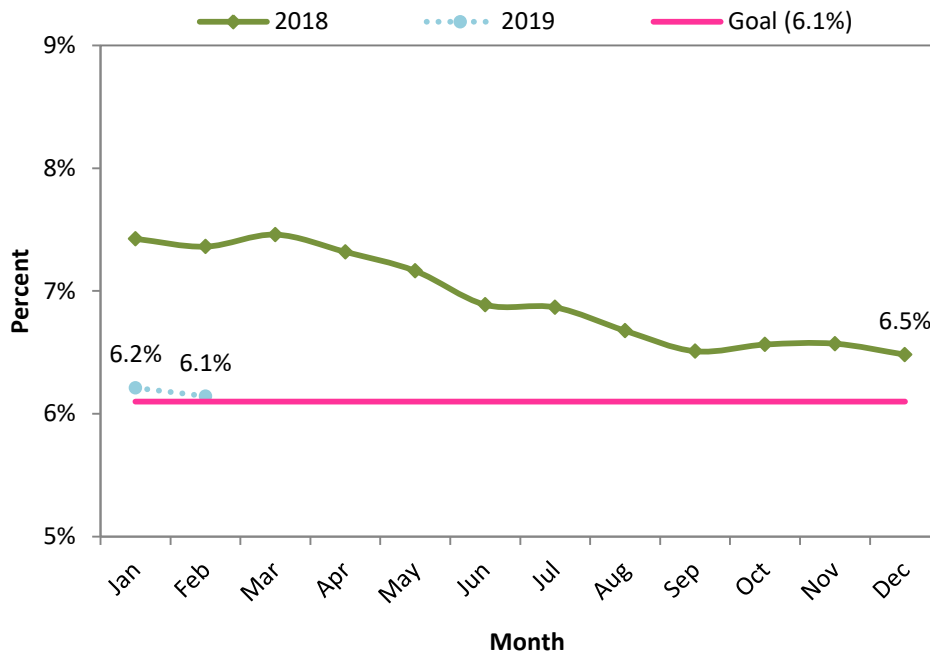
Strategy: All children deserve to achieve permanency in a home to lessen the disruption and trauma out-of-home care can cause. The reduction of congregate care use will contribute to these efforts.

Performance Measure: The percent of children and youth (ages 0 to 21) in a congregate care setting is calculated by dividing the average daily population of children in congregate care by the average daily population served by child welfare (in home and out-of-home).

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:				6.1%	6.1%	6.1%	6.1%	6.1%	6.1%
Actual:	n/a	n/a	n/a	8.2%	7.8%	7.6%	6.5%*	n/a	n/a

*Note: Data represents July 2018 – February 2019 performance.

Performance Evaluation: The percent of children and youth in congregate care has steadily trended in the right direction from 8.2% in April 2017 to 6.1% in February 2019, when the goal was met for the first time.



SPI 2: To ensure child safety through improved prevention, access and permanency.



Office of Children, Youth and Families
Division of Child Welfare

Completion of Roadmap to Success (Formerly Independent Living Plans)

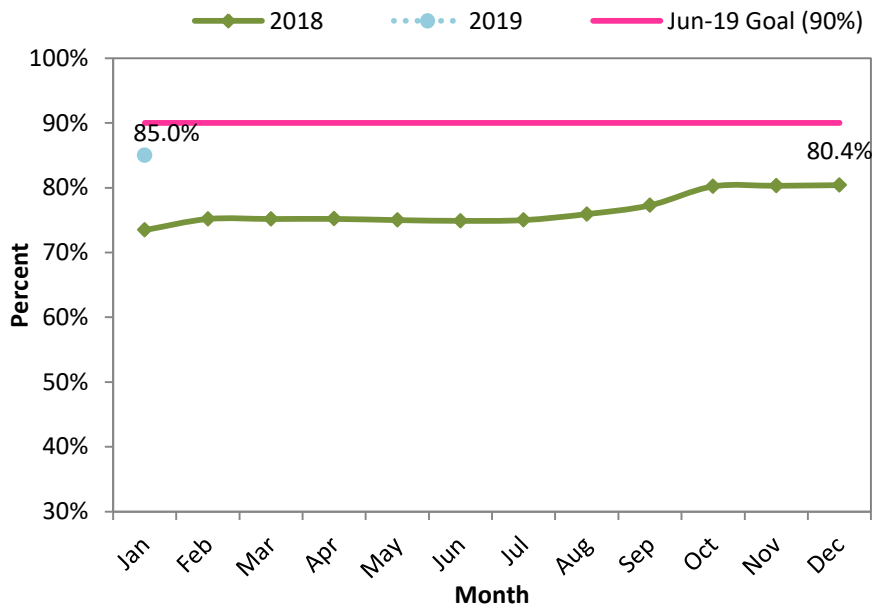
Strategy: Systems modernization will simplify and update the process of Roadmap to Success development for caseworkers. Division staff will provide technical assistance to counties and train on tools for youth engagement.

Performance Measure: The percentage of complete Roadmaps to Success is calculated by dividing the number of youth who have a completed Roadmap to Success by the number of all youth in out-of-home care who are at least age 14 plus 60 days and who have been in out-of-home care for at least 60 days.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:						90%	90%	90%	90%
Actual:						72.7%	79.1%*	n/a	n/a

*Note: Data represents July 2018 – January 2019 performance.

Performance Evaluation: Performance has steadily improved from 75% in May 2018 to 85% in January 2019. The 90% goal has yet to be attained.



SPI 2: To ensure child safety through improved prevention, access and permanency.



Office of Children, Youth and Families

Division of Child Welfare

Completion of Emancipation Transition Plans (ETPs)

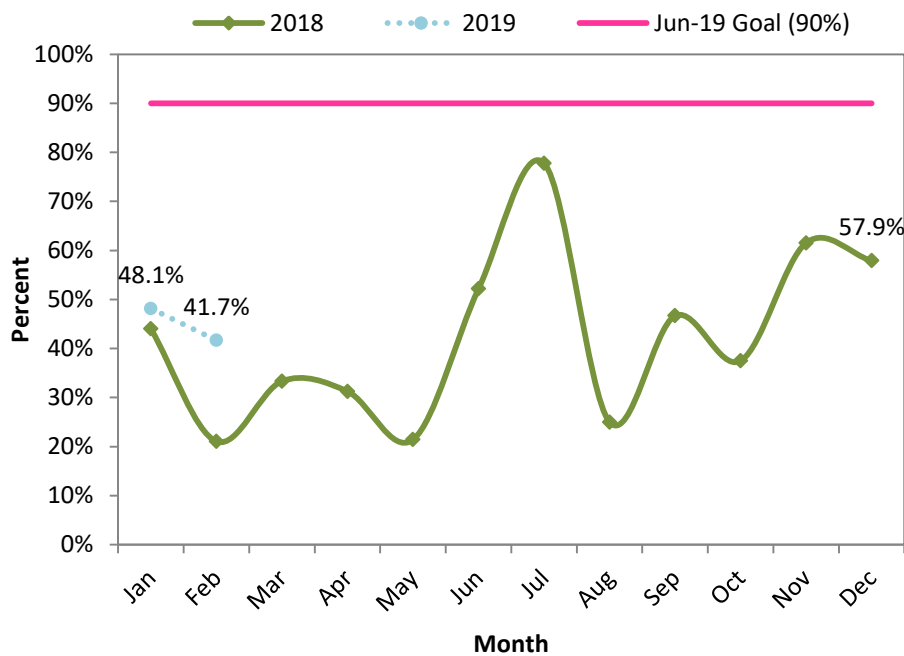
Strategy: Systems modernization will simplify and update the process of Emancipation Transition Plan (ETP) development for caseworkers. Division staff will provide technical assistance to counties and train on tools for youth engagement.

Performance Measure: The percentage of complete of ETPs is calculated by dividing the number of youth who had a completed ETP in place 90 days prior to emancipation by the number of all youth age 18 or older who discharge in the month with the reason “emancipation”.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:						90%	90%	90%	90%
Actual:						54.1%	50.8%*	n/a	n/a

*Note: Data represents July 2018 – February 2019 performance.

Performance Evaluation: Performance has been varied in the current State Fiscal Year, ranging from 25.0% to 77.8%. The 90% goal has yet to be attained.





WILDLY IMPORTANT PRIORITY 2:

Coloradans will have the opportunity to achieve economic security through meaningful work.



SPI 3: Achieve economic security for more Coloradans through employment and education.

State Fiscal Year 2019-20:

The Department is continuing a number of employment initiatives, including expanded participation in the ReHire program and an operational transformation occurring in the Colorado Works program.

During the 2018 legislative session, HB18-1334 was passed, which extends the ReHire Colorado jobs program that targets veterans, seniors, and non-custodial parents. Small businesses also benefit from ReHire, allowing them to hire workers they normally would not be able to afford. ReHire has connected with over 400 small businesses. ReHire is a rigorously evaluated program that has shown a return on investment.

In addition, during the 2017 legislative session, S.B. 17-292 was passed, which uses \$4 million of available and unappropriated TANF funds to create the “Employment with a Wage” program. This further enhances the efforts to connect work-ready Colorado Works recipients with on-the-job experience via subsidized employment, transitional jobs, apprenticeships or other opportunities that provide a living wage in exchange for up to 24 weeks of work. The program began serving participants on January 1, 2018. The legislation also sets aside up to 2.5% of the \$4 million appropriated for a program evaluation.

SPI 3: Achieve economic security for more Coloradans through employment and education.



Office of Economic Security
Employment & Benefits Division
Entered Employment

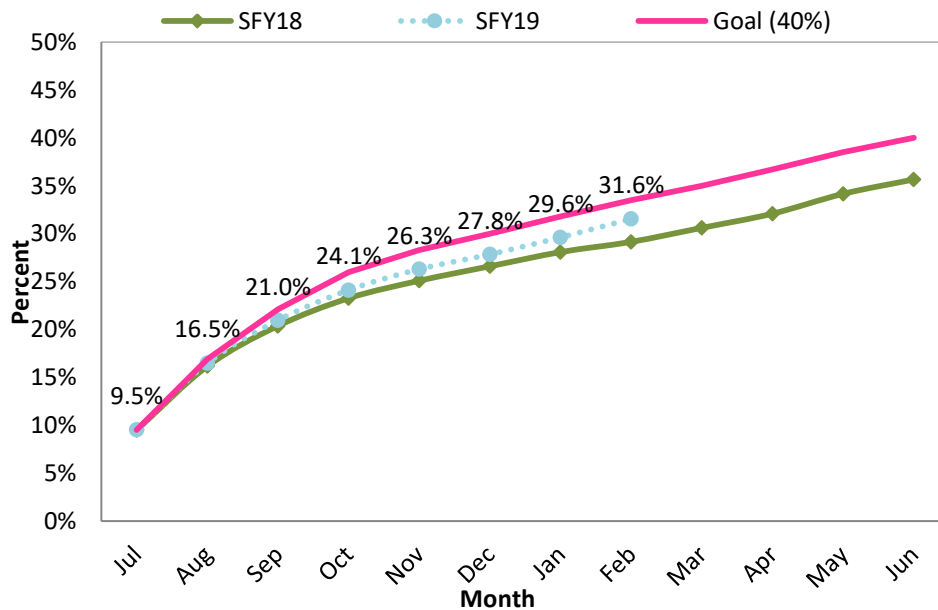
Strategy: Connecting Colorado Works participants with employment increases the likelihood of long-term economic security.

Performance Measure: A new measure as of June 2013, this measure includes a numerator of the total number of adults who gained employment and were participating in a work activity during the month. The denominator is the total number of adults participating in workforce activities during the same month, except for individuals who are not job ready. The annual measure will equal the cumulative percentage over the calendar year.

	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY	SFY
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2022-23
Benchmark:		10.0%	25.0%	35.0%	35.0%	35.0%	35.0%	35%	35.0%
Actual:	n/a	30.9%	32.0%	30.9%	32.1%	35.7%	31.6%*	n/a	n/a

*Note: Data represents July – December 2018 performance.

Performance Evaluation: Statewide performance follows a similar trend in State Fiscal Year 2019 compared to State Fiscal Year 2018, in which performance increases each month throughout the year.





WILDLY IMPORTANT PRIORITY 3:

Colorado parents and their children will have the opportunity to prepare for educational success throughout their lives.



SPI 4: Improve kindergarten readiness through quality early care and learning options for all Coloradans.

State Fiscal Year 2019-20:

While the basic infrastructure is in place to improve Colorado's child care system, the Department will continue to monitor, troubleshoot, and implement changes to the programs as necessary. Following the enactment of H.B. 18-1335 to strengthen and increase access to quality child care, the Department has worked closely with counties and other stakeholders to implement its provisions effective July 1, 2019.

Among other features, these provisions include establishing Colorado Child Care Assistance Program (CCCAP) entrance income eligibility requirements for counties based in part on the cost of living

families experience in different areas across the state, the use of county-level provider reimbursement rates for CCCAP established by the State and based on annual market rate studies, and aligning the allocation of CCCAP funds to primary cost drivers such as the number of eligible children and appropriate reimbursement rates. The Department looks forward to continuing to engage with counties on how these provisions can be built upon and improved over the coming years.

The Office of Early Childhood continues to provide support for the Healthy Steps program, which seeks to increase families' ability to provide safe stable environments for their children. Healthy Steps currently serves 1,600 clients whose ages range from birth to age three. It provides services to enhance support, education, developmental screenings and safe sleep practices, as well as protective and risk factor screenings.

In addition to improving access to quality child care for low-income families and high-needs children, newer regulations are in place to improve the health and safety of children in early care and learning environments. To this end, the Office of Early Childhood increased its number of licensing specialists to increase the frequency of regular, unannounced inspections to a minimum of once annually.

Exposure to high-quality early learning environments in the first years of life pays dividends throughout an individual's life course, and improving the quality of early learning environments is one of the primary goals for the Office of Early Childhood. In this effort, OEC has developed, and achieved, goals related to high-quality care for the last four years. First, OEC targeted some of the most vulnerable families in Colorado and worked to ensure they had access to high-quality care. The OEC set a goal around the portion of families served through subsidized child care program, CCCAP, attempting to maximize the number of these children served in a high-quality environment. Having realized some success with the total number of children receiving subsidies in a high-quality environment, OEC reviewed the equitable dispersion across the State, setting a goal for a portion of communities with access to high-quality subsidized care. With tangible gains made on this goal, OEC focused on engaging as many providers in Colorado Shines as possible, regardless of their affiliation with CCCAP. This goal builds on success to-date by expanding the total number of providers rated as high-quality throughout the State.

The Office of Early Childhood will engage in the following mechanisms for improvement in the coming year. As part of their Memorandums of Understanding, providers with Level 2 ratings who receive quality improvement dollars from the State enter into an agreement to go through the Level 3-5 rating process within 18 months. The State will also highlight providers who successfully achieve high-quality ratings through its various communication channels and as part of existing events. The OEC will provide Early Childhood Councils with the data they need to actively manage to this measure and how they compare to their peers. The OEC has also identified all existing high-quality ratings that are set to

expire within the goal period and is proactively engaging these providers prior to their expiration to reduce the potential negative pressure associated with expiring high-quality ratings.



SPI 4: To improve kindergarten readiness through quality early care and learning options for all Coloradans.



**Office of Early Childhood
Division of Early Care and Learning**

WIG- Increased the Percentage of Licensed Child Care Providers Eligible for a Quality Rating that Achieve a Colorado Shines Level 3-5

Strategy: As part of their Memorandums of Understanding, providers with Level 2 ratings who receive quality improvement dollars from the State enter into an agreement to go through the Level 3-5 rating process within 18 months. The Division will highlight providers who successfully achieve high-quality ratings. Additionally the Division will provide Early Childhood Council’s with the data they need to actively manage this measure.

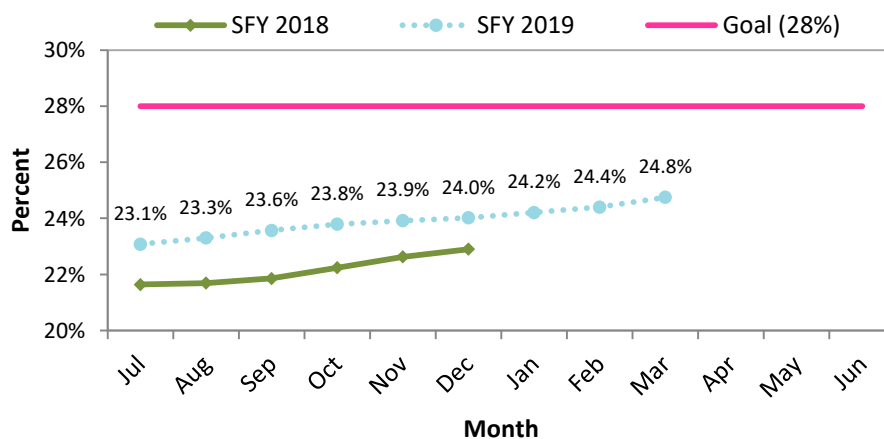
Performance Measure: Added in July 2018, this measure works to expand the number of facilities that have obtained a Colorado Shines Level 3-5 high-quality rating and provide higher-quality care for Colorado’s children. This measure is calculated by dividing the total number of licensed facilities eligible for a Colorado Shines rating, by the number of licensed facilities that have obtained at least a Level 3 quality rating.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:						28%	28%	28%	28%
Actual:						22.9%*	24.8%**	n/a	n/a

*Note: Data represents January 2018 – June 2018 performance

**Note: Data represents July 2018 – March 2019 performance.

Performance Evaluation: The state has made steady improvement throughout SFY 2019.





SPI 4: To improve kindergarten readiness through quality early care and learning options for all Coloradans.

Office of Early Childhood
Division of Early Care and Learning
Increased Provider Engagement with the Colorado Shines
Quality Rating and Improvement System (QRIS)

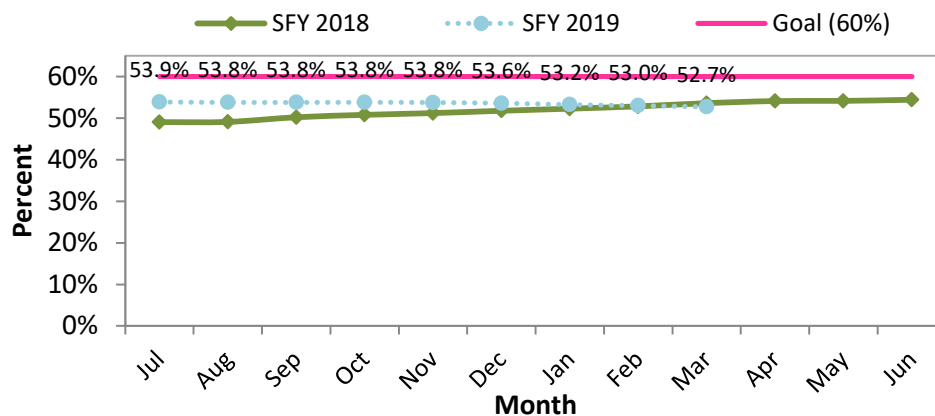
Strategy: By increasing provider engagement with Colorado Shines, more providers will have access to the quality improvement supports available to them. Additionally, more providers will be on the path toward a quality rating that reflects where they currently stand and identifies areas for improvement. Achieving this goal places more providers on the path to increasing the quality of the child care they provide and makes it easier for families to recognize quality. By recognizing quality, parents are able to more meaningfully incorporate quality into their decision-making process when selecting a child care provider.

Performance Measure: Added in July 2016, this measure works to expand the number of facilities that are engaged and working with the state to obtain a Colorado Shines high-quality rating will provide higher-quality care for Colorado’s children. This measure is calculated by dividing the total number of licensed facilities eligible for a Colorado Shines rating, by the number of licensed facilities that have obtained at least a Level 2 quality rating.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:				n/a	n/a	53.4%	60.0%	60%	60.0%
Actual:	n/a	n/a	n/a	25.9%	41.0%	51.9%	53.5%*	n/a	n/a

*Note: Data represents July 2018 – March 2019 performance.

Performance Evaluation: Performance is demonstrating steady performance throughout SFY 2019.





SPI 5: Return youth committed to the Division of Youth (formerly Corrections) Services (DYS) to the community better prepared to succeed through education received while in the custody of the Department.

State Federal Year 2019-20:

Assisting youth committed to DYS to become productive responsible citizens is an ongoing process. The Department gathers real-time data on youth in DYS to make adjustments to programming or to explore problem areas as they are identified. In addition, DYS continues to expand vocational and educational opportunities for youth at DYS.

DYS estimates that 25% of committed youth in state-operated facilities are participating directly in expanded Career Technical Education (CTE) programming (i.e., online learning). This programming is available to all youth, though the DYS specifically focuses on providing CTE to youth who have already earned a GED or diploma. This is approximately 125 youth per year. The DYS completed an assessment of the commitment education program in FY 2016-17 and developed a strategic plan out of this effort that will continue to be implemented in FY 2018-19. In addition, the 2018 legislative season resulted in S.B. 18-213, which requires school districts to recognize academic credits earned by students in the custody of DYS.



SPI 5: To return youth committed to the Division of Youth Services to the community better prepared to succeed through education received while in the custody of the Department.

Office of Children, Youth and Families

Division of Youth Services

Increase the percentage of eligible youth who have a GED or high school diploma at discharge

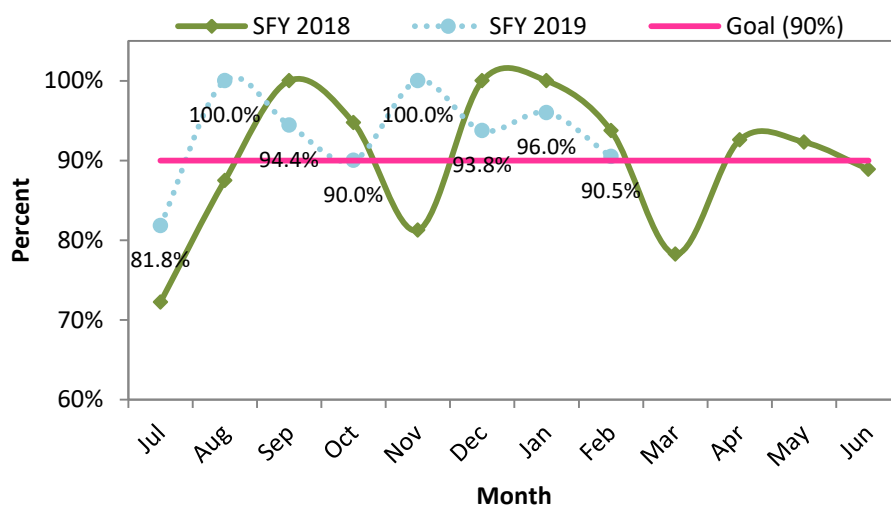
Strategy: The mission of the Division of Youth Services is to protect, restore and improve public safety through a continuum of services and programs that effectively supervise juvenile offenders; promote offender accountability to victims and communities; and build skills and competencies of youth to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

Performance Measure: Number of clients who have a GED or high school diploma upon discharge from DYS divided by the number of eligible DYS clients discharged in a specific month.

	SFY 2012-13	SFY 2013-14	SFY 2014-15	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20	SFY 2022-23
Benchmark:		90%	90%	90%	90%	90%	90%	90%	90%
Actual:	n/a	89.0%	88.3%	77.5%	94.7%	90.3%	93.2%*	n/a	n/a

*Note: Data represent July – February 2019 performance.

Performance Evaluation: Performance has exceeded the 90% benchmark in State Fiscal Year 2017 and 2018. State Fiscal Year 2019 has begun the year above the benchmark as well.



For more information please visit our website at <https://www.colorado.gov/cdhs>.



Department of Human Services Q3 SFY2019 Performance Evaluation (March 2019)

Strategic Policy Initiatives

The Department of Human Services has identified several strategic policy initiatives for FY 2018-19 and beyond. For this performance evaluation, the Department has updated progress on the selected initiatives used in the July 2, 2018 Annual Performance Report that best capture some of the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of March 31st, 2019.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

Thrive in the community

Expand community living options for all people served by the Department - Colorado continues its rich tradition of innovation in its services to elderly individuals and those with disabilities, mental illnesses, or substance use disorders. The Department remains committed to decreasing the number of people housed in public institutions through the development of community resource networks and high-quality community-based services. These services enable individuals to thrive in the setting of their choice.

To ensure child safety through improved prevention, access and permanency - Colorado is committed to ensuring that children living anywhere in Colorado should be in safe and permanent settings. Furthermore, the Department is committed to ensuring that children are entitled to the same level of protection from abuse and neglect everywhere in Colorado.

Achieve economic security through meaningful work

To achieve economic security for more Coloradans through employment and education - The Department remains focused on making public benefits more effective and increasing access to public benefits when eligible. There is increased emphasis on employment and how to transform the Colorado Works program to be, first and foremost, about supporting individuals to prepare for, attain, and retain employment to support their families. The Department is committed to assisting citizens served through its many programs to gain and retain employment, as well as, enhance employment opportunities over time.

Prepare for educational success throughout their lives

To improve kindergarten readiness through quality early care and learning options for all Coloradans - As the Office of Early Childhood enters the fourth year since its creation in 2012, it remains focused on supporting the parents of young children to ensure educational success. The two divisions in the Office of Early Childhood work collaboratively to champion the needs of young children in Colorado through their work with community partners, including Nurse Family Partnership, Head Start, child care providers, Early Childhood Councils, Family Resource Centers, and the Children's Trust Fund. The Office is committed to increasing high-quality access for children and ensuring that children receive early intervention services that are timely and appropriate.

To return youth committed to the Division of Youth Services (DYS) to the community better prepared to succeed through education received while in the custody of the Department -

The Division of Youth Services provides educational services to youth residing in state-operated facilities and those placed in contract residential programs. In 2014, subject matter experts were hired and hardware purchased to lay the foundation for improving the DHS educational infrastructure. In addition to the services provided to youth in state-operated and contract programs, DHS also assists youth in connecting with community services and institutions upon parole. Division of Youth Services' client manager parole officers work collaboratively with local school districts, alternative schools, community colleges, and private providers of tutoring services to ensure youth are placed in the appropriate school setting to meet their needs.

Operational Measures

Thrive in the community

Measure	SFY12 Actual	SFY13 Actual	SFY14 Actual	SFY15 Actual	SFY16 Actual	SFY17 Actual	SFY18 Actual	Q1 SFY2019	Q2 SFY2019	Q3 SFY2019	Q4 SFY2019	1-Year Goal	3-Year Goal
Timeliness of Contracting – Community Behavioral Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	95%**	n/a^^	n/a	n/a	15%	15%
Percent with Safety Improvement – Aging and Adult Services	n/a	n/a	n/a	n/a	82.9%*	86.8%	91.3%	89.7%	89.8%	n/a	n/a	90%	90%
MAT Population in Need Receiving Treatment	n/a	n/a	n/a	n/a	n/a	n/a	n/a	28.9%**	29.8%	n/a	n/a	50%	50%
Completion of Roadmap to Success (Independent Living Plans)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	81.0%**	78.1%**	n/a	n/a	90%	90%
Completion of Emancipation Transition Plans	n/a	n/a	n/a	n/a	n/a	n/a	n/a	37.8%**	52.8%**	n/a	n/a	90%	90%
Percentage of children and youth in congregate care settings	n/a	n/a	n/a	n/a	8.1% [^]	7.8%	7.5%	6.7%	6.6%	n/a	n/a	6.1%	6.1%
Timeliness of Initial Response to Abuse/Neglect Assessments	87.0%	87.9%	88.8%	88.0%	89.7%	92.7%	93.9%	85.9%	86.1%	n/a	n/a	95%	95%

Measures in the above table run on a State Fiscal Year (SFY).

* Note: These measures were added to this performance evaluation in Fiscal Year 2016 and thus past Fiscal Year data is not available.

**Note: These measures were added to this performance evaluation in Fiscal Year 2019 and thus past Fiscal Year data is not available.

[^] Note: A new methodology began in Fiscal Year 2016; the methodology of the measure was changed to the degree that comparison to past data is not possible.

^{^^}Note: This measure is no longer being reported on due to limitations in available data.



Department of Human Services
Q3 SFY2019 Performance Evaluation (March 2019)

Measure	CY12 Actual	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Actual	Q1 CY2018	Q2 CY2018	Q3 CY2018	Q4 CY2018	1-Year Goal	3-Year Goal
Percentage of monthly Food Assistance expedited applications processed within seven calendar days	89.6%	91.5%	89.8%	93.1%	97.1%	97.7%	95.4%	96.4%	96.5%	96.2%	95.0%	95.0%

Measures in the above table run on a Calendar Year (CY).

Achieve economic security through meaningful work

Measure	SFY12 Actual	SFY13 Actual	SFY14 Actual	SFY15 Actual	SFY16 Actual	SFY17 Actual	SFY18 Actual	Q1 SFY2019	Q2 SFY2019	Q3 SFY2019	Q4 SFY2019	1-Year Goal	3-Year Goal
Percentage of Colorado Works participants gaining employment	n/a	n/a	30.9%	32.0%	30.9%	32.1%	35.7%	21.0%	28.8%	n/a	n/a	25.0%	35.0%

Measures in the above table run on a State Fiscal Year (SFY).

Measure	CY12 Actual	CY13 Actual	CY14 Actual	CY15 Actual	CY16 Actual	CY17 Actual	Q1 CY2018	Q2 CY2018	Q3 CY2018	Q4 CY2018	1-Year Goal	3-Year Goal
Collection percentage of current child support due	62.8%	63.0%	63.8%	64.5%	64.1%	64.2%	63.8%	64.5%	64.6%	64.7%	65.0%	66.0%

Measures in the above table run on a Calendar Year (CY).



Department of Human Services
Q3 SFY2019 Performance Evaluation (March 2019)

Prepare for educational success throughout their lives

Measure	SFY12 Actual	SFY13 Actual	SFY14 Actual	SFY15 Actual	SFY16 Actual	SFY17 Actual	SFY18 Actual	Q1 SFY2019	Q2 SFY2019	Q3 SFY2019	Q4 SFY2019	1-Year Goal	3-Year Goal
Licensed Child Care Providers Eligible for a Quality Rating that Achieve a Colorado Shines Level 3-5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	23.6%*	24.0%*	n/a	n/a	23.5%	23.5%
Provider Engagement with the Colorado Shines Quality Rating and Improvement System (QRIS)	n/a	n/a	n/a	n/a	25.9%	41.0%	51.9%	53.8%	53.6%	n/a	n/a	60%	60%
Percentage of youth enrolled in education or employed at discharge	62.7%	71.4%	78.2%	90.2%	83.5%	90.4%	79.9%	93.8%	86.5%	n/a	n/a	85%	85%

Measures in the above table run on a State Fiscal Year (SFY).

*Note: These measures were added to this performance evaluation in Fiscal Year 2019 and thus past Fiscal Year data is not available.