

# STATE OF COLORADO



**Colorado Department of Human Services**

*people who help people*

EXECUTIVE DIRECTOR  
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John W. Hickenlooper  
Governor

Reggie Bicha  
Executive Director

October 1, 2013

The Honorable John W. Hickenlooper  
Governor of Colorado  
136 State Capitol  
Denver, Colorado 80203

Dear Governor Hickenlooper:

This letter is sent as a cover to the Core Services Program Evaluation Annual Report submitted pursuant to C.R.S. 26-5.5-104 (6):

"On or after July 1, 1994, the Executive Director of the State Department shall annually evaluate the statewide Family Preservation Program and shall determine the overall effectiveness and cost-efficiency of the Program. On or before the first day of October of each year, the Executive Director of the State Department shall report such findings and shall make recommended changes, including budgetary changes, to the Program to the General Assembly, the Chief Justice of the Supreme Court, and the Governor. In evaluating the Program, the Executive Director of the State Department shall consider any recommendations made by the interagency Family Preservation Commission in accordance with section 26-5.5-106. To the extent changes to the Program may be made without requiring statutory amendment, the Executive Director may implement such changes, including the changes recommended by the commission acting in accordance with subsection (7) of this section."

Sincerely, -

A handwritten signature in black ink that reads 'Reggie Bicha'. The signature is written in a cursive style with a large, looping 'R' and 'B'.

Reggie Bicha  
Executive Director

Enclosures

cc: Roxane White, Chief of Staff

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# Core Services Program Evaluation Annual Report

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**State Fiscal Year 2012-2013  
July 1, 2012 - June 30, 2013**



**Colorado Department of Human Services**

*people who help people*

**Office of Children, Youth, and Families  
Division of Child Welfare Services**

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# Core Services Program Evaluation Annual Report

Submitted to:

Colorado Department of Human Services  
Office of Children, Youth, and Families  
Division of Child Welfare Services

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September 2013



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# Executive Summary

The Colorado Revised Statute (C.R.S) section authorizing the Core Services Program also mandates that the Department annually provide “. . . an evaluation of the overall effectiveness and cost-efficiency of the program and any recommended changes to such program.” This report, produced by the independent research firm TriWest Group, responds to this mandate and is designed to describe the functioning and costs of the program across the state in order to provide meaningful decision support for the Division of Child Welfare Services and county Core Services Programs.

This report assesses effective strategies, shares information about successes and how cost efficiencies can be achieved, and uses local experiences to strengthen the overall state program.

**Service Delivery in State Fiscal Year 2013.** This year’s annual Core Services allocation was identical to last year’s total allocation: \$44,577,053. While these allocations remained the same as last year, the number of individual family members served by counties increased slightly (2.8%). A new funding model was implemented for State Fiscal Year 2013. The model used data drivers to allocate the appropriate more equitably across counties. The current drivers for the allocation model are the number of:

- Households below 200% of poverty;
- Referrals;
- Assessments;
- Involvements; and,
- Out-of-home placements.

During the 2013 Legislative Session, as part of the Governor’s Child Welfare Plan, **Keeping Kids Safe and Families Healthy 2.0**, the Core Services Program was allocated \$6.1 million in additional funding plus a two percent provider increase. This increase will be included in next year’s evaluation report.

**Children/Youth and Families Served During SFY 2013.** The total count of children/youth and other family members served each year beginning in SFY 2006-2007 is depicted in the table below.

Total Number of Individuals Served by the Core Services Program							
	SFY 2007	SFY 2008	SFY 2009	SFY 2010	SFY 2011	SFY 2012	SFY 2013
Unduplicated Count	19,152 <sup>1</sup>	17,793	16,066	15,226	24,122	27,070	27,817

Over half of the individuals served (14,435) were children directly participating in services. The remaining individuals served (13,063) represent adult caregivers receiving services on behalf of the child/youth. Services provided to adults include Intensive Family Therapy, Multisystemic Therapy and Home Based Intervention, where the entire family receives services. In addition, services to adults often

<sup>1</sup> This number is taken from the SFY 2007 County Commission Report.

specifically target parental challenges, such as evaluations of parental capacity to care for children and keep them safe, substance abuse or mental health treatment, life skills, household management and parenting. While these services are delivered to adults, they benefit the children of Colorado by allowing them to not only remain in their homes, but to benefit from a sustainable and improved home environment.

**Services Provided.** The table below shows the number of service authorizations (as entered into Trails) for SFY 2010 through SFY 2013.

Number of Service Authorizations Entered into Trails (duplicated count of services)				
	SFY 2010	SFY 2011	SFY 2012	SFY 2013
Total Duplicated Count	46, 197	39,400	34,012	34,794

The apparent declines in service authorization and accompanying increases in the numbers of individuals served were likely due to shifts in how data was entered into Trails. This year, those data entry practices have stabilized. A small increase in the number of service authorizations was observed for this fiscal year. This is consistent with the increase in the number of individual family members served as well.

**Program Costs and Effectiveness**

Ultimately, the goal of the Core Services Program is to safely maintain children/youth in the home. These goals are achieved in two ways. The first is the provision of services directly to the child, often referred to as “participating as a child (PAC).” These services promote child well-being and may work to address childhood mental or physical health issues that act as family stressors. Additionally, services are provided to adult caregivers that promote children being safely maintained in the home. In most cases (58.5%), the primary goal is for children to **remain** in the home. In cases where safety concerns prompt a need to remove a child/youth from the home, services work to **return** that child/youth home in a safe and timely manner (32.4%). In cases where safety requires the child/youth to be permanently placed out of the home, services focus on stabilizing and maintaining least restrictive out-of-home placements (including adoptive and foster homes).

The average number of authorized services days when a child/youth’s goal was to remain home was 235 days of service. These days of service include multiple service types. For example, if a child received two days of therapy and two days of Home Based Intervention services, the number of days of service would add to four, even if the services were delivered on the same days. The average number of authorized days climbed to 258 days of authorized service in cases where the child/youth was removed from the home with the goal to return.

**Service Outcomes.** Outcome designation is made by the caseworker at the time the service authorization is closed. While there is some variation across counties, “successful” generally refers to a case where all (or nearly all) treatment goals are met. “Partially successful” refers to services authorizations closed when the client made some progress in treatment, but not all treatment goals were met.

- Two thirds of service authorizations were closed with a “successful” (53%) or “partially successful” (13%) outcome designation. This number has remained stable for all three years that this variable has been collected in Trails.
- County Designed Services, Home Based Intervention, and Intensive Family Therapy have the highest proportion of authorizations closed with either a “successful” or “partially successful” designation.
- Substance Abuse Treatment Services had lower rates of successful or partially successful outcomes than other service types, likely reflecting the difficulty in treating substance abuse generally.

In 84% of all service authorizations, children/youth either remained in their home or were placed with relatives at the end of Core Services. In 92% of service authorizations for children/youth whose service goal was specifically to remain home, the child remained in their home at the end of the service. Child/youth outcomes are discussed in detail in the Outcomes section of this report.

***In 92% of service authorizations for children/youth whose service goal was to remain home, the child remained in their home at the end of the service.***

**Child Safety.** An important goal of the Core Services Program is to not only keep families together, but to do so while protecting the child. Close to half of all of the children served had a substantiated report of child abuse or neglect in the 12 months prior to engagement with Core Services (45%); only 3.4 percent had a substantiated report in the 12 months directly following participation in the program.

**Reunification.** More than two-thirds (70%) of authorizations where the goal was for children to return home, the placement at the end of services was either at home or with a relative.

**Costs.** Costs of the Core Services program, by contract-type, are summarized in the table below.

Expenditures by Contract Type				
Contract Type	SFY 2012		SFY 2013	
	Total Expenditures	Percentage of all Core Services Expenditures	Total Expenditures	Percentage of all Core Services Expenditures
Fee-for-Service Contracts	\$23,920,560	51%	\$24,687,829	53%
Fixed-Rate Contracts	\$6,518,488	14%	\$5,838,146	12%
County-Provided Services	\$16,078,213	35%	\$16,196,459	35%
<b>Total Core Expenditures</b>	<b>\$46,517,261</b>	<b>100%</b>	<b>\$46,722,434</b>	<b>100%</b>

## Conclusions and Recommendations

**The Core Services Program Appears to be Functioning as Intended** – Data analyzed and presented in this report supports the Core Services Program model as an effective approach to strengthening Colorado families and keeping children and youth with their families and in their communities, while also maintaining child/youth safety.



**Core Services Cost Less** - Overall costs per day for out-of-home placements (\$72.42 per day in SFY 2012) are significantly higher than costs per day for children/youth being served in Core Services (overall average cost per authorized day of \$7.59 during SFY 2013). Safely maintaining children/youth in their homes not only costs the state less than an out-of-home placement, but local and national experience tells us that, most often, this course of action also represents what is in the best interest of the child/youth and the family.

*The Core Services Program is functioning as intended and continuing to enhance the quality and availability of services to children and families.*

**Core Services are Effective in Maintaining Children/Youth at Home** – The Core Services Program aims to keep children/youth and their families together or, in cases where children/youth must be removed due to safety concerns, to return them home as quickly as possible or place them in the least restrictive setting possible. Of all children/youth receiving Core Services in SFY 2013, 84% remained home or were placed with a family member at the end of Core Services. Further, 92% of children/youth who began Core Services with the goal to remain home were maintained at home.

**The Core Services Program is a Vital Component of the Continuum of Care in Colorado** – On a national level, Colorado is one of a few states with specific funding to invest in therapeutic systems that can mitigate risk and maintain the health and well-being of families. Colorado continues to have a specific earmark for these kinds of therapeutic services and is one of very few states that record services and outcomes from these services into their SACWIS system. Most states are limited to Promoting Safe and Stable Families (PSSF) funds that are limited in amount and scope and generally not tracked.

The Core Services Program remains a vital part of the continuum of care in Colorado for children/youth and families. In conjunction with new prevention initiatives including Program Area Three, SafeCare, Community Response, and the Nurse-Family Partnership Program, the Core Services Program is an integral piece of Colorado’s approach to robustly provide vital services to safely keep families together.

**Data Collection and Enhanced Trails Functionality** – Enhancements to the Trails data system afford new opportunities for quality improvement and evaluation by making more accurate data available for analysis. In order to optimally utilize this information, it is important that counties are supported through training and monitoring to gather and enter consistent data regarding service delivery, costs and outcomes. The quality of data available for decision making and quality improvement is largely a function of data management and entry practices.

**Integrating Evaluation and Research Efforts** – To the extent possible, the TriWest evaluation team recommends enhancing coordination between evaluation efforts being conducted by, and on behalf of, the Division of Child Welfare Services. The Division is currently engaged in several important initiatives – coordination of evaluation efforts will leverage resources and provide more easily accessible data to support decision-making and quality improvement.

With data from new prevention initiatives including Program Area Three, Nurse-Family Partnership, SafeCare, and Colorado Community Response under the Governor’s Child Welfare Plan, Keeping Kids Safe and Families Healthy 2.0, being tracked and entered into Trails, Colorado has an opportunity to evaluate prevention and early intervention efforts as whole.

# Background and Introduction

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The Core Services Program was established within the Department of Human Services in 1994 and is statutorily mandated to provide strength-based resources and support to families when children/youth are at imminent risk of out-of-home placement and/or in need of services to maintain a placement in the least restrictive setting possible.

The Colorado Revised Statute (C.R.S) section authorizing the Core Services Program also mandates that the Department annually provide “. . . an evaluation of the overall effectiveness and cost-efficiency of the program and any recommended changes to such program.” This report, produced by the independent research firm TriWest Group, responds to this mandate and is designed to describe the functioning and costs of the program across the state in order to provide meaningful decision support for the Division of Child Welfare Services and county Core Services programs.

Since 1994, the Core Services Program has provided services to children/youth and families according to its statutory mandate. Responding to the complexity and variability in the needs of children and families across the diverse regions of Colorado, the Core Services Program combines the consistency of centralized state administrative oversight with the flexibility of a county-run system. This model allows local management to tailor individualized services to meet the needs of children and families across diverse Colorado communities.

In the almost 20 years the program has been functioning, Core Services has adapted to significant federal, state and local changes. Important changes are currently affecting the existing program structure, such as Federal health care reform, new state laws and child welfare programs, along with a greater capacity to track data related to Core Service delivery and outcomes. This makes it even more essential to track activities, costs, and child and family outcomes through accurate data collection and reporting.

The SFY 2012-2013 evaluation report benefits from continued enhancements in data collection across the Core Services Program. The report combines a quantitative analysis of individuals served, outcomes, and costs, derived largely from the Trails data system, with a qualitative narrative of issues facing the program incorporated from the Family Preservation Commission Reports. Trends are compared across years to the degree possible, with the evolution of the Trails data system and programmatic changes contributing to some limitations in making comparisons. To support accountability and ongoing program improvement, TriWest Group attempts to reflect the diversity of Core Services implementation across the state. This report assesses effective strategies, shares information about successes and how cost efficiencies can be achieved, and uses local experiences to strengthen the overall state program.

A more detailed overview of the history of the Core Services Program can be found in Appendix A.

## Structure of the Current Report

Following this **Introduction** section is a description of the **Implementation of the Core Services Program**. This section describes the outputs and activities of the Core Services Program, including program expenditures, the numbers of individuals served and the numbers and types of services authorized through the Core Services funding line. This section provides a general overview of the

distribution of services across the state and includes an overall view of the Core Services Program as well as county-level data. Also included in this section is a discussion of how new initiatives within the Division of Child Welfare impact the operation of the Core Services Program.

The **Program Costs and Effectiveness** section follows. Program effectiveness is explored in two ways. The evaluation reports short-term outcome measures being tracked by Trails, as well as 12-month outcomes for children/youth and families who concluded Core Services episodes last fiscal year. Total costs and average costs per person are presented for the Core Services Program overall and for service type for fee-for-service contracts.

The final section of the report discusses **Observations and Recommendations in the Evaluation of Overall Effectiveness and Cost Efficiency** in this year's report.

The Core Services Program Overview and History and the Research Methods used for this report are included as appendices. This allows readers to directly access performance and outcome data, while also providing important contextual program information in appendices for readers less familiar with the Core Services Program. The report focuses more on the quantitative data available to assess outcomes, since qualitative program information has been addressed thoroughly in the past.

# Implementation of the Core Services Program

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The legislative authorization of Colorado’s Core Services Program requires access to specific services statewide, while maintaining flexibility at the local level. The program is structured as a state-supervised, county-operated system with the Colorado Department of Human Services overseeing funding allocations. In addition, policies and procedures for the program are set at the state level, in collaboration with county staff. While the state provides oversight, each county operates their Core Services Program to meet the unique needs of families and communities. Significant progress has been made in documenting services consistently across the state.

For more details about the history of the Core Services Program, please see the “Core Services Program Overview & History” section, contained in Appendix A.

## Service Delivery in State Fiscal Year 2013

As shown in Table 1, this year’s annual Core Services allocation was identical to last year’s total allocation: \$44,577,053. While these allocations remained the same as last year, the number of individual family members served by counties increased slightly (2.8%).

The Child Welfare Allocation committee worked to create a new funding model that was implemented July 1, 2012 for State Fiscal Year 2013. The model used data drivers to allocate the appropriate amount of funding more equitably across counties. The current drivers for the allocation model are the number of:

- Households below 200% of poverty;
- Referrals;
- Assessments;
- Involvements with child protective services; and,
- Out-of-home placements.

During the 2013 Legislative Session, as part of the Governor’s Child Welfare Plan, **Keeping Kids Safe and Families Healthy 2.0**, the Core Services Program was allocated \$6.1 million in additional funding plus a two percent provider increase. This increase will be included in next year’s evaluation report.

The new county allocations, along with total expenditures and number of individuals served, are shown in Table 1.

**Table 1: SFY 2013 Core Services Allocations, Expenditures and Individuals Served by County**

County Name	Allocation	Expenditures <sup>2</sup>	Individual Family Members Served <sup>3</sup>
<b>Statewide</b>	<b>\$44,576,053.00</b>	<b>\$46,722,434.24</b>	<b>27,817</b>
Adams	\$4,174,979.95	\$4,346,438.56	2,179
Alamosa	\$669,909.17	\$588,857.23	205
Arapahoe	\$4,469,186.07	\$4,602,920.13	2,229
Archuleta	\$152,567.99	\$144,107.21	118
Baca	\$44,778.15	\$32,435.75	8
Bent	\$49,951.34	\$56,884.52	73
Boulder	\$2,157,452.89	\$2,138,066.58	757
Broomfield	\$324,862.02	\$187,929.25	105
Chaffee	\$258,609.95	\$186,252.60	49
Cheyenne	\$32,747.90	\$32,010.29	29
Clear Creek	\$106,028.58	\$102,764.66	31
Conejos	\$145,877.08	\$95,679.27	61
Costilla	\$80,869.65	\$43,129.96	43
Crowley	\$96,826.79	\$84,754.86	30
Custer	\$28,665.18	\$304.79	-- <sup>4</sup>
Delta	\$326,144.96	\$323,168.01	188
Denver	\$6,601,662.38	\$6,680,002.40	3,026
Dolores	\$29,644.23	\$15,238.53	16
Douglas	\$385,078.28	\$673,552.73	615
Eagle	\$183,138.16	\$196,528.15	162

<sup>2</sup> Expenditures are based on SFY 2013 Core Services Closeout.

<sup>3</sup> The total individuals served does not equal to total of individuals served in all counties because some individuals received services in multiple counties.

<sup>4</sup> No service authorizations entered into Trails.

**Table 1: SFY 2013 Core Services Allocations, Expenditures and Individuals Served by County**

County Name	Allocation	Expenditures <sup>2</sup>	Individual Family Members Served <sup>3</sup>
Elbert	\$332,514.37	\$245,185.43	111
El Paso	\$5,054,022.44	\$5,913,952.90	4,302
Fremont	\$811,549.12	\$820,214.87	665
Garfield	\$512,134.94	\$369,775.87	216
Gilpin	\$79,839.37	\$58,389.31	69
Grand	\$143,441.15	\$67,133.44	65
Gunnison/Hinsdale	\$121,068.86	\$104,026.15	105
Huerfano	\$148,702.23	\$153,134.56	43
Jackson	\$24,999.99	\$3,820.00	5
Jefferson	\$3,478,561.10	\$4,910,792.36	2,478
Kiowa	\$45,049.43	\$48,226.40	2
Kit Carson	\$109,775.75	\$160,062.93	63
Lake	\$136,329.82	\$66,115.97	48
La Plata/San Juan	\$1,005,613.51	\$1,026,679.21	294
Larimer	\$1,920,922.05	\$2,193,276.98	3,636
Las Animas	\$259,777.88	\$260,675.20	95
Lincoln	\$302,004.40	\$268,601.18	46
Logan	\$367,456.51	\$523,906.20	221
Mesa	\$1,349,253.18	\$1,139,280.88	1,299
Moffat	\$421,158.23	\$234,166.66	123
Montezuma	\$326,304.01	\$371,556.11	106
Montrose	\$494,543.28	\$505,487.56	386
Morgan	\$583,785.80	\$620,073.13	307
Otero	\$448,306.35	\$335,363.29	109
Ouray/San Miguel	\$265,426.20	\$280,900.48	40

**Table 1: SFY 2013 Core Services Allocations, Expenditures and Individuals Served by County**

County Name	Allocation	Expenditures <sup>2</sup>	Individual Family Members Served <sup>3</sup>
Park	\$146,500.54	\$143,967.31	66
Phillips	\$41,457.99	\$35,769.73	28
Pitkin	\$43,244.33	\$37,830.64	43
Prowers	\$275,097.62	\$200,826.18	89
Pueblo	\$1,511,262.77	\$1,455,335.54	1,091
Rio Blanco	\$98,847.25	\$37,972.40	76
Rio Grande/Mineral	\$126,906.35	\$96,720.82	87
Routt	\$262,533.43	\$190,813.65	54
Saguache	\$97,480.54	\$112,469.04	62
Sedgwick	\$27,119.43	\$3,177.35	2
Summit	\$167,723.32	\$163,918.56	95
Teller	\$457,021.80	\$532,559.01	193
Washington	\$89,828.06	\$76,132.06	65
Weld	\$1,955,367.13	\$2,301,459.43	1,053
Yuma	\$214,141.75	\$121,659.97	55

As shown in Table 1, some counties appear to under-spend their allocation while others appear to over-spend. At the end of the fiscal year, small and medium counties under-spending their Core allocation have their remaining allocation combined to create a surplus pool. That pool is then applied to deficits generated in other counties. If the surplus pool is insufficient to cover all deficits, the surplus distribution formula is applied to apportion the surplus funds. The formula determines the amount of surplus available to each deficit county based on the relative size of the county's allocation and the size of each county's deficit in relation to its allocation.

***There is greater need for services in Colorado than can be met with the existing Core Services allocation.***

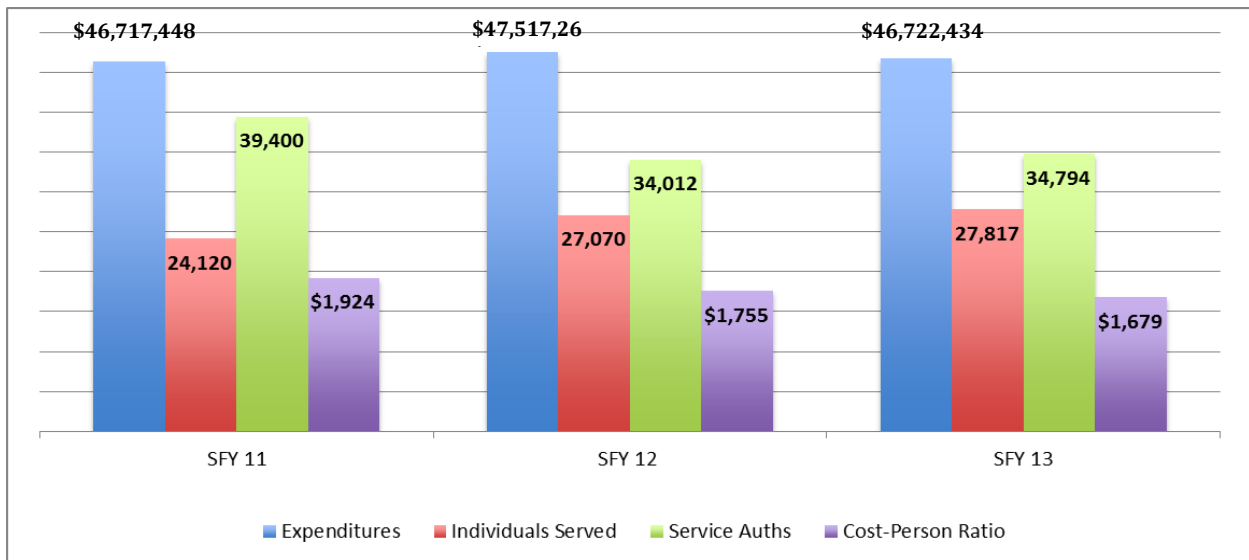
After all small and medium counties have been fully covered through surplus distributions, any remaining surplus allocation is included in the surplus distribution process for the ten large counties. Surplus distribution for the ten large counties is processed in the same manner as for the small and medium counties. After the surplus pool has been fully allocated, any remaining county deficits are

covered by approved funding source transfers, as appropriate, and are based on the percentage of over-expended money.

There is a greater need for Core Services than can be met with the existing allocation, resulting in expended funds (\$46,722,434.24) being greater than the allocation (\$44,576,053.00), as shown in Table 1. To address this need, counties have been able to use other available funding to provide the menu of Core Services

Figure 1 shows the relationship between expenditures, service authorizations and individuals served.

**Figure 1: Comparison of Core Expenditures, Individuals Served, Services Authorized and Ratio of Allocation Dollars to Individuals Served in SFY 2011 through SFY 2013**



A larger number of children/youth and families received services this year over SFY 2012. Trails systems changes implemented in SFY 2011 allow a single service authorization to be associated with all family members participating in a service, including adults receiving services on behalf of a child.

Service authorizations also increased over the prior fiscal year. This is in contrast to the marked drop in authorizations observed between fiscal years 2011 and 2012. As with counts of individuals served, that difference between SFY 2011 and SFY 2012 was thought to be mostly due to changes in Trails data entry capacity and not changes in how services were delivered. This is supported by this year’s more consistent numbers of individuals served and services authorized between SFY 2012 and SFY 2013, when there were no major changes to Trails in this area.

The cost-person ratio is not a description of actual costs of providing services to an individual. Rather, it is an illustration of the proportion of funds available to meet each individual’s needs with the funding allocation for Core Services.



### Children/Youth and Families Served During SFY 2013

The total count of children/youth and other family members served each year beginning in SFY 2006-2007 is depicted in Table 2.

Table 2: Total Number of Individuals Served by the Core Services Program							
	SFY 2007	SFY 2008	SFY 2009	SFY 2010	SFY 2011	SFY 2012	SFY 2013
Total Unduplicated Count	19,152 <sup>5</sup>	17,793	16,066	15,226	24,122	27,070	27,817

Just over half of the individuals served (14,435) were children directly participating in services. The remaining individuals served (13,063) represent adult caregivers receiving services on behalf of the child/youth. Services provided to adults include Intensive Family Therapy, Multisystemic Therapy and Home Based Intervention, where the entire family receives services. In addition, services to adults often specifically target parental challenges, such as evaluations of parental capacity to care for children and keep them safe, substance abuse or mental health treatment, life skills, household management and parenting. While these services are delivered to adults, they benefit the children of Colorado by allowing them to not only remain in their homes, but to benefit from a sustainable and improved home environment.

**Figure 2: Individuals Served SFY 2013**

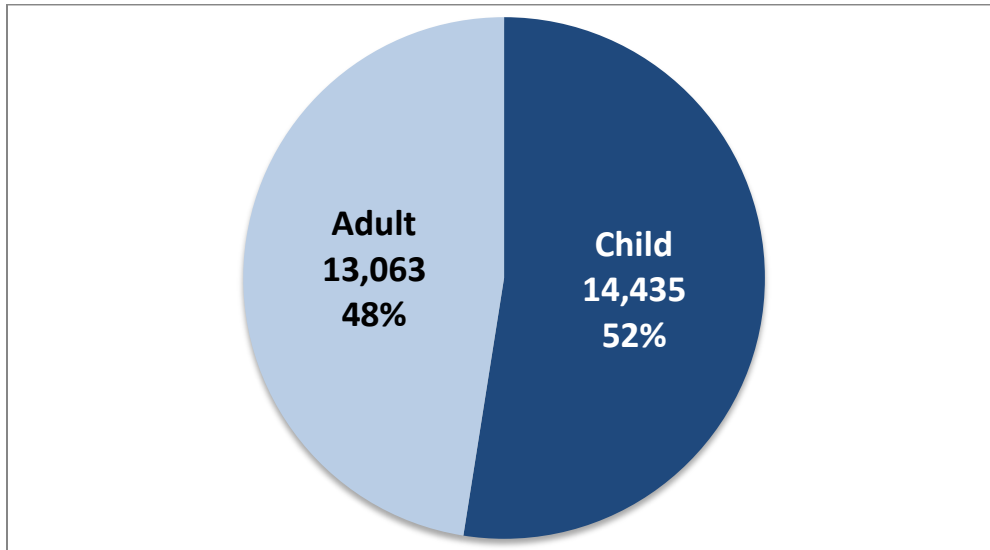


Table 3 shows the race/ethnicity<sup>6</sup> of children/youth and adult caregivers served. This is an unduplicated count of individuals. The largest groups served by the Core Services Program were White, non-Hispanic

<sup>5</sup> This number is taken from the SFY 2007 County Commission Report.

<sup>6</sup> Race/ethnicity categories are based on options included in the Trails data system.

(51%) or Hispanic (27%). The average age of children/youth served by Core Services was 8.5 years with a range from newborn to 17 years old.<sup>7</sup>

Table 3: Race/Ethnicity of Individuals Served		
Race / Ethnicity	Core Services Numbers Served	
	American Indian or Alaskan Native	152
Asian	155	<1%
Black or African American	2,023	7.3%
Hispanic	7,544	27.1%
Native Hawaiian or Other Pacific Islander	48	<1%
White (Caucasian)	14,156	50.9%
Multiple Races	1,150	4.1%
<b>Missing Data or Unable to Determine</b>	<b>2,589</b>	<b>9.3%</b>
<b>TOTAL</b>	<b>27,817</b>	<b>100%</b>

Half of the children/youth and families served were identified as White (Caucasian), while an additional 27 percent were identified as Hispanic. Another seven percent (7%) were identified as African American. Nearly 10 percent of the individuals entered into Trails did not have an associated identified racial or ethnic group.

Table 4 shows the unduplicated count of individuals<sup>8</sup> served across counties.

Table 4: Unduplicated Individuals Served by County								
County Name	SFY 2010 Individuals Served		SFY 2011 Individuals Served		SFY 2012 Individuals Served		SFY 2013 Individuals Served	
	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total
Adams	1,181	5.7%	2,550	10.5%	2,590	9.7%	2,179	7.8%
Alamosa	198	1.2%	244	1.0%	247	0.9%	205	0.7%
Arapahoe	1,579	8.6%	2,010	8.3%	2,030	7.5%	2,229	8.0%
Archuleta	68	0.5%	58	0.2%	105	0.4%	118	0.4%
Baca	1	0.0%	2	0.0%	4	0.0%	8	0.0%

<sup>7</sup> Core services may be provided until the child/youth turns 21. However, all children/youth began services before the age of 18.

Table 4: Unduplicated Individuals Served by County

County Name	SFY 2010 Individuals Served		SFY 2011 Individuals Served		SFY 2012 Individuals Served		SFY 2013 Individuals Served	
	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total
Bent	26	0.2%	45	0.2%	66	0.2%	73	0.3%
Boulder	554	4.5%	690	2.9%	655	2.4%	757	2.7%
Broomfield	83	0.6%	89	0.6%	130	0.5%	105	0.4%
Chaffee	33	0.2%	19	0.1%	49	0.2%	49	0.2%
Cheyenne	2	0.0%	2	0.0%	35	0.1%	29	0.1%
Clear Creek	44	0.3%	32	0.2%	33	0.1%	31	0.1%
Conejos	61	0.4%	58	0.4%	79	0.3%	61	0.2%
Costilla	9	0.1%	9	0.1%	32	0.1%	43	0.2%
Crowley	22	0.1%	23	0.2%	18	0.1%	30	0.1%
Custer	5	0.0%	6	0.0%	6	0.0%	0	0.0%
Delta	107	0.7%	119	0.8%	216	0.8%	188	0.7%
Denver	2,808	17.4%	2,195	14.4%	3,527	13.0%	3,026	10.9%
Dolores	10	0.1%	9	0.1%	12	0.0%	16	0.1%
Douglas	96	0.6%	97	0.6%	432	1.6%	615	2.2%
Eagle	62	0.4%	23	0.2%	179	0.7%	162	0.6%
Elbert	66	0.4%	51	0.3%	147	0.5%	111	0.4%
El Paso	1,654	10.2%	1,582	10.4%	3,858	14.3%	4,302	15.5%
Fremont	244	1.5%	272	1.8%	563	2.1%	665	2.4%
Garfield	145	0.9%	117	0.8%	240	0.9%	216	0.8%
Gilpin	28	0.2%	36	0.2%	67	0.2%	69	0.2%
Grand	42	0.3%	54	0.4%	83	0.3%	65	0.2%
Gunnison/Hinsdale	33	0.2%	31	0.2%	87	0.3%	105	0.4%
Huerfano	74	0.5%	36	0.5%	44	0.2%	43	0.2%
Jackson	7	0.0%	4	0.0%	7	0.0%	5	0.0%
Jefferson	1,558	9.6%	1,430	9.6%	2,716	10.0%	2,478	8.9%
Kiowa	0	NA	0	NA	0 <sup>9</sup>	NA	2	0.0%

<sup>9</sup> No service data entered into Trails.

Table 4: Unduplicated Individuals Served by County

County Name	SFY 2010 Individuals Served		SFY 2011 Individuals Served		SFY 2012 Individuals Served		SFY 2013 Individuals Served	
	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total
Kit Carson	26	0.2%	24	0.2%	38	0.1%	63	0.2%
Lake	53	0.3%	49	0.3%	71	0.3%	48	0.2%
La Plata/San Juan	211	1.3%	247	1.6%	310	1.1%	294	1.1%
Larimer	1,926	11.9%	1,865	12.2%	3,422	12.6%	3,636	13.1%
Las Animas	55	0.3%	60	0.4%	77	0.3%	95	0.3%
Lincoln	41	0.3%	40	0.3%	57	0.2%	46	0.2%
Logan	83	0.5%	131	0.9%	224	0.8%	221	0.8%
Mesa	386	2.4%	385	2.5%	769	2.8%	1,299	4.7%
Moffat	142	0.9%	124	0.8%	129	0.5%	123	0.4%
Montezuma	126	0.8%	107	0.7%	134	0.5%	106	0.4%
Montrose	150	0.9%	126	0.8%	283	1.0%	386	1.4%
Morgan	196	1.2%	169	1.1%	327	1.2%	307	1.1%
Otero	49	0.3%	77	0.5%	96	0.4%	109	0.4%
Ouray/San Miguel	23	0.1%	30	0.2%	48	0.2%	40	0.1%
Park	52	0.3%	31	0.2%	78	0.3%	66	0.2%
Phillips	12	0.1%	15	0.1%	51	0.2%	28	0.1%
Pitkin	17	0.1%	8	0.1%	39	0.1%	43	0.2%
Prowers	84	0.5%	66	0.4%	89	0.3%	89	0.3%
Pueblo	788	4.9%	704	4.6%	1,071	4.0%	1,091	3.9%
Rio Blanco	48	0.3%	34	0.2%	94	0.3%	76	0.3%
Rio Grande/Mineral	65	0.4%	43	0.3%	86	0.3%	87	0.3%
Routt	36	0.2%	28	0.2%	59	0.2%	54	0.2%
Saguache	38	0.2%	27	0.2%	51	0.2%	62	0.2%
Sedgwick	6	0%	4	0.0%	6	0.0%	2	0.0%
Summit	43	0.3%	29	0.2%	78	0.3%	95	0.3%
Teller	147	0.9%	120	0.8%	165	0.6%	193	0.7%
Washington	28	0.2%	33	0.2%	113	0.4%	65	0.2%

Table 4: Unduplicated Individuals Served by County								
County Name	SFY 2010 Individuals Served		SFY 2011 Individuals Served		SFY 2012 Individuals Served		SFY 2013 Individuals Served	
	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total	Number	Percent of State Total
Weld	720	4.5%	743	4.9%	938	3.5%	1,053	3.8%
Yuma	36	0.2%	46	0.3%	46	0.3%	55	0.2%
<b>State Total</b>	<b>15,226</b>	<b>100%</b>	<b>24,122</b>	<b>100%</b>	<b>27,070</b>	<b>100%</b>	<b>27,817</b>	<b>100%</b>

Please note that the State Total may not match the sum of the counties due to individuals receiving services in more than one county during the year.

### Services Provided (Statewide and by County): All Children/Youth Served

Table 5 shows the number of service authorizations (as entered into Trails) for SFY 2010 through SFY 2013.

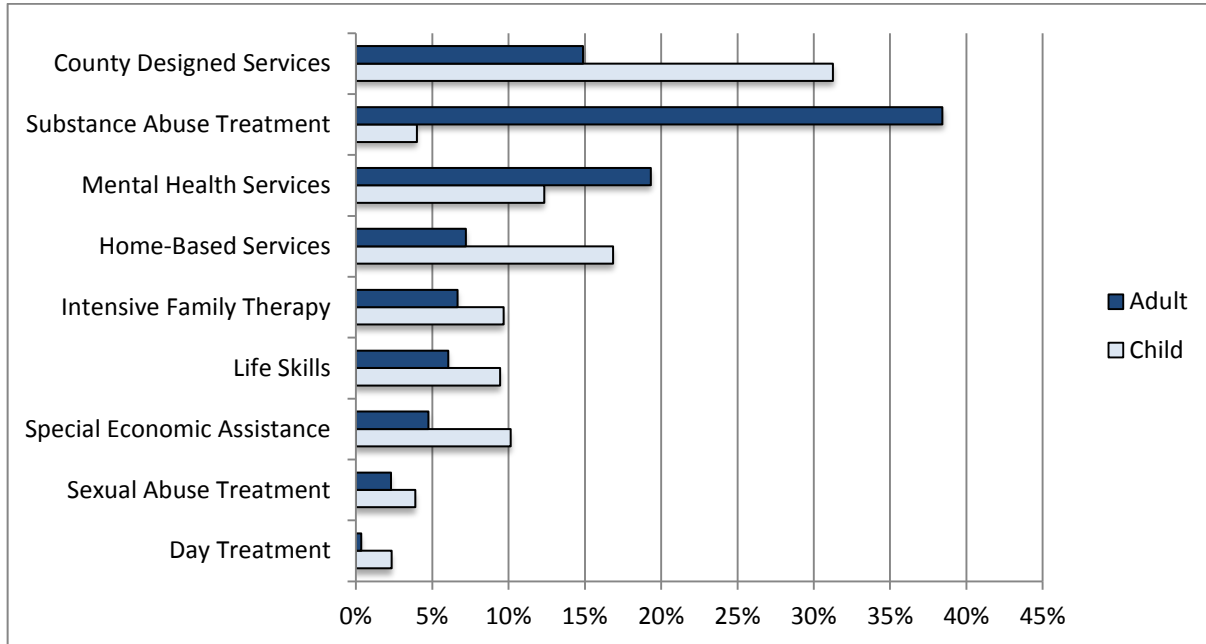
Table 5: Number of Service Authorizations Entered into Trails (duplicated count of services)				
	SFY 2010	SFY 2011	SFY 2012	SFY 2013
Total Duplicated Count	46,197	39,400	34,012	34,794

The declines in service authorization and accompanying increases in the numbers of individuals served were likely due to shifts in how data was entered into Trails. This year, those data entry practices have stabilized. A small increase in the number of service authorizations was observed for this fiscal year. This is consistent with the increase in the number of individual family members served as well.

Figure 3 depicts the distribution of service authorizations for each service type.<sup>10</sup>

<sup>10</sup> Aftercare services, a designated Core Service type, are not recorded in Trails as discrete service authorizations and are therefore not included in service type analyses.

**Figure 3: Distribution of Core Services: Children/Youth and Adults Served**

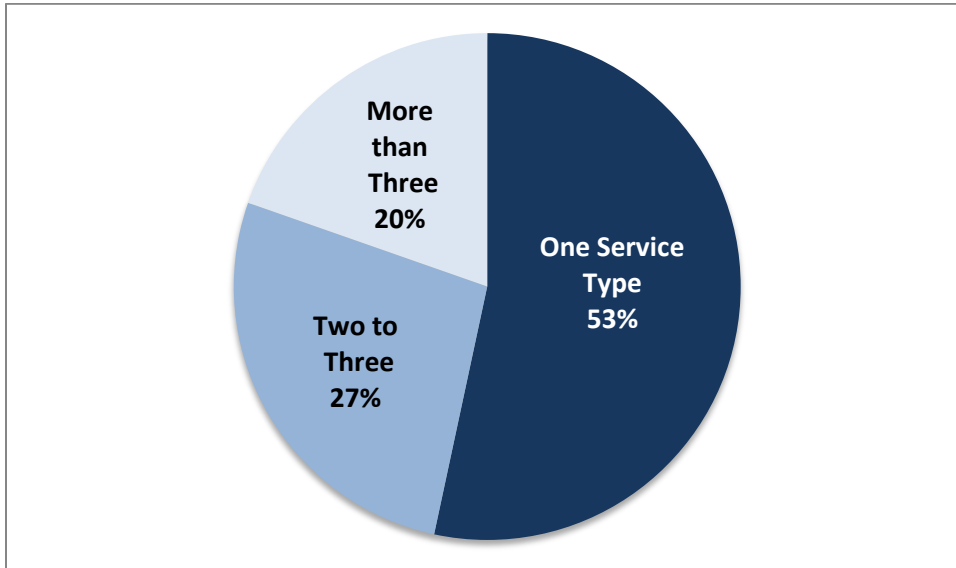


The authorizing legislation for the Core Services programs mandates that each of the services in Figure 3 be made available in each county. Appendix D describes each of these services in detail. In addition to mandated services, counties have the flexibility to create additional service types that fit the needs of their unique communities. Based on the number of authorizations, County Designed Services represent, overall, the most common type of service provided, based on the number of authorizations. This is unsurprising given that this general category encompasses an array of specific services that are identified by each individual county as necessary to meet unique needs in the community. However, when substance abuse and mental health services are combined, it is clear that behavioral health interventions are by far the most common authorized service for families participating in the Core Services Program.

**Patterns of Service Delivery**

Children/youth and families receiving services have vastly different needs for intervention. A particular strength of the Core Services Program is the flexibility it allows caseworkers to use a menu of services to refer individuals and families to the type of service best suited to their needs. Just over half of the children/youth and adults served had only one type of service authorized in their treatment plan. Figure 4 shows the percentage of individuals with one, two, or three or more service types authorized during the year.

**Figure 4: Number of Different Service Types Authorized per Individual**



The use of multiple services for families is consistent with county reports of the complex challenges facing Colorado families, but makes it difficult to isolate the effectiveness of individual service types. During the fiscal year, almost half (47%) of family members received more than one discrete service.

A single individual or multiple family members may participate in a given service. Family therapy interventions, for example, are generally designed to involve both adult caregivers and children in the therapeutic process. One third of all service authorizations entered into Trails involved more than one service participant, with an average of two individuals per authorization. Nearly a quarter of all authorizations (24%) involved three or more participants.

Home and family-centered interventions were significantly more likely to have multiple individual family members associated with service delivery. The majority of Home Based Intervention (71%) and Special Economic Assistance (60%) services, for example, included more than one individual receiving the service. However, just under half (47%) of Intensive Family Therapy authorizations during the fiscal year were associated with multiple individuals receiving services. This may indicate that not all counties are fully utilizing the new Trails functionality that allows multiple family members to be associated with a service, because it is likely that multiple family members would be participating in this service.

Substance Abuse Treatment Services (95%) were most often tied to a single individual, followed by Day Treatment (87%).

**County Designed Services**

County Designed Services account for 28 percent of all service authorizations, the most of any individual Core Service type. County Designed Services play an important role in local flexibility within the Core Services Program. Most County Designed Services can be grouped into seven program types, with a small number falling outside these categories. Table 6 shows the number of service authorizations for each of these categories.

***Almost half of children and families served received multiple services through Core Services.***

Table 6: County Designed Services		
Service Type	Core Services Numbers Served	
	Number	Percentage of <u>All</u> Core Service Authorizations
Family Team Decision Making and Family Empowerment	3,232	9%
County Designed Services with Mental Health Component (Family/Individual/Group Therapy)	2,867	8%
Supervised Visitations/Structured Parenting	1,340	4%
Family or Foster Care Support Services	1,619	5%
Skill Building (including Parenting and Life Skills)	635	2%
All other County Designed	435	1%
<b>Total County Designed</b>	<b>10,128</b>	<b>29%</b>

### County Reports of Service Availability and Access

Each of the counties completes an annual Family Preservation Commission Report, which details local issues facing the Core Services Program for the most recent fiscal year.

Most counties (85%) reported that all of the Core Service types are available in their counties. In cases where a specific type of service (such as Day Treatment) is not available, the county either has an alternative through its County Designed Services or through agreements to provide services in another county.

Some counties continue to struggle with wait lists for services. The use of County Designed Services can help to provide immediate access to treatments when families are on a wait list for other targeted services.

Counties are beginning to report improved Core Services delivery and planning as a result of participation in the Colorado Practice Model. The following narrative is an excerpt from a county report.



*“As a part of the Colorado Practice Model, [our county] did an internal analysis of Core services barriers. From these results we have looked at numerous ways to fill these gaps to better serve the families in [the] County. Some examples of this are:*

- *Caseworkers and caseworker supervisors participated in the request for proposal evaluation process. This is valuable because they were able to review the applications from providers and identify service gaps and assist in the selection of services which would have the greatest impact for [our] families.*
- *Transportation continues to be a barrier for families trying to access services. [The county] has increased the amount of home-based services. This is reducing some of the burden of transportation for the families we are serving.*
- *In an effort to allow quicker and more efficient referrals for services, [the county] is utilizing the referral section in Trails. A secure website was developed which pulls the referral information from Trails and allows providers to access new referrals to their respective agency in a timely manner.”*

There were two main themes in this year’s County Commission Reports regarding overcoming service barriers. The first was a closer degree of cooperation between counties and providers to design services and service delivery strategies to better meet the needs of their community. The second involves expanding the base of providers available to the county so that more individual needs can be met. This represents a significant shift from the traditional model of selecting a provider that can provide a particular service, or providing services to families based on what is available in the community, to a model where providers are engaged with the counties to collaboratively develop treatment modalities that meet the current need.

Counties are actively seeking out services that fit the needs of their community to fill service gaps. As counties implement the Colorado Practice Model, their ability to identify service gaps provides the opportunity for them to recruit qualified and appropriate service providers into their community, allowing them to expand their array of available services.

### **The Relationship between Medicaid and Core Services**

When family preservation services are delivered in any county, the Core Services funding is designated as the “payor of last resort.” This means that private insurance, Medicaid, and any other available program funding must be first exhausted before services can be paid for through the Core Services Program. This has represented an ongoing challenge for counties, most of which continue to struggle in working with Medicaid to determine/establish eligibility and to contend with wait lists for Medicaid services.

Counties continue to collaborate with current Medicaid providers, and to seek out and cultivate new Medicaid providers. However, Core Services Coordinators across Colorado report that there is insufficient capacity for Medicaid services, resulting in significant delays for children and families to receive services. Adding to the capacity burden is the fact that many Core Services providers are not accustomed to working with Medicaid for reimbursement and many are not credentialed to receive Medicaid reimbursement. Alternatively, Core Services funding is currently used to pay for services for

Medicaid-eligible children when Medicaid providers are not able to meet some needs of specific children and families. For example, Medicaid providers cannot always meet needs that are unique to the child welfare system, such as trauma-informed care. In other cases, services are available but cannot be provided for non-English speaking populations. Coordinators in many parts of the state are actively working with providers to encourage them to seek Medicaid credentialing. This will be of particular significance as more individuals served by the program become eligible for Medicaid under the Affordable Care Act.

### **Core Services Program Relationship to Prevention and Intervention Initiatives in SFY 2013**

The Core Services Program, with its strong foundation in supporting children, youth, and families in the community, integrates naturally with new initiatives, including Program Area Three (PA3) and preventive efforts such as SafeCare, Nurse-Family Partnership and Colorado Community Response under the Governor's Child Welfare Plan, **Keeping Kids Safe and Families Healthy 2.0**.

Keeping Kids Safe and Families Healthy 2.0 brings a prevention focus in response to data showing that incidents of neglect are growing, especially in the birth to five years of age group of children. The program brings additional services that can help families address a broad range of socio-economic, educational, cultural and health factors that impact their stability and safety. Prevention services are necessary to support families with basic issues such as unemployment or poverty, which can place the family at risk for abuse and neglect.

Program Area Three (PA3) was authorized under House Bill 11-1196, Flexible Funding for Families and is defined as a Program for Children and Families At Risk of Involvement with Child Welfare. Program Area Three allows counties to provide prevention and intervention services with existing funding sources, such as the State Child Welfare Block, Core Services allocation, and Collaborative Management Program Incentives or savings. Historically, county departments may have provided prevention services with other funding. In addition, Program Area Three requires documentation of activity in Trails, the Statewide Automated Child Welfare Information System (SACWIS). By reporting and tracking in one automated system, the Division of Child Welfare and county departments are able to collect and analyze outcome data for services delivered, as well as track funding used for prevention and intervention service delivery. The data will also provide information on those families served who never enter the child welfare system. Counties who chose to provide services under Program Area Three will be accountable to report those preventative services in Trails.

SafeCare is an evidence-based, behavioral parent training program for families at-risk or reported for physical abuse or child neglect. Trained SafeCare professionals provide in-home, module-based skills training targeting child health, home safety, and parent-child interaction to parents of children ages zero to five years. SafeCare is generally provided in weekly home visits that last up to 90 minutes. The duration of the program is typically 15-20 weeks for each family and the content for home visiting sessions is delivered in three separate modules. Each module includes a baseline assessment, intervention (training) sessions, and a follow-up assessment to monitor changes and progress in parenting skills over the course of the program. Providers are also trained to teach structured problem-solving to parents on an as-needed basis; and, there are specially tailored materials for parents with intellectual disabilities.

Nurse-Family Partnership introduces vulnerable first-time parents to caring maternal and child health nurses. The program allows nurses to deliver the support first-time moms need to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best

possible start in life. Currently, Nurse-Family Partnership reaches about 2,500 first-time moms-to-be across the state. CDHS proposed a bridge between Nurse-Family Partnership nurses and county caseworkers to help ensure that first-time moms-to-be have access to county-provided assistance programs.

# Program Costs and Effectiveness

The primary mission of the Core Services Program is to protect the safety and well-being of Colorado's children/youth by supporting stable families and preventing out-of-home placement for children/youth.

The Core Services Program provides direct services to children/youth, their parents and caregivers to:

- Safely maintain children/youth at home,
- Support a successful transition back into the home after removal (reunification),
- Stabilize and maintain out-of-home placements, including foster and adoptive homes, and
- Support transitions to and maintenance of out-of-home placements in the least restrictive setting.

For the past three years, the Core Services Coordinators, program staff, and the Trails team have worked together to enhance the consistency of linking outcome indicators to services using the new Trails functionality added in SFY 2011. With this enhancement, each service authorization is required to have an associated case goal, outcome of service (i.e., successful/unsuccessful), and the child/youth's placement at the time of discharge. This represents a significant improvement in the way service authorizations were measured and documented in Trails prior to 2011. This change, combined with the ability to enter multiple people receiving services within a single authorization, has yielded a much more useful set of outcome data available to the Core Services Program and this evaluation.

*Enhancements to Trails and data entry practices have made a larger and more useful data set available for analysis.*

Training has and continues to be offered to support the new functionality and to maintain established enhancements in the consistency of using the system. While results must continue to be reported with some caution, it is noteworthy that the consistency of data observed in this report is indicative of ongoing improvement in data entry practices that will continue to strengthen the ability to monitor and evaluate the Core Services Program.

Trails data supports the analysis of program outcomes on two levels. First, the system records short-term, immediate outcomes at the time each service authorization is ended. When the authorization is closed, the caseworker records the placement of the child at the time of closure, the clinical judgment regarding the degree of successful treatment completion, based on the extent to which the child and family participated in treatment (e.g. the client did not drop out of treatment prior to completion of all facets) and whether specified treatment goals were met. These short-term indicators are not definitive evidence of treatment effects, but they are meaningful intermediate indicators of the initial case disposition and the degree to which children/youth and families are engaging in services, relative to the case goal at the time participation in a service ends.

To measure longer-term impacts of Core Services, the main goals of the Core Services Program are examined as follows.

1. **Safely maintain children/youth at home:** Reducing the incidence of child abuse and neglect is a primary indicator of Core Services success. The evaluation measures the proportion of children served who experience an incident of child abuse or neglect during program participation and in

the 12 months following, compared with the incidence of abuse or neglect occurring in the 12 months prior to program participation. In addition, as part of an evaluation of goal #4, listed below, the evaluation compares the proportion of children served who experience an out-of-home placement during services or in the 12 months following to the proportion with an out-of-home placement in the 12 months prior to Core Services participation.

2. **Support a successful transition back into the home after removal (reunification):** For children/youth whose goal is to return home, this report examines the support a successful transition back into the home after Core Services has begun.
3. **Stabilize and maintain out-of-home placements, including foster and adoptive homes:** The number of foster and adoptive homes is reported, along with the number of placement moves that occur during Core Services participation and in the 12 months following the end of services. The evaluation also examines the proportion of children/youth and families that re-enter the Core Services Program following the end date of the service.
4. **Support transitions to and maintenance of out-of-home placements in the least restrictive setting:** The Core Services Program works to maintain children/youth in their homes whenever possible. When a child/youth cannot be safely maintained in the home, then the use of the least restrictive placement available becomes the goal. This evaluation examines the proportion of children served who are placed out of their homes either during or in the 12 months following participation in Core Services, compared to the proportion placed out of home prior to participation in the program.

Available data and analytical methods limit our ability to make definitive determinations of causality. That is, while the strong positive and consistent outcomes reported here support statements regarding the effectiveness of the Core Services Program, available data do not allow us to be sure of the extent to which these positive outcomes are due to the Core Services Program. This type of analysis would require a large-scale experimental design with greater controls on sampling and data tracking. Of course, this approach is not feasible. However, the evaluation team is confident that the breadth of data, along with consistency across counties and across years, support positive statements regarding the Core Services Program.

## Goals of the Core Services Program

Ultimately, the goal of the Core Services Program is to safely maintain children/youth in the home. As discussed in the Implementation section of this report, those goals are achieved in two ways. The first is the provision of services directly to the child, often referred to as “participating as a child (PAC).” These services promote child well-being and may work to address childhood mental or physical health issues that act as family stressors. Additionally, adult caregivers are provided services that promote children being safely maintained in the home. These are generally characterized as adults “participating on behalf of a child.” In most cases, the primary goal is for children to **remain** in the home.

In cases where safety concerns prompt a need to remove a child/youth from the home, services work to **return** that child/youth home in a safe and timely manner. In cases where safety requires the child/youth to be permanently placed out of the home, services focus on stabilizing and maintaining least restrictive out-of-home placements (including adoptive and foster homes). These priorities are reflected in the core case goals created for each child/youth, which must be entered each time a new service is authorized for the client.

**Child/Youth Permanency Goals**

For SFY 2013, there were 14,466 unique children/youth with permanency goals associated with services authorized during the year. A proportion of these (2,014; 14%) had changes to their permanency goals during the course of their participation in services. In the majority of cases, the case goal was for the child/youth to remain home, with almost all of the remaining cases having a goal to return home following a removal. Table 7 shows the distributions of initial case goals for children served in SFY 2013. Changes in permanency goals will be discussed later in this section.

<b>Table 7: Case Goal – Unduplicated Children Served</b>		
<b>Case Goal</b>	<b>Unduplicated Count of Children/Youth</b>	<b>Percentage of Total</b>
Remain Home	8,468	58.5%
Return Home	4,684	32.4%
Other	929	6.4%
Permanent Placement – Relative	385	2.7%
<b>Total Individual Authorizations</b>	<b>14,466</b>	<b>100%</b>

Patterns of service delivery for children participating as a child are similar regardless of the case goals. Tables 8 and 9 show that children/youth with goals of remaining or returning home were slightly more likely to participate in County Designed Services and Home Based Intervention services than youth with other placement goals. It is important to note that sometimes, the best interests of the child are to not for that child to remain or to return home. Therefore, when examining success that is defined by keeping children/youth in their homes, the analysis focuses on only those cases where the safety and well-being needs of the child could be met with a goal to return or to remain home.

<b>Table 8: Services Authorized – Children Participating as a Child Child/Youth Goal to Remain or Return Home</b>		
<b>Type of Service</b>	<b>Percentage of All Services Authorized</b>	
	<b>Goal: Remain</b>	<b>Goal: Return</b>
County Designed	30.2%	31.0%
Day Treatment	1.5%	1.0%
Home Based	22.6%	19.4%
Intensive Family Therapy	9.6%	9.0%
Life Skills	9.0%	12.5%
Mental Health	9.3%	9.1%
Sex Abuse Treatment	3.2%	3.3%
Special Economic Assistance	12.0%	12.3%
Substance Abuse	2.6%	2.4%

Children whose goal was to remain or return home were slightly more likely to received Home Based Intervention services. For children/youth whose permanency goal did not involve either staying or returning to their homes, there was a higher instance of participating in Mental Health Services.

<b>Table 9: Services Authorized – Children Participating as a Child/Youth Goal to Remain/Return Home vs. Other Placement</b>		
<b>Type of Service</b>	<b>Percentage of All Services Authorized</b>	
	<b>Goal: Other Placement</b>	<b>Goal: Remain or Return Home</b>
County Designed	24.4%	26.7%
Day Treatment	1.5%	0.8%
Home Based	15.6%	18.5%
Intensive Family Therapy	9.4%	8.5%
Life Skills	9.7%	9.3%
Mental Health	15.9%	11.3%
Sex Abuse Treatment	4.5%	2.8%
Special Economic Assistance	9.6%	9.9%
Substance Abuse	9.4%	12.2%

**Days of Services Authorized and Length of Service**

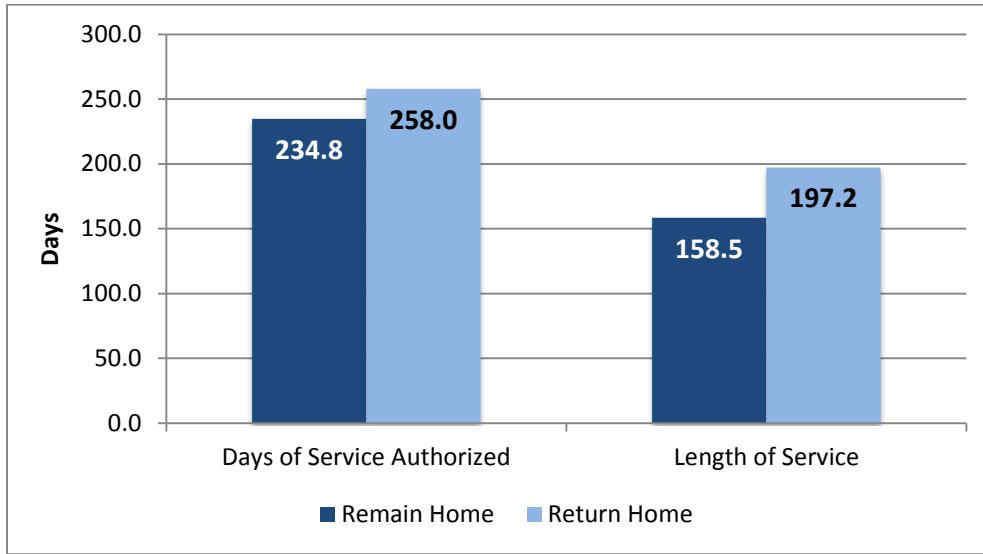
While the patterns of service for youth returning home compared to those remaining home did not vary considerably, the duration and intensity of services did change considerably. The average number of authorized days of service when a child/youth’s goal was to remain home was 235 days. These days of service include multiple service types. For example, if a child received two days of therapy and two days of Home Based Intervention services, the number of days of service would add to four, even if the services were delivered on the same days. The average number of authorized days climbed to 258 days of authorized service in cases where the child/youth was removed from the home with the goal to return home from another placement.<sup>11</sup>

The length of service (measured from the start date of the first service to the end date of the last service) also varied significantly.<sup>12</sup> The duration of participation in Core Services for children with a goal to remain home averaged 159 days, compared with 197 days for children whose goal was to return home from another placement.

<sup>11</sup> The difference in days of service between children remaining home and children returning home is statistically significant (t=11.12; p<.05).

<sup>12</sup> Statistically significant (t=12.6; P<.05)

**Figure 5: Number of Days of Services Authorized and Length of Participation in Services (by Core Service Goal)**



Services can include either children receiving services or adults receiving services on behalf of a child/youth, with the goal of having children/youth either remain or return to the home or some other permanent living arrangement. In cases where adults were receiving services, the majority of services were delivered with the goal of having the child/youth either remain in the home or return home.

During their participation in services, 14 percent of youth (2,014) experienced a change in their services goal. For the vast majority of these children/youth (96%), the Core Services case goal only changed once throughout services that occurred during the year. Therefore, changes in goals are discussed only in terms of the first and last recorded core case goal.

Table 10: Case Goal – Unduplicated Adults Served		
Case Goal (for child/youth)	Unduplicated Count of Adults	Percentage of Total
Remain Home	7,302	56.0%
Return Home	4,848	37.2%
Other	882	6.8%
<b>Total Individual Authorizations</b>	<b>13,032</b>	<b>100%</b>

There were some small differences in the types of service(s) adults received, depending on if the service goal was for the child/youth to remain in the home or return to the home following a removal. Most notably, when a removal occurred and the goal was for the child/youth to return home, adults in the household were somewhat more likely to receive Mental Health and/or Substance Abuse Treatment services than in cases where the core case goal was for the child/youth to remain in the home.



**Table 11: Services Authorized – Adults Served on Behalf of Child(ren)  
Child/Youth Goal to Remain or Return Home**

Type of Service	Percentage of All Services Authorized	
	Goal: Return	Goal: Remain
County Designed	21.2%	23.0%
Day Treatment	0.1%	0.4%
Home Based	16.1%	13.0%
Intensive Family Therapy	4.4%	5.4%
Life Skills	8.5%	8.2%
Mental Health	13.6%	11.9%
Sex Abuse Treatment	5.4%	3.3%
Special Economic Assistance	11.5%	8.8%
Substance Abuse	19.2%	25.9%

### Short-Term Service Outcomes

This year, 37,485 *duplicated* service authorizations were closed in Trails. This represents all clients served and all authorizations. Beginning in state fiscal year 2011, an indicator for outcome at service closure was recorded in Trails for all service authorizations. Caseworkers determine and record the degree to which a case was successfully closed with core goals achieved. While this outcome is subjective in nature, it does provide a clinical judgment of the success of each specific treatment. This, in turn, allows us to compare short-term outcomes across different types of services and different providers.

While this new outcome indicator is a required field for all services authorizations, the requirement only applies to those service authorizations beginning in SFY 2011 or later. If a service authorization was opened prior to SFY 2011 but closed this year, the outcome fields were available to the user but not required, leading to some missing data. In addition, outcomes are not recorded when service authorizations are closed due to the end of a contract period or when a client changes providers.

The outcome for each service is shown in Table 12. Beginning May 31, 2011 (the end of the Core Services contract year), all service authorizations were closed in Trails and then reopened as a new service authorization so that all enhanced data fields were mandatory beginning June 1, 2011.

Table 12: Outcomes at Service Closure (Duplicated by Client and by Authorizations with Multiple Clients Served)						
Service Outcome	SFY 2011		SFY 2012		SFY 2013	
	Count of Closures N=32,205	%	Count of Closures N=35,418	%	Count of Closures N=37,485	%
Successful	16,862	52.4%	18,975	53.6%	19,958	53.2%
Service Complete (not all goals met)	6,169	19.2%	5,907	16.7%	5,879	15.7%
Partially Successful	3,716	11.5%	4,342	12.3%	4,860	13.0%
Not Engaged	3,120	9.7%	3,388	9.6%	3,911	10.4%
No Treatment Progress	2,247	7.0%	2,728	7.7%	2,789	7.4%
Service Not Completed	91	<1%	78	<1%	88	<1%

Table 12 shows that two thirds of the service authorizations were closed with a “successful” (53%) or “partially successful” (13%) outcome designation. The outcome designation is made by the caseworker at the time the service authorization is closed. While there is some variation across counties, “successful” generally refers to a case where all (or nearly all) treatment goals are met. “Partially successful” refers to services authorizations closed when the client made some progress in treatment, but not all treatment goals were met. The “service complete” designation is used for services that are not linked to a treatment goal or outcome (Special Economic Assistance, for example). Note that each individual can have multiple service authorizations, so this is not equivalent to the percentage of individuals who reached their service goal. Table 13 shows the proportion of cases closed with either a successful or partially successful designation by service type.

***Two-thirds of all service authorizations were closed with a successful or partially successful outcome designation.***

<b>Table 13: Services Closed With Successful Or Partially Successful Outcome, by Service Type</b>				
<b>Type of Service<sup>13</sup></b>	<b>Total Services Closed<sup>14</sup></b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Combined</b>
County Designed	10,378	10.0%	75.0%	<b>85.0%</b>
Intensive Family Therapy	3,052	18.8%	64.3%	<b>83.1%</b>
Home Based	6,481	19.2%	62.9%	<b>82.1%</b>
Sex Abuse Treatment	581	14.8%	66.8%	<b>81.6%</b>
Life Skills	3,433	18.4%	56.9%	<b>75.3%</b>
Mental Health	3,444	17.7%	54.2%	<b>71.8%</b>
Day Treatment	344	24.7%	41.0%	<b>65.7%</b>
Substance Abuse	3,805	15.7%	46.9%	<b>62.6%</b>

These percentages vary little from last fiscal year, with County Designed Services, Home Based Intervention, and Intensive Family Therapy having the highest proportion of authorizations closed with either a “successful” or “partially successful” designation. Also consistent with last year’s findings, Substance Abuse Treatment Services had lower rates of successful or partially successful outcomes than other service types. Achieving positive case outcomes proved particularly difficult for adults needing substance abuse disorder treatment. In many cases, these clients did not follow through with service referrals and appointments, and generally proved to be the most difficult population to engage.

Table 14 lists the proportion of services closed with either a “partially successful” or “successful” designation, by county. These numbers are based on individual service authorization outcomes and may not reflect the overall success of the case.

<b>Table 14: Services Closed With Successful Or Partially Successful Outcome, by County</b>				
<b>County</b>	<b>Total Services Closed</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Combined</b>
Adams	2564	18.8%	48.7%	67.5%
Alamosa	257	23.3%	31.5%	54.9%
Arapahoe	1971	15.1%	56.5%	71.6%

<sup>13</sup> Special Economic Assistance is not included because treatment outcomes are generally not associated with that category of service.

<sup>14</sup> Does not add to the total number of closed authorizations (37,485) because this table excludes Assessment Only closures and Special Economic Assistance.

**Table 14: Services Closed With Successful Or Partially Successful Outcome, by County**

County	Total Services Closed	Partially Successful	Successful	Combined
Archuleta	71	19.7%	56.3%	76.1%
Baca	8	0.0%	25.0%	25.0%
Bent	186	16.7%	22.6%	39.2%
Boulder	468	16.0%	49.6%	65.6%
Broomfield	134	9.7%	61.9%	71.6%
Chaffee	40	22.5%	30.0%	52.5%
Cheyenne	291	6.9%	84.9%	91.8%
Clear Creek	9	11.1%	66.7%	77.8%
Conejos	42	47.6%	7.1%	54.8%
Costilla	67	7.5%	65.7%	73.1%
Crowley	27	22.2%	70.4%	92.6%
Custer	0	--	--	--
Delta	209	13.9%	75.1%	89.0%
Denver	4014	15.3%	40.2%	55.5%
Dolores	15	13.3%	73.3%	86.7%
Douglas	522	20.7%	53.6%	74.3%
Eagle	197	19.8%	65.5%	85.3%
El Paso	5907	12.2%	42.9%	55.1%
Elbert	114	13.2%	80.7%	93.9%
Fremont	1413	6.1%	43.0%	49.1%
Garfield	449	6.2%	49.7%	55.9%
Gilpin	107	17.8%	32.7%	50.5%
Grand	139	19.4%	70.5%	89.9%
Gunnison	109	13.8%	70.6%	84.4%
Huerfano	37	13.5%	16.2%	29.7%
Jackson	0	--	--	--
Jefferson	3458	17.4%	48.5%	65.9%
Kiowa	0	--	--	--
Kit Carson	142	10.6%	89.4%	100.0%
La Plata	630	17.8%	51.9%	69.7%

**Table 14: Services Closed With Successful Or Partially Successful Outcome, by County**

County	Total Services Closed	Partially Successful	Successful	Combined
Lake	71	40.8%	47.9%	88.7%
Larimer	6827	4.0%	78.9%	82.9%
Las Animas	85	9.4%	43.5%	52.9%
Lincoln	60	20.0%	55.0%	75.0%
Logan	256	10.5%	71.9%	82.4%
Mesa	1140	17.5%	63.5%	81.0%
Mineral	0	--	--	--
Moffat	148	31.8%	17.6%	49.3%
Montezuma	82	7.3%	48.8%	56.1%
Montrose	267	13.9%	54.3%	68.2%
Morgan	514	23.2%	63.0%	86.2%
Otero	109	8.3%	30.3%	38.5%
Ouray	35	5.7%	62.9%	68.6%
Park	98	8.2%	87.8%	95.9%
Phillips	26	0.0%	96.2%	96.2%
Pitkin	18	38.9%	44.4%	83.3%
Prowers	90	37.8%	52.2%	90.0%
Pueblo	2258	13.4%	33.0%	46.4%
Rio Blanco	88	21.6%	63.6%	85.2%
Rio Grande	115	8.7%	67.8%	76.5%
Routt	63	14.3%	54.0%	68.3%
Saguache	43	25.6%	65.1%	90.7%
San Juan	4	25.0%	50.0%	75.0%
San Miguel	23	4.3%	52.2%	56.5%
Sedgwick	1	0.0%	0.0%	0.0%
Summit	96	17.7%	76.0%	93.8%
Teller	250	15.6%	46.8%	62.4%
Washington	93	4.3%	54.8%	59.1%
Weld	972	16.7%	43.0%	59.7%
Yuma	56	5.4%	37.5%	42.9%

Summary of Short Term Service Outcomes

- Two thirds of service authorizations were closed with a “successful” (53%) or “partially successful” (13%) outcome designation. This number has remained stable for all three years that this variable has been collected in Trails.
- County Designed Services, Home Based Intervention, and Intensive Family Therapy have the highest proportion of authorizations closed with either a “successful” or “partially successful” designation.
- Substance Abuse Treatment Services had lower rates of successful or partially successful outcomes than other service types, likely reflecting the difficulty in treating substance abuse generally.

**Outcomes Related to Goal 1: Safely Maintain Children/Youth at Home**

Children/youth receiving services made up 9,499 discharges (unduplicated count). The Core Services Program aims to keep these children/youth and their families together or, in cases where children/youth must be removed due to safety concerns, to return them home as quickly as possible or place them in the least restrictive setting possible. Table 15 presents the children/youths’ placement at the time their last Core Services authorization ended, excluding authorizations ending due to a transition to another Core Service.<sup>15</sup>

Table 15: Placement at End of Core Services: Unduplicated Count of Children/Youth Ending Core Services				
Placement	SFY 2012 Unduplicated		SFY 2013 Unduplicated	
	Number of Children/ Youth	Number of Children/ Youth	Number of Children/ Youth	Percentage
Parents (Home)	5,913	72.7%	6,158	70.5%
Relative	1,024	12.6%	1,153	13.2%
Foster Care	267	3.3%	331	3.8%
Group Home	297	3.7%	394	4.5%
Residential Placement (non-DYC)	130	2.0%	155	1.8%
Adoption	238	2.9%	266	3.0%
Runaway	93	1.1%	76	0.9%
DYC (Detention or Commitment)	101	1.2%	127	1.5%
Emancipated	25	0.3%	42	0.5%

<sup>15</sup> Past reports presented outcomes on placements at the end of each authorization. New Trails functionality increases our confidence in isolating outcomes to a specific individual, so these numbers represent each unduplicated child. The number of children/youth ending participation in Core Services is lower in this year’s report than in previous years because numbers are no longer duplicated. Some data is missing for service authorizations beginning prior to the implementation of the new Trails functionality.

Table 15: Placement at End of Core Services: Unduplicated Count of Children/Youth Ending Core Services				
Placement	SFY 2012 Unduplicated		SFY 2013 Unduplicated	
	Number of Children/ Youth	Number of Children/ Youth	Number of Children/ Youth	Percentage
Hospitalization	17	0.0%	8	0.1%
Independent Living Arrangement	21	0.0%	18	0.2%
Deceased	4	0.0%	4	0.0%
<b>Total</b>	<b>8,130</b>	<b>100%</b>	<b>8,732<sup>16</sup></b>	<b>100%</b>

As shown in Table 15, 84 percent of all children/youth (regardless of Core Services goal) were with a family member at the time their Core Service ended (71 percent with their parents and 13 percent with another relative).

However, as previously discussed, the Core Services goal is not always for children/youth to remain home. The overall charge of the Core Services Program is **safety**. In cases where safety concerns make removal from the home the option that best fits the interests of the child/youth, then the goal is to maintain children/youth with relatives or in the least restrictive setting possible.

*In 84% of all service authorizations, children/youth either remained in their home or were placed with relatives at the end of Core Services.*

For those children/youth whose Core Services case goal at the time of service authorization was to remain home, nearly all were maintained in the home, as shown in Table 16.

Table 16: Children/Youth with the Goal to Remain Home -- Placement at End of Core Service Authorization		
Placement	Number of Children/youth	Percentage
Parents (Home)	4,982	91.7%
Relative	208	3.8%
Other Placement	241	4.4%
<b>Total</b>	<b>5,431</b>	<b>100%</b>

<sup>16</sup> This does not add to the total number of youth whose participation in Core Services ended because of some missing data regarding placement at time of discharge (for authorizations opened prior to Trails changes).

For children/youth whose first Core Service case goal, at the time of the first service authorization, was to remain in the home, 92 percent of them were maintained in their homes.

*In 92% of service authorizations for children/youth whose service goal was to remain home, the child remained in their home at the end of the service.*

**Service Differences in Placement at the End of Core Services**

For each type of service, Table 17 shows the proportion of children/youth, regardless of Core Services case goal, that were placed in their homes at the time the service was closed.

<b>Table 17: Children Placed at Home at End of Core Service</b>			
<b>Service Type</b>	<b>All Services Closed (Number of Children)</b>	<b>Number of Children Placed at Home at Time Service Closed</b>	<b>Percentage of Children at Home at Time Service Closed</b>
County Designed Services	10,481	7,507	71.6%
Home Based Services	2,762	1,820	65.9%
Sexual Abuse Treatment	705	458	65.0%
Intensive Family Therapy	1,822	1,164	63.9%
Substance Abuse Treatment	861	519	60.3%
Mental Health Services	1,933	1,086	56.2%
Day Treatment	275	142	51.6%
Life Skills	1,753	848	48.4%
<b>Total</b>	<b>20,592</b>	<b>13,544</b>	<b>65.8%</b>

It is important to use caution when comparing outcomes (either the status or placement when services end) across the different service types. It may not be accurate, for example, to simply associate a higher percentage of children/youth remaining at home at the time of service closure with service effectiveness. There are many complex, interrelated factors related to which children/youth receive specific services and the ultimate disposition of services, since children/youth and their families enter services with a wide range of risk and protective factors before a case plan is even started. It is difficult to interpret whether some types of services are associated with greater risk for out-of-home placement than others, leading to lower rates of children/youth being able to remain in or return to the home.

**Child Safety**

An important goal of the Core Services Program is to not only keep families together, but to do so while protecting the child. As can be seen in Table 18, close to half of all of the children served had a substantiated report of child abuse or neglect in the 12 months prior to engagement with Core Services (45%), while only 3.4 percent had a substantiated report in the 12 months directly following.



Substantiated reports could represent either a repeat maltreatment episode or a first time maltreatment episode.

Table 18: Substantiated Reports of Child Abuse and Neglect				
County Name	Number of Children (Unduplicated)	Percentage with Substantiated Abuse Case Before (12 mo.)	Percentage with Substantiated Abuse Case During	Percentage with Substantiated Abuse Case After (12 mo.)
<b>Statewide</b>	<b>8,883</b>	<b>32.5%</b>	<b>2.3%</b>	<b>5.1%</b>
Adams	854	48.0%	2.1%	4.9%
Alamosa	83	41.0%	4.8%	7.2%
Arapahoe	666	30.2%	2.9%	7.2%
Archuleta	45	11.1%	2.2%	2.2%
Baca	3	33.3%	0.0%	0.0%
Bent	16	106.3%	6.3%	31.3%
Boulder	269	34.2%	2.6%	4.8%
Broomfield	40	75.0%	27.5%	10.0%
Chaffee	14	28.6%	0.0%	0.0%
Cheyenne	4	0.0%	0.0%	0.0%
Clear Creek	6	83.3%	0.0%	0.0%
Conejos	37	18.9%	2.7%	5.4%
Costilla	7	14.3%	0.0%	0.0%
Crowley	8	25.0%	0.0%	0.0%
Custer	2	0.0%	50.0%	0.0%
Delta	63	27.0%	7.9%	3.2%
Denver	1185	29.7%	1.1%	3.2%
Dolores	6	16.7%	0.0%	0.0%
Douglas	111	16.2%	0.9%	7.2%
Eagle	69	33.3%	1.4%	5.8%
El Paso	1149	38.6%	1.3%	3.9%
Elbert	36	33.3%	0.0%	5.6%
Fremont	229	20.1%	0.4%	8.3%
Garfield	100	14.0%	1.0%	11.0%



Table 18: Substantiated Reports of Child Abuse and Neglect

County Name	Number of Children (Unduplicated)	Percentage with Substantiated Abuse Case Before (12 mo.)	Percentage with Substantiated Abuse Case During	Percentage with Substantiated Abuse Case After (12 mo.)
Gilpin	9	44.4%	0.0%	0.0%
Grand	25	20.0%	0.0%	8.0%
Gunnison	25	56.0%	16.0%	4.0%
Hinsdale	0	0.0%	0.0%	0.0%
Huerfano	7	71.4%	14.3%	14.3%
Jackson	1	0.0%	0.0%	0.0%
Jefferson	681	46.3%	5.3%	5.4%
Kit Carson	13	30.8%	7.7%	15.4%
Lake	124	32.3%	13.7%	10.5%
La Plata	23	43.5%	0.0%	4.3%
Larimer	1380	11.7%	0.4%	2.6%
Las Animas	19	73.7%	0.0%	5.3%
Lincoln	21	42.9%	0.0%	4.8%
Logan	51	41.2%	2.0%	2.0%
Mesa	241	54.4%	2.1%	5.0%
Mineral	1	0.0%	0.0%	100.0%
Moffat	51	19.6%	0.0%	9.8%
Montezuma	43	37.2%	2.3%	18.6%
Montrose	71	32.4%	2.8%	5.6%
Morgan	109	40.4%	0.0%	11.9%
Otero	30	50.0%	6.7%	16.7%
Ouray/San Miguel	8	0.0%	0.0%	0.0%
Park	25	48.0%	12.0%	4.0%
Phillips	14	35.7%	21.4%	14.3%
Pitkin	19	36.8%	0.0%	21.1%
Prowers	36	25.0%	2.8%	8.3%
Pueblo	376	27.7%	1.1%	2.1%



Table 18: Substantiated Reports of Child Abuse and Neglect				
County Name	Number of Children (Unduplicated)	Percentage with Substantiated Abuse Case Before (12 mo.)	Percentage with Substantiated Abuse Case During	Percentage with Substantiated Abuse Case After (12 mo.)
Rio Blanco	33	27.3%	3.0%	3.0%
Rio Grande/Mineral	37	13.5%	0.0%	8.1%
Routt	18	33.3%	5.6%	0.0%
Saguache	18	38.9%	0.0%	5.6%
San Juan	2	0.0%	50.0%	0.0%
Sedgwick	1	100.0%	0.0%	0.0%
Summit	17	47.1%	11.8%	17.6%
Teller	26	53.8%	3.8%	19.2%
Washington	39	15.4%	0.0%	5.1%
Weld	270	41.5%	1.9%	9.3%
Yuma	17	41.2%	11.8%	5.9%

**Outcomes Related to Goal 2: Support a successful transition back into the home after removal (reunification):**

There were 7,450 total service authorizations closed and a placement outcome recorded where the service goal was for the child to return home. This number includes cases where a specific child received services that facilitated reunification or cases where an adult received services on behalf of a child so that the child (or children) could return home.<sup>17</sup>

Table 19: Service Authorizations with Service Goal to Return Home – Placement at end of Service		
Placement	Number of Children/youth	Percentage
Parents (Home)	2,947	38.6%
Relative	2,306	31.0%
Other Placement	2,197	29.5%
<b>Total</b>	<b>7,450</b>	<b>100%</b>

<sup>17</sup> This represents a duplicate count, since one individual could have more than one authorized service.

As shown in Table 19, the Core Services Program had a lower rate of success in reunification (returning children to the home) than in maintaining children in the home. However, in more than two-thirds (70%) of authorizations where the goal was for children to return home, the placement at the end of services was either at home or with a relative.

### Costs of the Core Services Program

Earlier in this report (please see Figure 1 on page 7), a chart was presented that showed the relationship between Core Services Program expenditures, service authorizations, individuals served, and the resulting cost ratio of dollars to individuals served. This ratio, as discussed, is an illustration of the proportion of funds available to meet each individual’s needs with the funding allocation for Core Services. However, it does not represent an accurate estimation of the cost of services per person served, particularly since it does not take into account the length of involvement with the program, or the differences in costs across different service types.

***In almost three quarters of service authorizations where the goal was for children to return home, they were placed at home or with a relative at the end of services.***

As changes to the Trails data system have improved the ability to track services, the Division moves closer to being able to directly link each discrete cost to an individual served. Currently, this is possible when services are provided via fee for service contracts. In cases where services are provided either under a fixed rate contract or directly by the county, there is not a direct link between costs and services, meaning that costs must be estimated.

<b>Table 20: Expenditures by Contract Type</b>				
	<b>SFY 2012</b>		<b>SFY 2013</b>	
<b>Contract Type</b>	<b>Total Expenditures</b>	<b>Percentage of all Core Services Expenditures</b>	<b>Total Expenditures</b>	<b>Percentage of all Core Services Expenditures</b>
Fee-for-Service Contracts	\$23,920,560	51%	\$24,687,829	53%
Fixed-Rate Contracts	\$6,518,488	14%	\$5,838,146	12%
County-Provided Services	\$16,078,213	35%	\$16,196,459	35%
<b>Total Core Expenditures</b>	<b>\$46,517,261</b>	<b>100%</b>	<b>\$46,722,434</b>	<b>100%</b>

The Division has made an effort to reduce the use of fixed rate contracts in order to increase accountability for service outcomes and to more efficiently manage funds. This year, fixed-rate contracts made up only 12 percent of Core Services Program expenditures, down from 14 percent from last fiscal year.

There are some very significant differences in which types of services tend to be provided under fixed-rate contracts. Nearly one-quarter of county-designed services contracts are fixed rate. Substance abuse services are also more likely to be provided under a fixed rate contract than other types of

services. Conversely, Sexual Abuse Treatment services, Mental Health and Intensive Family Therapy were very rarely provided under a fixed-rate contract.

Table 21: Services Authorized – Adults Served on Behalf of Child(ren) Child/Youth Goal to Remain or Return Home		
Type of Service	Percentage of All Contracts	
	Fixed Rate	Fee for Service
County Designed	23.0%	77.0%
Substance Abuse	18.0%	82.0%
Life Skills	12.7%	87.3%
Home Based	10.3%	89.7%
Day Treatment	9.9%	90.1%
Sex Abuse Treatment	3.4%	96.6%
Mental Health	2.8%	97.2%
Intensive Family Therapy	<1%	99.5%
Special Economic Assistance	--	100%

Individuals receiving services during SFY 2013 had a total of 6,151,920 total days of services authorized. This number represents all services authorized, meaning that for one individual, the days of Mental Health Service and days of Home Based Services (for example) are aggregated, even if those services were delivered during the same period of time. This additive method allows the evaluation to account for differences in the level of service amounts/intensity (which roughly translates into differences in service costs) between individuals who only receive one type of service versus those who receive multiple services.

On average, an individual person had 261 days of service authorized during this fiscal year. This average **does not represent a continual length of stay**, but rather a sum of the days for each separate service authorized for an individual. For example, if a person had an authorization for 10 days of Intensive Family Therapy and 10 days of Substance Abuse Treatment Services, the total count of days for that person would be 20 days.<sup>18</sup> The overall average cost per authorized day was \$7.59, for a total average cost of \$1,984 per person for the fiscal year.

These figures represent an estimate derived from available data. Core Services vary greatly in level, intensity, frequency of contact, etc. The degree to which an individual may need more intensive services can greatly increase costs. However, the costs for out-of-home placement are much higher (an average cost of \$72.42 per day in SFY 2012), so whenever Core Services can be leveraged to keep a child/youth in the home or more quickly return that child/youth to the home, the potential cost savings is significant.

<sup>18</sup> This does not include services closed after being “Opened in error” or “Client did not engage” in services.

# Conclusions and Recommendations

**The Core Services Program Appears to be Functioning as Intended** – Data analyzed and presented in this report supports the Core Services Program model as an effective approach to strengthening Colorado families and keeping children and youth with their families and in their communities, while also maintaining child/youth safety. Based on the range of information available to this evaluation, the Core Services Program appears to be functioning as intended, serving the children/youth and families targeted by the authorizing legislation and providing appropriate services and support. The vast majority of children and youth receiving Core Services are being actively maintained in their home, or placed with relatives, as opposed to more costly and more restrictive placement environments.

*Available data continue to support the Core Services Program's approach to safely maintaining children and youth in the home with services. The emphasis on serving children/youth in their homes is better for families and less costly than out-of-home placement.*

**Core Services Cost Less** – Overall costs per day for out-of-home placements (\$72.42 per day in SFY 2012) are significantly (approximately 9.5 times) higher than costs per day for children/youth being served in Core Services (overall average cost per authorized day of \$7.59 during SFY 2013). Safely maintaining children/youth in their homes not only costs the state less than an out-of-home placement, but local and national experience tells us that, most often, this course of action also represents what is in the best interest of the child/youth and the family.

**Core Services are Effective in Maintaining Children/Youth at Home** – The Core Services Program aims to keep children/youth and their families together or, in cases where children/youth must be removed due to safety concerns, to return them home as quickly as possible or place them in the least restrictive setting possible. Of all children/youth receiving Core Services in SFY 2013, 84% remained or were placed with a family member at the end of Core Services. Further, 92% of children/youth who began Core Services with the goal to remain home were maintained at home.

**The Core Services Program is a Vital Component of the Continuum of Care in Colorado** – On a national level, Colorado is one of a few states with specific funding to invest in therapeutic systems that can mitigate risk and maintain the health and well-being of families. Colorado continues to have a specific earmark for these kinds of therapeutic services and is one of very few states that record services and outcomes from these services into their SACWIS system. Most states are limited to Promoting Safe and Stable Families (PSSF) funds, which are limited in amount and scope and generally are not tracked.

The Core Services Program remains a vital part of the continuum of care in Colorado for children/youth and families. In conjunction with new prevention initiatives including Program Area Three, SafeCare, Colorado Community Response and the Nurse-Family Partnership Program, the Core Services Program is an integral piece of Colorado's approach to robustly provide vital services to safely keep families together.

**Data Collection and Enhanced Trails Functionality** – Enhancements to the Trails data system afford new opportunities for quality improvement and evaluation by making more accurate data available for

analysis. In order to optimally utilize this information, it is important that counties are supported through training and monitoring to gather and enter consistent data regarding service delivery, costs and outcomes. The quality of data available for decision making and quality improvement is largely a function of data management and entry practices.

**Integrating Evaluation and Research Efforts** – To the extent possible, the TriWest evaluation team recommends enhancing coordination between evaluation efforts being conducted by, and on behalf of, the Division of Child Welfare Services. The Division is currently engaged in several important initiatives – with the data from these initiatives and coordination of evaluation efforts, there will be an opportunity to leverage resources and provide more easily accessible data to support decision-making and quality improvement.

## Core Services Program Overview

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The statewide Core Services Program is built to address four clinical emphases:

1. Focus on **family strengths** by directing intensive services that support and strengthen the family and protect the child/youth;
2. **Prevent out-of-home placement;**
3. **Return children/youth** in placement to their own home, or unite children/youth with their permanent families;
4. **Provide services** that protect the child/youth.

Each of the 64 counties and one Colorado tribal nation (the Southern Ute Indian Tribe) annually develop plans to address these four goals through locally tailored strategies and services. Each jurisdiction designs a unique mix of required and county-designed services, resulting in a multifaceted array of services and opportunities along with accompanying implementation challenges. In addition, policies guiding documentation and tracking of services and expenditures differ from county to county, adding challenge to the evaluation effort.

The Core Services Program bridges county and tribal differences through oversight and support. Each county and tribe share a common mission to support the children/youth and families of their communities, and have the common desire and obligation to deliver services that are meaningful to the families that receive them while remaining accountable to all citizens in the community.

**Core Services Coordinators** – Each county and the Southern Ute Indian Tribe has a Core Services Coordinator that oversees the program locally. However, the range of responsibilities of each coordinator varies considerably. Typically, the Core Services Coordinator role in larger counties is more specialized and specific to the Core Services Program, compared with coordinators in smaller counties, who must fill multiple responsibilities. In the cases of larger counties, the coordinator is likely responsible for a range of duties, including:

- Engaging service providers in the community, including program development (identifying programs that meet the needs of the local community), reviewing invoices and holding regular meetings with providers.
- Consulting with caseworkers to match families with services.
- Ensuring that data is being entered consistently.
- Monitoring expenditures vs. allocations throughout the year.
- Writing and monitoring service contracts.
- Completing the annual Core Plan and Family Services Commission Report, and chairing the Family Preservation Commission.
- Periodically reviewing Core Services Program cases (e.g., identifying cases where a service has been open for a long time and identifying strategies to achieve core case goals).

***Core Services Coordinators fulfill a wide range of functions and are critical to the success of Colorado's Core Services Program.***



In medium-sized counties, other duties may include the supervision of caseworkers and direct involvement with other family service programs in the county (including HB 1451 – the Collaborative Management Program). In small counties, coordinators are often also responsible for direct delivery of Core Services.

Counties where the Colorado Practice Model (CPM) and/or Differential Response (DR)<sup>19</sup> are being implemented have direct involvement from either the Core Services Coordinator or other representative from the program (caseworker, supervisor, etc.).

The Core Services Coordinators meet quarterly with the state Program Administrator to discuss issues (such as funding, legislation and Department policies and rules) that affect implementation at the county level. Also, a subgroup of Core Services Coordinators serves as an Evaluation Advisory Board to this evaluation. They provide valuable insight and guidance in terms of data interpretation and isolating the key county issues that help to provide context to the quantitative results presented here.

## Context for the Core Services Annual Evaluation Report

### Commissions and County Commission Reports

Family Preservation Commissions, also known as Core Services Commissions, are mandated oversight groups in each county. These commissions are local interdisciplinary, multi-agency committees responsible for evaluating the family preservation (Core Services) program and making recommendations for change at local and state levels through an annual report. These commissions were established in statute during the 1993-1994 legislative session. C.R.S. 26-5.5-106 sets forth the composition and duties of the commissions, as follows:

1. “The governing body of each county or city and county shall establish a family preservation commission for the county or city and county to carry out the duties described in subsection (2) of this section. The commission shall be interdisciplinary and multi-agency in composition, except that such commission shall include at least two members from the public at-large. The governing body may designate an existing board or group to act as the commission. A group of counties may agree to designate a regional commission to act collectively as the commission for all such counties.
2. It shall be the duty of each commission established or designated pursuant to subsection (1) of this section to hold periodic meetings and evaluate the family preservation program within the county or city and county, and to identify any recommended changes to such program. On or after July 1, 1994, the commission shall submit an annual report to the executive director of the state department. The report shall consist of an evaluation of the overall effectiveness and cost-efficiency of the program and any recommended changes to such program. The report shall be submitted on or before the first day of September of each year.”

***Enhanced Trails functionality has supported greater consistency in data entry across the state and, in turn, improved capacity for analysis and reporting.***

All 64 counties and the Southern Ute Indian Tribe submitted annual reports directly to TriWest Group (the contracted program evaluator). Data from those reports is incorporated into analyses and narrative

<sup>19</sup>These are discussed in detail later in this report.

to provide a county-specific context to the quantitative findings. Copies of each county or tribal report are available by request from the Division of Child Welfare Services. The Family Preservation/Core Services Commission Report template is provided as Appendix C.

## Family Preservation

The Core Services Program is based on a foundation of research and practice in family preservation. Family preservation services are generally short-term, family-based services designed to support families in crisis by improving parenting and family functioning while keeping children/youth safe. These services developed, in part, as a response to a federal requirement to demonstrate reasonable efforts to prevent removal of children from their homes. Family preservation services grew out of the recognition that children/youth need a safe and stable family and that separating children/youth from their families and communities removes them from natural supports and often causes trauma, leaving lasting negative effects.

The Core Services Program approach is consistent with the family preservation research base. Program leaders note that Core Services are anchored in the conviction that many children/youth can be safely protected and treated within their own homes when parents are provided with services and support and empowered to change their lives. Family preservation refers to a range of approaches that share an emphasis on family involvement and preventing out-of-home placement. Over the past few decades, descriptive reports and other non-experimental research have pointed to the effectiveness of family preservation models in keeping families together. However, experimental and quasi-experimental studies suggest that matching services to family needs and situations, as well as ensuring that families receive services for a long enough period to achieve desired results, are important factors in predicting outcomes (e.g., Bagdasaryan, 2005)<sup>20</sup>. Generally, when services were matched to need, children/youth in families that participated in family preservation services are placed out-of-home less often than children/youth in matched control families.

In Colorado, a subsection of the legislation mandating the Family Preservation Commissions defines “family preservation services” as assistance that focuses on a family’s strengths and empowers a family by providing alternative problem-solving techniques and child-rearing practices, as well as promoting effective responses to stressful living situations for the family. This assistance includes resources that are available to supplement existing informal support systems for the family. There are ten designated types of “family preservation services” and this array of services constitutes the Core Services Program. A list of services with descriptions of each is provided as Appendix D.

### ***Core Services Program Goals***

- 1. Focus on family strengths by directing intensive services that support and strengthen the family and protect the child/youth;***
- 2. Prevent out-of-home placement;***
- 3. Return children/youth in placement to their own home, or unite children with their permanent families; and***
- 4. Provide services that protect the child/youth.***

<sup>20</sup> Bagdasaryan, S. (2005). Evaluating family preservation services: Reframing the question of effectiveness. Children and youth services review. Vol. 27, p. 615-635.

Prior to contracting with TriWest Group, the annual report was submitted by the Division of Child Welfare Services, in compliance with the above statute, as a compilation of the individual county Core Services/Family Preservation Commission reports submitted each year to the Division. Since an external research firm has been commissioned to conduct the evaluation and produce the report, content has expanded with analysis of evidence-based services and promising practices within the state and child welfare services. These changes have been made possible by enhancements to Trails that have provided access to more systematic and detailed quantitative data regarding children/youth and families served by the Core Services Program.

## Evaluation Methods

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### Data Sources

Data for this report comes from three primary sources:

1. Colorado Trails Automated Case Management System<sup>21</sup> (commonly referred to as Trails) – Extracts from Trails are the primary source of data for this report. These extracts include information regarding the children/youth and other family members served, the types and lengths of services provided, service outcomes, child/youth placement history, and reports of child abuse and neglect. Trails is a dynamic case management system in which users can update, add, and maintain records on an ongoing basis as new information becomes available or as errors are discovered and corrected. The SFY 2013 data for this report was extracted from the Trails system following the last main payroll in July 2013 in order to make sure all of the fiscal year data is up to date. Therefore, the data in this report reflects what was in the system on that date. This is done consistently each fiscal year. Historical data for this report is taken from previous years' extracts and/or evaluation reports, rather than new data extracts, in order to ensure consistency across the reporting period(s).

The Division of Child Welfare Services continues to enhance Trails and provide counties with training and support in order to produce the most accurate information possible. For example, the addition of a service outcome field during fiscal year SFY 2010-2011 allows users to capture more detail regarding the disposition of a child/youth's case at the time a specific treatment episode ends, as well as where that child/youth is placed at the end of the service. In addition, users can now add all family members (both children/youth and adults receiving services on behalf of the child/youth) to a single service authorization, rather than needing to enter multiple authorizations (also made available during SFY 2010-2011). This decreases the amount of time needed to enter data and facilitates more accurate data entry. These enhancements continue to make a much larger and more comprehensive data set available for analysis and reporting.

***Trails enhancements are improving data entry practices to reduce the current under-counting of the number of children/youth served and services provided.***

Colorado has a state-supervised, county-administered child welfare system. Statewide policy and training dictate that every child/youth receiving a child welfare service must be entered into Trails. Due to differences in county policies, counties have reported that not every child/youth that benefits from services is entered. The number of children/youth entered into Trails is lower than the actual number of children/youth served because of differences in data entry practices across counties. For example, when using a fixed-rate contract, only one service authorization during the month needs to be entered into Trails in order to process payment (regardless of the

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<sup>21</sup> Known nationally as the State Automated Child Welfare Information System (SACWIS).

number of children/youth served in that month). This results in consistently under-counting the number of services provided and the number of individuals being served. Data entry practices are improving with the new Trails functionality and it is reasonable to anticipate continued improvement as counties learn to use the new features, with both in-person and web-based training modules being made available during SFY 2011-2012. However, the state of Trails data entry continues to evolve and there are some remaining undercounts of service that must be taken into account when interpreting data, including some fixed-rate contract and county-provided services not being entered into Trails.

2. Family Preservation/Core Services Commission Reports – Each county is required by state statute to complete a Family Preservation/Core Services Commission Report. For the past three years, counties have sent these reports directly to TriWest Group (the contracted program evaluator) for analysis and inclusion in the annual program evaluation. Family Preservation/Core Services Commissions and Tribal leaders respond to specific questions regarding the services available in their communities, program successes and challenges, recommendations for changes to the Core Services Program, and additional funding sources. The Commission report allows counties to supplement data from Trails with qualitative information that helps tell the story behind the numbers. Individual county reports are available from the Division of Child Welfare Services. Responses to the Commission report were analyzed using qualitative analysis software designed to identify themes in text and roughly quantify the frequency with which a theme is described.
3. Colorado Financial Management System (CFMS) – The CFMS Closeout Summary provides the total actual expenditures for the Core Services Program, for the entire state and for individual counties. This system also provides specific expenditures for Mental Health and Substance Abuse services.

## Describing Children/Youth Served and Types of Services

The Trails system is the primary source of data regarding children/youth served and the types and number of services delivered. The data is extracted based on all service authorizations that occur during the fiscal year (July 1, 2011 through June 30, 2012). This includes authorizations that began prior to July 1, 2011 and continued into at least part of the fiscal year, as well as new authorizations beginning prior to June 30, 2012, but were still open (ongoing) at the time of the data extraction.

Differences across counties in the use of the Trails system (in terms of non-mandatory data fields and the differences in how fixed-rate contract and county-provided services are entered) limit the generalizability of some data elements. Data must be interpreted with caution; reminders of specific limitations are discussed in the Program Costs and Effectiveness Section of this report.

Numbers of children/youth and families served and types of services provided by each county are derived from service authorizations entered into Trails and represent an unduplicated count of children, youth and adults (receiving services on behalf of the child/youth) served in each county; each individual is counted one time, regardless of how many different services were received. Every person receiving *any* core service in SFY 2011-2012 (July 1, 2011 through June 30, 2012) is included in this count.

Unduplicated counts of services are based on service authorizations entered into Trails. There remains some difference in whether counties enter each individual authorization for a fixed-rate contract or

county-provided service. The implications of this are discussed as data analyses are presented later in this report.

The use of authorizations to quantify the amount of services that are delivered, while not ideal, is the primary way that service delivery is tracked. In some cases, a service authorization can be opened then later closed without a client having received services. In some cases, the opening of the authorization was in error (making up 2% of all authorizations). In others, a client never engages in services and the authorization is eventually closed (in 3.8% of cases, the authorization was closed with the reason “client refused service”). This report uses all authorizations opened in a specific fiscal year (regardless of whether or not it was closed), so it is impossible to tell with certainty which of these might eventually be closed without a client having received any service (and therefore without payment being made). When interpreting amounts of service delivered using authorizations, it is important to keep this consideration in mind. In order to provide contextual detail, this report also looks at the number of days in which the authorization was open. This does not mean that a client received actual service every day. However, it does offer some context for the authorizations by telling us how long a client was engaged in a specific service.

## Time Periods for Involvement

Children/youth are divided into three main cohorts/groups based on the time of their involvement in Core Services, as follows:

1. **Service Closures Cohort** – this is a duplicated count of children/youth and adults for whom any service authorization was closed during the SFY 2011-2012; this is the primary cohort analyzed in this report, and includes all services outcome measures that are available.
2. **SFY 2012 Individuals Served** – this includes all children, youth and adults (receiving services on behalf of the child/youth) who began their service episode prior to June 30, 2012 (end of SFY 2011-2012).
3. **SFY 2011 Discharge Cohort** – this includes children/youth who ended a distinct service episode during SFY 2010-2011 and who did not return to service within two months (62 days).

## Discharge Cohorts

Each discharge cohort of children/youth from the previous state fiscal year is used in this report to examine 12-month outcomes for children/youth served by Core Services.

## Describing Core Services Implementation

The number of service units delivered reflects a duplicated count of individuals. In other words, a single child/youth (or adult) may be counted multiple times, once for each service received. All services authorized in Trails in SFY 2011-2012 are included in this count. In addition, duplicated counts of services are included for this fiscal year. These counts represent the total number of authorizations, with a single child, youth or adult often receiving more than one authorization, and with a single authorization potentially capturing multiple individuals served. Frequency distributions and means (averages) are used to describe child/youth and adults served characteristics and service units. In addition to the duplicated number of authorizations presented, a sum of all days enrolled in a service helps quantify the services received.

Information from county and tribal Core Services Commission Reports is used throughout this report. For example, types of services used in each county are summarized in the Program Overview section

and frequency of service availability is included in the Implementation of Core Services Program Section. These Commission Reports also provide context for the Outcomes Section and additional details regarding how counties acquire supplemental funds to meet the needs of their communities. In addition, information is collected on specific program accomplishments, county collaborative efforts, evidence-based practices, and recommendations for changes to the Core Services Program. Commission Reports comment on local factors driving higher costs of services and other factors that promote cost efficiencies or cost savings. Most of the data presented from counties is qualitative and summarized in narrative form. Where possible and appropriate, frequency distributions are used to describe county implementation efforts. Please see Appendix A for the template for this year’s Family Preservation/Core Services Commission Reports.

## Describing Program Effectiveness: Core Services Outcomes

This year’s annual evaluation report concentrates heavily on the new outcome measures that are recorded in Trails for every service authorization. These include the Core Services case goal (remain or return home, adoption, etc.), the overall outcome of the service (successful, not engaged, etc.), and where the child/youth was placed at the time the service ended.

In addition, 12-month outcomes of children/youth receiving Core Services in past fiscal years is reported in the form of substantiated child abuse and neglect reports.

***County Family Preservation/Core Services Commission Reports provide much of the information used to describe services to children, youth and families across the state.***

### Maintaining Children/Youth in the Home

For this report, maintaining children/youth in the home is defined as the avoidance of an out-of-home placement during the Core Services episode. Proportions of children/youth maintained in the home are derived from identifying children/youth who do not experience an out-of-home placement during the time between their Core Services start and end dates.

## Describing Core Services Costs

Costs are discussed in this report in two different ways. The first is a basic cost-person ratio that simply shows the amount spent compared with the number of individuals served. This is used only to show the relationship in the existing data between expenditures, service authorizations, and unique individuals served. Costs per individual are estimated based on the number of days per service and the average cost per person per authorized day.



## County Commission Report Template

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### Family Preservation/Core Services Commission Report Fiscal Year 2012-2013

Colorado County/Tribe name:

Contact Person for Questions about the Commission Report:

Name:

Phone:

E-mail:



TriWest Group is a Colorado-based evaluation company selected to work with The Colorado Department of Human Services to conduct the evaluation of the Family Preservation/Core Services Program and prepare the Department’s annual Family Preservation Commission Report.

Each year, local Family Preservation Commissions are required to complete a report on the status of Core Services and the programs available in each County or Tribe. The information you provide through the attached report template will be combined with other sources of information including the Colorado Trails database to form the content for the required annual report. Input from local Family Preservation Commissions provides a context for the quantitative data elements and represents an opportunity for your County or Tribe to tell the story behind the numbers.

### INSTRUCTIONS

- Please return completed report by **July 2nd**.
- Please be sure to include complete contact information above in case we have any questions or there are problems with the transmission of the report to us.
- If possible, please complete the report electronically using MS Word and email completed reports to **Stephanie Schum** at [sschum@triwestgroup.net](mailto:sschum@triwestgroup.net)
- Scanned signature pages will be accepted electronically, please submit them via e-mail to **Stephanie Schum** at [sschum@triwestgroup.net](mailto:sschum@triwestgroup.net)
- If you would prefer a hard copy of this Report to be sent to your attention via US Post, please e-mail a request to **Stephanie Schum** at [sschum@triwestgroup.net](mailto:sschum@triwestgroup.net).



- If e-mail submission of the report is not convenient for you, you may fax the report to 303-415-2500 or mail to 4450 Arapahoe Ave., Suite 100, Boulder, CO 80303-9102.
- Please call Stephanie at **303-544-0509, extension 9** with any questions about the report.

## Capacity and Array of Services

The Trails data system tracks Core Services delivered by each county. Please complete the following questions about the availability of services (including those services that may not have been utilized during this fiscal year) in your county or tribe.

1. If County Designed Services were available, please describe the types of services:
2. Please place a check mark next to the phrase that best describes current service capacity and access. (Check all that apply)

The menu of Core Services available in our county (tribal area) is adequate to address the needs of children at imminent risk of placement.

There are services needed in our area that are not currently available.

Needed services are available, but not at adequate capacity (there are waiting lists).

Needed services are available, but there are significant barriers to families accessing services.

Other (please describe):

In the list below, please check any Core Services that are NOT available in your County.

Home Based Intervention

Intensive Family Therapy

Day Treatment

Life Skills

Sexual Abuse Treatment

Mental Health Treatment

Substance Abuse Treatment  
Services

Aftercare Services

County Designed Services

Other (please describe):

Please describe any changes from last year’s report regarding services for which there are waiting lists and steps taken/being taken to resolve this:

Please describe what your county has done in the past year to address the primary barriers to service access for the families you serve:

## Overall Effectiveness of Core Services

3. Please describe your perspective regarding the overall effectiveness of Core Services during this past fiscal year:
4. Please describe any changes during this fiscal year that impact policy and program issues in your county (tribe) that affect **out-of-home placements**? (feel free to add more than three issues)

Issue #1: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in placements?

Issue #2: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in placements?

Issue #3: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in placements?

5. Describe any changes during this fiscal year that impact policy and program issues in your county (tribe) that affect the length **of stay for children placed out-of home**. Are these issues driving increases or reductions in length of stay? (feel free to add more than three issues)

Issue #1: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in length of placements?

Issue #2: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in length of placements?

Issue #3: \_\_\_\_\_

Please describe:

Is this issue driving increases or reductions in length of placements?

6. Has the Core Services funding affected your county's Performance Improvement Plan (PIP) scores for stability in placement?

Yes \_\_\_\_ No \_\_\_\_ (If yes, please describe).

## Collaboration

7. Please check the following collaborative efforts in which your county/tribe participates? (check all that apply)

Family to Family

Promoting Safe and Stable Families

HB1451

Collaborative efforts incorporating Family to Family principles (but not a formal site)

Other collaborative efforts (please describe): A regional foster care program with Gilpin County.

8. Please describe any changes during this fiscal year in how your collaboration efforts have impacted the overall effectiveness of your Core Services Program.

9. Please describe any changes during this fiscal year to your collaboration efforts that have impacted the cost-efficiency (either cost-avoidance or cost-savings) of your Core Services delivery.

10. If your county (tribe) could change and/or modify the Core Services Program, what would you recommend?

11. Does your county's (tribe's) Family Preservation/Core Services Commission have any recommended changes to the annual Commission Report?

Yes \_\_\_ No \_\_\_ (If yes, please describe).

12. Are there services in your county (tribe) that are supplemented with funds from outside sources? \_\_\_\_\_ Yes \_\_\_\_\_ No

If yes, please indicate those services in the table below and the source of supplemental funds. If you are not sure of the actual dollar amount, please estimate the percentage of the Core Services that were funded from that source.

If no, please leave table blank.

Core Service Programs	Supplemented Services with Outside Funds?	Source of Funding and Amount
Home Based Intervention	Yes ___ No ___	
Intensive Family Therapy	Yes ___ No ___	
Life Skills	Yes ___ No ___	
Day Treatment	Yes ___ No ___	
Sexual Abuse Treatment	Yes ___ No ___	
Mental Health Services	Yes ___ No ___	
Substance Abuse Treatment Services	Yes ___ No ___	
Aftercare Services	Yes ___ No ___	
County Designed Services	Yes ___ No ___	

13. [Optional] Has your Commission compiled any information on costs of specific services within your county?

Yes \_\_\_ No \_\_\_

If so, please summarize that information below, or send in other documentation along with this report regarding your findings.

## Membership List and Signature Page

*You may choose to either mail the original signed page only to Stephanie Schum to 4450 Arapahoe Ave., Suite 100, Boulder, CO 80303-9102, or you may submit the signature page electronically via e-mail to Stephanie Schum at [sschum@trivestgroup.net](mailto:sschum@trivestgroup.net).*

*Also, please e-mail the entire report to Stephanie Schum at [sschum@trivestgroup.net](mailto:sschum@trivestgroup.net)*

Please list all members of your local Family Preservation Commission. Add additional space as needed.

**County Name:** \_\_\_\_\_

**Family Preservation Commission Members (add space as needed)**

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**Name of Commission Chair**

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**Signature of the Commission Chair**

## Core Services Types

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### Descriptions of Service Types

Each of the ten designated Core Service types are listed below with definitions from Child Welfare Services, Staff Manual Volume 7.

**Home Based Intervention:** Services provided primarily in the home of the client and include a variety of services, which can include therapeutic services, concrete services, collateral services and crisis intervention directed to meet the needs of the child and family. See Section 7.303.14 for service elements of therapeutic, concrete, collateral, and crisis intervention.

**Intensive Family Therapy:** Therapeutic intervention typically with all family members to improve family communication, functioning, and relationships.

**Life Skills:** Services provided primarily in the home that teach household management, effectively accessing community resources, parenting techniques, and family conflict management.

**Day Treatment:** Comprehensive, highly structured services that provide education to children and therapy to children and their families.

**Sexual Abuse Treatment:** Therapeutic intervention designed to address issues and behaviors related to sexual abuse victimization, sexual dysfunction, sexual abuse perpetration, and to prevent further sexual abuse and victimization.

**Special Economic Assistance:** Emergency financial assistance of not more than \$400 per family per year in the form of cash and/or vendor payment to purchase hard services. See Section 7.303.14 for service elements of hard services.

**Mental Health Services:** Diagnostic and/or therapeutic services to assist in the development of the family services plan and to assess and/or improve family communication, functioning, and relationships.

**Substance Abuse Treatment Services:** Diagnostic and/or therapeutic services to assist in the development of the family service plan, to assess and/or improve family communication, functioning and relationships, and to prevent further abuse of drugs or alcohol.

**Aftercare Services:** Any of the Core services provided to prepare a child for reunification with his/her family or other permanent placement and to prevent future out-of-home placement of the child.

**County Designed Services:** An optional service tailored by the specific county in meeting the needs of families and children in the community in order to prevent the out-of-home placement of children or facilitate reunification or another form of permanence.