Performance Plan Evaluation – July 1, 2014 Submission

Department of Human Services

Strategic Policy Initiatives

Initiative criteria[1]:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as "increase" or "decrease/reduce".
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Improve kindergarten readiness through quality early care and learning options for all Coloradans	Yes	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional; for the next iteration of the plan; however, the initiative may be clearer with a reference to whether the Department seeks to increase access to early care options, or to help increase the number of options.	Office of Early Childhood	The Department outlined specific steps to make progress on the initiative; contributing, critical processes are also identified.
To expand community living options for all people with developmental disabilities.	Support more individuals' ability to live and thrive in their communities.	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional; for the next iteration of the plan, however, the initiative may be clearer by identifying whether the Department seeks to increase access to community living options or increase the number of options.	Office of Long-Term Care	The Department outlined specific steps to make progress on the initiative; contributing, critical processes are also identified.

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[1] These parameters are from OSPB's instructions; wording is more specifically from the "Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers", p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
To achieve economic security for more Coloradans through employment	Yes	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional.	Office of Economic Security	The Department outlined specific steps to make progress on the initiative; contributing, critical processes are also identified.
To ensure child safety through improved prevention, access and permanency	Ensure that all children in the state should receive the same level of protection from abuse and neglect.	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional.	Office of Children, Youth and Families	The Department outlined specific steps to make progress on the initiative; contributing, critical processes are also identified.
To achieve a statewide crisis response system and expanded community supports in mental health and substance abuse.	Strengthen Colorado's behavioral health/mental health system to serve all Coloradans, including those in rural and frontier communities.	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional. The Plan specifically outlines how the goal is an ongoing initiative.	Office of Behavioral Health	The Department outlined specific steps to make progress on the initiative; contributing, critical processes are also identified.
To prepare Colorado to meet the needs of more seniors who choose to live and thrive in their homes and communities.	Yes	For the next iteration of the plan, one-and three-year goals for the goal will help provide parameters for the initiative.	This initiative is less specific and/or directional. For the next plan, it may be beneficial to include more specific language about *what* the initiative is seeking to achieve.	Office of Long-Term Care	The Department may seek to develop the strategies/action steps more for this initiative to indicate *how* the Department will lead the statewide effort.
To return youth committed to the Division of Youth Corrections (DYC) to the community better prepared to succeed through education received while in the custody of the Department.	Yes	For the next iteration of the plan, one- and three-year goals for the goal will help provide parameters for the initiative.	The initiative is clear and directional.	Office of Children, Youth and Families	The Department outlined various processes that impact the success of the initiative.

Additional Feedback: The Department identified several significant initiatives; for each of these initiatives, OSPB recommends the Department track the progress towards these initiatives through identifying one- and three-year goals for each initiative. Additionally, "The Plan" section of the introduction is helpful for the reader to understand how the Department seeks to impact each initiative.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Division of Early Care and Learning – Office of Early Childhood	Defined in the Line Item descriptions in the budget request.	The Department broadly identifies the entities and individuals that each program services; for the next iteration of the strategic plan, however, OSPB recommends the Department create a more specific outline of customers that each major program area serves. This applies to each Major Program Area.
Division of Community and Family Support – Office of Early Childhood	Defined in the Line Item descriptions in the budget request.	*See above.*
Regional Centers – Office of Long-Term Care	Defined in the Line Item descriptions in the budget request.	*See first row.*
Division of Vocational Rehabilitations – Office of Long-Term Care	Defined in the Line Item descriptions in the budget request.	*See first row.*
State Veterans Nursing Home – Office of Long-Term Care	Defined in the Line Item descriptions in the budget request.	*See first row.*
Disability Determination Services – Office of Long-Term Care	Defined in the Line Item descriptions in the budget request.	*See first row.*
Child Support Services – Office of Economic Security	Defined in the Line Item descriptions in the budget request.	*See first row.*
Food and Energy Assistance – Office of Economic Security	Defined in the Line Item descriptions in the budget request.	*See first row.*
Employment and Benefits – Office of Economic Security	Defined in the Line Item descriptions in the budget request.	*See first row.*
Adult Financial Program – Office of Economic Security	Defined in the Line Item descriptions in the budget request.	*See first row.*
Division of Child Welfare – Office of Children, Youth and Families	Defined in the Line Item descriptions in the budget request.	*See first row.*
Division of Youth Corrections – Office of Children, Youth, and Families	Defined in the Line Item descriptions in the budget request.	*See first row.*

Major Program Area	Defined	Customer identified
Mental Health Institutes – Office of Behavioral Health	Defined in the Line Item descriptions in the budget request.	*See first row.*
Division of Behavioral Health – Office of Behavioral Health	Defined in the Line Item descriptions in the budget request.	*See first row.*
Division of Aging and Adult Services – Office of Long-Term Care	Defined in the Line Item descriptions in the budget request.	*See first row.*

Additional Feedback: The Department did not explicitly identify major program areas in the strategic component of the plan; in the operational component, the major program areas are identified as the divisions under each Office. OSPB recommends the Department provide a summary of each major program area and the specific customers served by those programs in the strategic component of the plan, which may be included for the next iteration of the plan.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
    - Input: workload demand, FTE, operating budget, etc.
    - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
    - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
To improve kindergarten readiness through quality early care and learning options for all Coloradans.	No process explicitly identified. Tied to Early Intervention.	No inputs explicitly identified in the strategic or operational component.		Percentage of infants and toddlers with growth in skills
To ensure child safety through improved prevention, access, and permanency.	Assessment/investigations of child abuse and neglect. Tied to Office of Children, Youth, and Families.	No inputs explicitly identified in the strategic or operational component.		Compliance with the statutory requirement related to timeliness of assessment closures
To ensure child safety through improved prevention, access, and permanency.	No process explicitly identified. Tied to Office of Children, Youth, and Families.	No inputs explicitly identified in the strategic or operational component.		Percentage of youth and youth in congregate care settings
To ensure child safety through improved prevention, access, and permanency.	No process explicitly identified. Tied to Office of Children, Youth, and Families.	No inputs explicitly identified in the strategic or operational component.		Percentage of youth who do not recidivate in residential placements

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
To expand community living options for all people with developmental disabilities.	No process explicitly identified. Tied to Office of Long-Term Care.	No inputs explicitly identified in the strategic or operational component.		Length of time to transition to community setting (i.e., goal is 60 days)
To expand community living options for all people with developmental disabilities.	No process explicitly identified. Tied to Office of Long-Term Care.	No inputs explicitly identified in the strategic or operational component.		Percentage of Veteran's Community Living Centers residents without falls
To support Coloradans to age safely and thrive in their homes.	No process explicitly identified. Tied to Office of Long-Term Care.	No inputs explicitly identified in the strategic or operational component.		Percentage of timely responses to adult protection inquiries (i.e., Emergency/24 Hour or non-emergency/3 business days)
To achieve a statewide crisis response and expanded community supports in mental health and substance abuse.	No process explicitly identified. Tied to Office of Behavioral Health.	No inputs explicitly identified in the strategic or operational component.		Percentage of persons treated who show reduced mental health symptoms.
To expand community living options for all people with developmental disabilities.	No process explicitly identified. Tied to Office of Long-Term Care.	No inputs explicitly identified in the strategic or operational component.		Attainment of successful employment.
To expand community living options for all people with developmental disabilities.	No process explicitly identified. Tied to Office of Long-Term Care.	No inputs explicitly identified in the strategic or operational component.		Accuracy percentage of initial eligibility decisions
To achieve economic security for more Coloradans through employment.	No process explicitly identified. Tied to Office of Economic Security.	No inputs explicitly identified in the strategic or operational component.		Collection percentage of current child support due
To achieve economic security for more Coloradans through employment.	No process explicitly identified. Tied to Office of Economic Security.	No inputs explicitly identified in the strategic or operational component.		Percentage of monthly Food Assistance expedited applications processed within seven calendar days
To achieve economic security for more Coloradans through employment.	No process explicitly identified. Tied to Office of Economic Security.	No inputs explicitly identified in the strategic or operational component.		Percentage of Monthly Food Assistance recertification applications processed within 60 days
To achieve economic security for more Coloradans through employment.	No process explicitly identified. Tied to Office of Economic Security.	No inputs explicitly identified in the strategic or operational component.		Percentage of Colorado Works participants gaining employment

Strategic Policy Initiative	Process	Inputs identified	Outputs identified	Informational Output identified
To achieve economic security for more Coloradans through employment.	No process explicitly identified. Tied to Office of Economic Security.	No inputs explicitly identified in the strategic or operational component.		Percentage of Old Age Pension and Aid to the Needy Disabled applications processed within 60 and 45 days, respectively
To improve kindergarten readiness through quality early care and learning options for all Coloradans.	No process explicitly identified. Tied to Office of Early Childhood	No inputs explicitly identified in the strategic or operational component		Percentage of children utilizing Colorado Child Care Assistance Program in top-rated facilities
To ensure child safety through improved prevention, access, and permanency.	No process explicitly identified. Tied to Office of Children, Youth and Families	No inputs explicitly identified in the strategy or operational component.		Percentage of youth enrolled in education or employed at discharge

Additional Feedback: For the next plan, the Department as a whole has many opportunities to continue identifying areas for process improvement and quality improvements. While outcomes are the ultimate measures of success, OSPB has recommended outlining inputs and simple outputs in its instructions in order to enable departments to identify key drivers of the success and/or areas for improvement. Including these process measures will enable the Department to continue to quickly assess which inputs are being used effectively (to help build best practices) or ineffectively (to focus on improvement areas). Therefore, for the next iteration, OSPB recommends the Department identify inputs and simple outputs for at least one critical process per strategic policy initiative and/or major program area.