



CHILD PROTECTION
OMBUDSMAN
of COLORADO

Office of the Child Protection Ombudsman

Fiscal Year 2019-2020
Annual Performance Report

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Strategic Policy Initiatives

Strategic Policy Initiatives for Fiscal Year 2018-2019

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STRATEGIC POLICY INITIATIVE: Improve communication methods and increase outreach campaigns to better educate and engage citizens and stakeholders on issues facing the child protection system.

STRATEGY ONE: Maintain consistent, timely and informative methods of communicating the CPO's work to citizens and stakeholders.

Critical Process – Complete investigation reports and case briefings using standardized templates and post finalized documents to the website in a timely fashion.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.
- Develop a notification system to alert a list of subscribers when briefings and reports are posted to the website.
- Assess any needed changes to report formats and public release practices.
- Maintain timely posting of all CPO briefings and reports.

Critical Process – Ensure transparency regarding the CPO's ongoing work by consistently updating and posting public notifications of pending cases, case extensions and legislative updates.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.
- Update the list of public notifications on the Pending Cases page of the CPO's website weekly.
- 100 percent of case extensions will be completed and posted to the Case Extension page of the CPO's website within the 60- day deadline set in the CPO's *Case Practices and Operating Procedures*.

Critical Process – Continue to improve communication with legislators concerning issues the CPO has identified and provide consistent and timely communication of CPO findings and recommendations.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.

STRATEGY TWO: Expand outreach efforts and improve campaigns to better engage and serve communities less familiar with CPO services.

Critical Process – Continue to increase engagement with foster and adoptive parents, kinship providers, children and juveniles, mandatory reporters and the child protection legal community through education and outreach campaigns.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.
- Distribute CPO literature to all relevant agencies/providers and organizations.

- Complete outreach campaigns with four organizations and agencies/providers the CPO has not previously engaged with.
- Distribute a survey to the CPO's stakeholder listserv seeking feedback regarding awareness of CPO services and interests in receiving additional materials or coordinating an informational meeting.

Critical Process – Increase engagement with agencies/providers and organizations in rural communities through education and outreach campaigns.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.
- Distribute CPO literature to all child welfare departments and judicial districts in the state.
- Complete two outreach campaigns in different rural judicial districts. During those campaigns engage with entities such as, child welfare departments, court improvement programs, school districts, regional hospitals and law enforcement.

Critical Process – Expand services to the Spanish-speaking community through increased outreach and improved accessibility.

Key Metrics During Fiscal Year 2019-2020:

- Distribute Spanish literature to all county child welfare departments and all judicial districts.
- Create the capability to view a Spanish version of the CPO website.

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STRATEGIC POLICY INITIATIVE: Implement practices that ensure the CPO manages its caseload efficiently and effectively, allotting staff the necessary time and resources to investigate systemic concerns.

STRATEGY ONE: Implement practices and procedures that will decrease the amount of Information/Resource Referrals and Assists are open and conversely increase the amount of time CPO staff dedicate to systemic issues affecting the child protection system.

Critical Process – Streamline the process for identifying inquiries that result in Information/Resource Referral or Assists and close such cases in a timely manner.

Key Metrics During Fiscal Year 2019-2020:

- 90 percent of inquiries resulting an Information/Resource Referral will be closed within 30 business days of receiving the inquiry.
- 90 percent of inquires resulting in Assists will be closed within 60 business days.

Critical Process – Meet deadlines for completing investigations, as stated in the CPO's *Case Practices and Operating Procedures*.

Key Metrics During Fiscal Year 2019-2020:

- 70 percent of CPO investigations will be closed within the 60- business day deadline. (This figure does not include investigations in which case briefings are completed.)

Critical Process – Utilize data to identify trends in the child protection system to launch investigations sooner.

Key Metrics During Fiscal Year 2019-2020:

- Launch two investigations based on information gained from data collected from cases involving Assists.

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STRATEGIC POLICY INITIATIVE: Increase the expertise and resources needed to investigate and research systemic issues within the child protection system.

STRATEGY ONE: Expand expertise and resources to ensure the CPO is fulfilling its mandate charge of investigating systemic issues and driving reform across the child protection system.

Critical Process – Analyze whether systemic issues warrant additional staff and expertise.

Key Metrics During Fiscal Year 2019-2020:

- Analyze data from the previous fiscal year to determine the impact the additional staff had on decreasing caseloads and increasing the CPO's capacity to complete systemic investigations and research.
- Analyze data to determine the nature of the systemic issues facing the child welfare system.
- Using information from these analyses, determine whether to seek funds for additional staff.

Critical Process – Use expertise of staff to complete outreach in relevant areas.

Key Metrics During Fiscal Year 2019-2020:

- As the expertise of current staff grow, and/or the CPO gains additional staff, CPO staff will aid in outreach efforts and identifying systemic issues within their given area of expertise. These areas of expertise may include, DYS, mental health or child welfare.

STRATEGY TWO: Improve how the CPO tracks and analyzes its recommendations to agencies/providers.

Critical Process – Design and implement system to track status of CPO recommendations.

Key Metrics During Fiscal Year 2019-2020:

- Create and implement a policy that allows the CPO to track recommendations and determine whether they have been implemented.

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STRATEGIC POLICY INITIATIVE: Establish the CPO's Public Policy Advancement Center, which will serve as an objective and innovative space for citizens and stakeholders to discuss and improve child protection systems.

STRATEGY ONE: Ensure the CPO's Public Policy Advancement Center is an efficient, effective and inclusive space to promote improvements in Colorado's child protection system.

Critical Process – Implement thorough and consistent practices to ensure the CPO's Public Policy Advancement Center is effectively identifying priorities and providing an inclusive environment for discussion.

Key Metrics During Fiscal Year 2019-2020:

- Launch the CPO's Public Policy Advancement Center.
- Establish public processes and expectations regarding how the program will select issues and what it will produce.
- Establish a space on the CPO's website dedicated to informing citizens, stakeholders and legislators about the issues being addressed and the products being produced.

Critical Process – Develop efficient outreach mechanisms to ensure the public is informed of the

issues and has clear expectations regarding what the CPO's Public Policy Advancement Center will produce.

Key Metrics During Fiscal Year 2019-2020:

- Implement any applicable practices or products detailed in the CPO Communication Plan.
- Develop listservs of applicable stakeholders.
- Develop and implement a system for consistently informing citizens, stakeholders and legislators about ongoing work.
- Develop and implement a system for receiving public comment that accommodates for citizens and stakeholders in rural areas who may not attend meetings and discussions in person.
- Develop and implement a system for distributing and promoting final products and recommendations developed through the program.

STRATEGY TWO: Ensure the center is consistently identifying relevant issues and developing well vetted, objective and detailed recommendations for change.

Critical Process – Implement practices that will facilitate collaboration among stakeholders and ensure the CPO's Public Policy Advancement Center is transparent and accessible.

Key Metrics During Fiscal Year 2019-2020:

- Develop and implement public procedures and practices for seeking and incorporating input from stakeholders and citizens.
- Develop and implement public procedures and practices for alerting stakeholders and citizens when the program selects a new issue or project.
- Develop and implement public procedures and practices for alerting stakeholders and citizens when recommendations have been issued

STRATEGY THREE: Ensure the CPO is producing products that effectively guide the child protection community in implementing recommendations developed through the CPO's Public Policy Advancement Center.

Critical Process – Implement and maintain a process for assessing the outcomes of recommendations developed through the CPO's Public Policy Advancement Center.

Key Metrics During Fiscal Year 2019-2020:

- Create and implement a policy that allows the CPO to publicly track recommendations developed through the program and determine whether they have been implemented.
- Solicit stakeholder feedback regarding the products and recommendations developed through the program.
- Develop and implement a public reporting system which demonstrates how the CPO is working to ensure recommendations are implemented.