



COLORADO
Department of Human Services

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

October 1, 2014

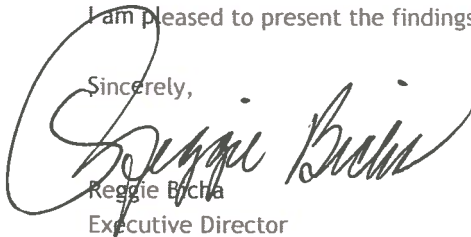
Dear Governor Hickenlooper:

This letter is sent as a cover to the Core Services Program Evaluation 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.”

I am pleased to present the findings detailed in this report.

Sincerely,



Reggie Bicha
Executive Director

Enclosures

Cc: Roxane White, Chief of Staff



Core Services Program Evaluation Annual Report

Calendar Year 2013

January 1, 2013 - December 31, 2013



COLORADO

**Office of Children,
Youth & Families**

Division of Child Welfare



Core Services Program Evaluation Calendar Year 2013 Report

Submitted to:

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

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Table of Contents

Acknowledgements	i
Executive Summary.....	ii
1. Background and Introduction	1
1.1. Overview of the Core Services Program	1
1.2. Description of the Core Services Program.....	2
1.3. Goals of the Core Services Program.....	3
1.4. Context of the Current Report	3
2. Implementation of the Core Services Program.....	4
2.1. Children, Youth, and Families Served in CY 2013	5
2.2. Services Provided in CY 2013.....	6
3. Outcomes of the Core Services Program	9
3.1. Service Effectiveness	10
3.2. Case Goal Attainment	13
3.3. Follow-up Outcomes	19
4. Costs of the Core Services Program.....	26
4.1. Cost per Service Episode	27
4.2. Cost per Client	30
4.3. Cost per Child/Youth	31
4.4. Cost Efficiency.....	33
5. Conclusions and Implications	35
5.1. Conclusions.....	35
5.2. Limitations	36
5.3. Implications.....	36
Appendix A - Core Services Program Evaluation Methods.....	37
Appendix B - Core Services County Designed Programs by County	42

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Core Services Program Evaluation - Calendar Year 2013 Report

Executive Summary

Background and Introduction

The Core Services Program Evaluation Calendar Year (CY) 2013 report, produced by the Social Work Research Center in the School of Social Work at Colorado State University, is designed to describe the outcomes and costs of the Core Services Program across Colorado to provide meaningful data to support decisions made by the Office of Children, Youth, and Families, Division of Child Welfare Services, and county Core Services Programs. Significant progress has been made in consistently documenting services in Colorado Trails (Trails), the Statewide Automated Child Welfare Information System (SACWIS), and the County Financial Management System (CFMS), which allows for more accurate tracking of service provision, service outcomes, payment, and costs. To support accountability and ongoing program improvement at the county level, the Social Work Research Center will also generate county-specific reports at the service and provider level coupled with county-specific consultation.

Implementation of the Core Services Program

The Core Services Program is structured as a state-supervised, county-operated system with the Colorado Department of Human Services (CDHS) overseeing funding allocations and working with county staff to set policies and procedures. The legislative authorization requires access to specific services statewide, while maintaining flexibility at the local level as each county operates the Core Services Program to meet the unique needs of families and communities.

Children and Families Served during CY 2013. In CY 2013, 26,698 distinct clients (unduplicated individuals) were served by the Core Services Program. Overall, 54% of the distinct clients were children/youth directly receiving services and 46% were adults receiving services on behalf of a child/youth. Services provided primarily to adults include mental health services and substance abuse treatment. While these services are delivered to adults, they benefit children/youth by allowing them to remain in or return to their homes. Overall, 16,004 distinct children/youth received or benefitted (services provided on behalf of a child/youth) from Core Services.

Services Provided in CY 2013. There were 29,834 service episodes (merged service authorizations within the same case for the same provider, service type, and clients) open at any time in CY 2013. County designed services represent the most common type of service provided, with over one-quarter of all episodes statewide. 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. County designed services encompass components of the menu of Core Services, yet are structured in their delivery and tracked uniquely to gain detailed data on evidenced-based programs, as well as programs that are providing positive outcomes in communities around the state.

Outcomes of the Core Services Program

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, preventing out-of-home placement, promoting the least restrictive setting for children/youth, and/or providing services for families at-risk of further involvement in the child welfare system. The evaluation report presents short-term service effectiveness outcome measures being tracked by caseworkers in Trails, case goal attainment outcomes, and follow-up child welfare involvement outcomes for children with a closed case in CY 2012. In addition, sub-analyses are reported for case goal (remain home, return home, or less restrictive), program area, provider type (purchased or county provided), service type, and county.

Service Effectiveness. Over three-quarters of service episodes for CY 2013 were closed with a “successful” (60%) or “partially successful” (17%) service effectiveness outcome. Service episodes for children/youth with a remain home case goal or a Program Area 5 (child protection) designation, as well as county provided services, were significantly more likely than service episodes with a return home case goal, a Program Area 4 (youth in conflict) designation, or purchased services to have a successful or partially successful service effectiveness outcome.

Case Goal Attainment. The case goal was attained in 79% of all service episodes. The case goal attainment rate was 88% for remain home, 71% for less restrictive, and 70% for return home. Consistent with State Fiscal Year 2013 findings, the remain home case goal attainment rate was 93% based on whether a child/youth had an open removal on the day the service ended.

Follow-up Outcomes. Based on a distinct count of 6,160 children/youth with closed cases in CY 2012, 43% of children had a subsequent referral within 12 months of case closure, 30% had a subsequent assessment, 6% had a subsequent founded assessment, 12% had a subsequent case, 5% had a subsequent placement, 10% had a subsequent Division of Youth Corrections (DYC) placement (detention or commitment), and 2% had a subsequent DYC commitment. The two DYC follow-up outcomes were only measured for children/youth ages 10 and older at time of case closure.

Costs of the Core Services Program

The evaluation report presents average cost per service episode, average cost per client, and average cost per child/youth receiving or benefitting from services. In addition, sub-analyses are presented for case goal, program area, provider type, service type, and county. In addition, a cost efficiency measure estimates the additional out-of-home placement costs that would be incurred by counties in lieu of providing Core Services to children/youth in the home or in out-of-home care.

Cost per Service Episode. The cost per service episode measure is intended to provide an overall average cost for each paid service intervention. This analysis only includes the costs for paid services (costs for no-pay services cannot be calculated from Trails) and does not include the cost of county-provided services. Per-episode costs for county provided services cannot be accurately obtained from Trails data because there is no designation in the available data systems for how each county designates its Core Services allocations into specific types of services. The average cost per service episode for Core Service episodes closed in CY 2013 was \$2,180. For therapeutic assessments or evaluations, the average cost per service episode was \$577 with an average service duration of 34 days. For therapeutic interventions, the average cost per service episode was \$2,477 with an average service duration of 149 days.

Cost per Client and Cost per Child/Youth. The average cost per client statewide for CY 2013 was \$1,648 based on total expenditures of \$44,196,299 and 26,817 distinct clients served. The average cost per child/youth statewide for CY 2013 was \$2,740 based on total expenditures of \$44,196,299 and 16,129 distinct children/youth receiving or benefitting (services provided on behalf of the children/youth) from Core Services.

Cost Efficiency. Overall cost efficiency was calculated using a methodology that assumes that all children/youth would have been placed in out-of-home care in the absence of Core Services. Based on actual Core Service and out-of-home placement expenditures of \$111,537,031 and an estimated out-of-home placement cost of \$179,590,843, an additional \$68,053,812 would have been spent by county agencies statewide in CY 2013 if out-of-home placements had been provided exclusively instead of a combination of Core Services and OOH placements. This equates to an additional \$19 per child/youth per involved day that would have been spent statewide in CY 2013.

Conclusions

The following conclusions illustrate the high level of overall program success in regard to service effectiveness, case goal attainment, subsequent child welfare involvement, and cost efficiency for children, youth, and families in Colorado.

The Core Services Program is Working as Designed. The findings from this report support the Core Services Program as an effective approach to strengthening Colorado families by keeping or returning children/youth home or in a less restrictive out-of-home setting while maintaining safety. The Core Services Program is clearly serving the population targeted by the legislation and is providing the appropriate levels of support.

Core Services are Effective in Achieving Treatment Success. Over three-quarters of all service episodes in CY 2013 were rated by caseworkers as successful or partially successful. County designed services had the highest percentage of episodes closed with either a successful or partially successful designation.

Core Services Facilitate Case Goal Attainment. The case goal was attained by 80% of children/youth with a case closed in CY 2013. The remain home case goal was attained in 93% of service episodes when calculated based on if the child/youth had an open removal on the day the service ended. Life skills and mental health services had the highest remain home case goal attainment rate, while special economic assistance, home-based interventions, and substance abuse treatment had the highest return home case goal attainment rate. County provided services and service episodes for children/youth with a Program Area 5 designation were significantly more likely to have case goal attainment for remain and return home case goals than were purchased services and services episodes for children/youth with a Program Area 4 designation.

Core Services Provide Substantial Cost Efficiency for Colorado. Without the Core Services Program, it is estimated that Colorado counties would have spent an additional \$68 million in CY 2013 on OOH placements for children/youth. This figure is based on children/youth who were able to entirely avoid OOH placements by using Core Services, children/youth who were reunified in a shorter time frame by using Core Services, as well as children/youth who entered a less restrictive setting as a result of Core Services. The cost efficiency measure also takes into account the expenditures for OOH days for children/youth that were not able to remain home.

Implications

Based on the outcome and cost evaluation findings, the key implication is that the Core Services Program is an essential component of the continuum of care in Colorado. The Core Services Program also aligns well with other child welfare prevention efforts recently implemented in the state. As such, future evaluation efforts will look across the prevention intervention array to identify common metrics of outcome, cost, and process effectiveness to provide the state and counties with a holistic understanding of how prevention programs work together to promote the safety, permanency, and well-being of children, youth, and families in Colorado.

Colorado remains a national leader by investing heavily in therapeutic systems and by tracking the associated services, outcomes, and costs in SACWIS so that policy and program decisions can be informed by timely and consistent data. To facilitate the cutting-edge use of administrative data to support practice innovations, continued enhancements to Trails should be considered to more efficiently collect, enter, and access data regarding service delivery, costs, and outcomes. In addition, counties should be engaged through ongoing training and consultation opportunities to make full use of the available data for quality improvement purposes.

The Core Services Program is especially effective for county provided services and for children/youth with a remain home case goal or Program Area 5 designation. As a result, increased efforts to improve outcomes for purchased services and for children/youth with a return home case goal or Program Area 4 designation are certainly warranted. Lastly, counties should be encouraged to consult with one another to identify promising practices, evidence-based services, and areas of collaboration for enhancing their Core Services Programs.

Core Services Program Evaluation

Calendar Year 2013 Report

1. Background and Introduction

The Core Services Program was established within the Colorado Department of Human Services (CDHS) in 1994 and is statutorily required to provide strength-based resources and support to families when children/youth are at imminent risk of out-of-home placement, in need of services to return home, or to maintain a placement in the least restrictive setting possible. Responding to the complexity and variability in the needs of children, youth, and families across the diverse regions of Colorado, the Core Services Program combines the consistency of centralized state administrative oversight with the flexibility and accountability of a county-run system. This approach allows for individualized services to meet the needs of children, youth, and families across diverse Colorado communities.

The Colorado Revised Statute (C.R.S) section authorizing the Core Services Program 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 Social Work Research Center in the School of Social Work at Colorado State University, responds to this mandate and is designed to describe the outcomes and costs of the program across the state in order to provide meaningful data to support decisions made by the Office of Children, Youth, and Families, Division of Child Welfare Services, and county Core Services programs.

1.1. Overview of the Core Services Program

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.

Each county and the Southern Ute Indian Tribe have 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, monitoring, and accurately entering the 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).

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 smaller counties, coordinators are often also responsible for direct delivery of providing Core Services. Counties where the Colorado Practice Model and/or Differential Response (DR) 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's 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.

1.2. Description of the Core Services Program

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.

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 10 designated types of "family preservation services" and this array of services constitutes the Core Services Program. Each of the 10 designated Core Service types are listed below with definitions from Child Welfare Services, Staff Manual Volume 7.

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. County designed services encompass components of the menu of Core Services, yet are structured in their delivery and tracked uniquely to gain detailed data on evidenced-based programs, as well as programs that are providing positive outcomes in communities around the state.

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

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.

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.

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.

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.

1.3. Goals of the Core Services Program

The goals of the Core Services Program are to safely maintain children/youth in the home, return children/youth home, promote the least restrictive setting for children/youth, and/or provide services for families at-risk of further involvement in the child welfare system. These goals are achieved in two ways. The first is the provision of services directly to the child/youth. These services promote well-being and may work to address mental or physical health issues that act as family stressors. The second is the provision of services directly to adult caregivers. 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 from the home, services work to return that child home in a safe and timely manner. In cases where safety requires the child 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 case goals created for each child, which must be entered each time a new Core Service is authorized.

1.4. Context of the Current Report

This Core Services Program Evaluation Annual Report is based on a Calendar Year (CY) rather than a State Fiscal Year (SFY). This will allow for the timely and efficient documentation and collection of Core Services outcome and cost information, so that the data can be more fully analyzed and reported to meet the statutory requirement.

The CY 2013 report features descriptive and comparative analyses of children, youth, and families served, services provided, service effectiveness, case goal attainment, subsequent child welfare involvement, cost per service episode, cost per client, cost per child, and cost efficiency. Initially a quasi-experimental design was proposed with a comparison of children who received Core Services while in out-of-home (OOH) placement with children who were in OOH placement and never received Core Services. However, there are so few children in OOH placement who do not receive Core Services that such a design was not feasible. To facilitate group comparisons of outcomes and costs, subgroup analyses were employed based on case goal, program area, provider type, service type, and county.

Unlike previous reports, a qualitative narrative of issues facing the program derived from the Family Preservation Commission Reports is not presented because of the change from a fiscal year reporting period to a calendar year reporting period. Thus, the CY 2014 report will include data from the Family Preservation Commission Reports that spans 18 months from July, 2013 through December, 2014. Even with the switch from a fiscal to a calendar year reporting period, some outcome trends are compared across years to the degree possible, given the evolution of service documentation and programmatic changes. However, the new outcomes, analyses, and enhanced data used in this report will allow CY 2013 to serve as a baseline year for the tracking of future trends regarding the effectiveness and cost-efficiency of the Core Services Program. To support accountability and ongoing program improvement at the county level, the Social Work Research Center will also generate county-specific reports at the service and provider level coupled with county-based consultation.

Following this **Background and Introduction** section is a description of the **Implementation of the Core Services Program**. This section describes the numbers and demographics of clients and children/youth served and the numbers and types of services authorized through the Core Services allocation. This section provides a general overview of the types of services offered across the state and at the county level.

The **Outcomes of the Core Services Program** section is presented in the following three ways: (1) short-term service effectiveness outcome measures being tracked by caseworkers in Trails; (2) case goal attainment outcomes based on the contribution of specific services to the attainment of case goals; and (3) longer-term 12-month child welfare involvement outcomes for children with a closed case in CY 2012. In addition, sub-analyses are presented for all outcome measures for case goal, program area, provider type (purchased or county provided), service type, and county.

The **Costs of the Core Services Program** section is presented in the following four ways: (1) average cost per service episode reported by county, case goal, and program area for purchased services; (2) average costs per client reported overall and by service type, case goal, county, program area, and provider type; (3) average cost per child/youth reported overall and by service type, case goal, county, program area, and provider type, and (4) cost efficiency reported by comparing estimated out-of-home placement costs in lieu of Core Service provision with actual service and out-of-home placement costs for children who received Core Services in CY 2013.

The **Conclusions and Implications** section of the report discusses conclusions, limitations, and implications based on the implementation, outcome, and cost analyses presented in this year's report.

The **Core Services Program Evaluation Methods** (see Appendix A) provides the design, methods, data collection procedures, and data analysis techniques used in the outcome and cost evaluations. The **Core Services County Designed Programs by County** (see Appendix B) details the county designed service array for each county.

2. Implementation of the Core Services Program

The Core Services Program is structured as a state-supervised, county-operated system with CDHS overseeing funding allocations and working with county staff to set policies and procedures. The legislative authorization requires access to specific services statewide, while maintaining flexibility at the local level, as each county operates the Core Services Program to meet the unique needs of families and communities. Significant progress has been made in consistently documenting services in Colorado Trails (Trails), the Statewide Automated Child Welfare Information System (SACWIS) and County Financial Management System (CFMS) databases, which allows for more accurate tracking of service provision, service outcomes, and payment.

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. With the change from a fiscal year to a calendar year report, it is not appropriate to compare Core Services allocations to expenditures because they cannot be accurately determined. Specifically, allocations are based on a fiscal year time frame, so the only way to estimate a calendar year allocation would be to average

the allocations of two consecutive fiscal years. Furthermore, higher expenditures tend to be recorded in Trails or CFMS during the second half of the fiscal year, which results in an underestimation of expenditures for a calendar year period.¹

2.1. Children, Youth, and Families Served in CY 2013

The following definitions guided the analysis of children, youth, and families served during CY 2013.

Clients served - based on clients specified in the Trails service authorization as 'Clients Receiving Services' and includes both adults and children/youth.

Children/youth receiving or benefitting from Core Services - based on the following criteria:

- Program Area 5 (child protection) cases - Services provided in these cases are typically recorded on behalf of a child/youth in Trails. Because of this, the Trails service authorization may only be recorded for a single child/youth when in fact there may be several children involved in the case. To account for this data entry limitation, all children/youth who are active in the case at the time the service is initiated are counted as a child/youth benefitting from the service.
- Program Area 4 (youth in conflict) and Program Area 6 (adoption and emancipation) cases - Only count children/youth for whom the service authorization was entered since these services are directed toward the specific child/youth.

Although a child/youth could receive one Core Service and benefit from another Core Service, they would only be included once in the distinct count of children/youth receiving or benefitting from Core Services.

Service episodes - created by merging individual service authorizations open any time during the calendar year within the same case, for the same provider and service type, and for the same set of clients receiving the service (as long as there was not a gap in service dates of more than 30 consecutive days).

A total of 26,698 unduplicated individuals were served by the Core Services Program in CY 2013.

As displayed in Table 1, **26,698 distinct clients (unduplicated individuals)** were served by the Core Services Program in CY 2013. Overall, 54% of the distinct clients were children/youth directly receiving services and 46% were adults receiving services on behalf of the child/youth. Services provided primarily to adults include mental health services and substance abuse treatment. While these services are delivered to adults, they benefit children/youth by allowing them to remain in or return to their homes.

Table 1

Total Number of Distinct Clients Served by the Core Services Program in CY 2013

Distinct Count	Children/Youth		Adults		Total	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Clients	14,318	53.6	12,380	46.4	26,698	100.0

¹ This is especially relevant given the recent increase in the Core Services allocation. For example, an estimation of the CY 2013 allocation would be \$48,090,649 based on averaging SFY 2013 (\$44,576,053) and SFY 2014 (\$51,605,245) allocations. However, expenditures for CY 2013 would be substantially lower than the allocation because much if not all of the \$3.07 million increase (half of the \$6.13 million SFY 2014 increase) would not be reflected in expenditures recorded during the first six months of SFY 2014 due to the counties' need to expand their service array.

As displayed in Table 2, the largest groups served by the Core Services Program were White, non-Hispanic (50%) and Hispanic (29%). The average age of children served by Core Services was 8.5 years, while the average age of adults served by Core Services was 35.1 years.

Table 2

Race/Ethnicity of Distinct Clients Served by Core Services Program in CY 2013

Race/Ethnicity	Frequency	Percent
White, Non-Hispanic	13,384	50.1
Hispanic	7,810	29.3
Black or African American	1,957	7.3
Multiple Races	748	2.8
Asian	159	0.6
American Indian or Alaskan Native	150	0.6
Native Hawaiian or Other Pacific Islander	33	0.1
Did not Indicate	2,457	9.2
Total	26,698	100.0

As defined above, 16,004 distinct children/youth from 9,155 cases received or benefitted from Core Services in CY 2013. Table 3 shows that 81% of all children/youth receiving or benefitting from services were designated as Program Area 5, 16% were designated as Program Area 4, and 2% were designated as Program Area 6.

Table 3

Total Number of Children/Youth Receiving or Benefitting from Core Services Program by Program Area in CY 2013

Distinct Count	Program Area 4		Program Area 5		Program Area 6		Total*	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Children/Youth	2,650	16.4	13,175	81.4	364	2.2	16,189	100.0

*The total does not match the overall sample size of distinct children benefitting because children with multiple involvements during the year can have more than one program area designation.

2.2. Services Provided in CY 2013

There were 29,834 service episodes open at any time during CY 2013.

As defined above, there were 29,834 service episodes open at any time in CY 2013. Table 4 shows that 80% of service episodes were associated with children with a Program Area 5 (PA5) designation while 18% were associated with Program Area 4 (PA4), and 2% were associated with Program Area 6 (PA6). As for provider type, 64% of service episodes were purchased from external providers by counties while 36% were internally provided by counties. Almost three-quarters of all service episodes were for new services provided in CY 2013, while 73% of all service episodes closed in CY 2013.

Table 4

Characteristics of Service Episodes in CY 2013 (N = 29,834)

Characteristic	Frequency	Percent
Program Area		
Program Area 4	5,277	17.7
Program Area 5	23,919	80.2
Program Area 6	638	2.1
Provider Type		
Purchased	19,202	64.4
County provided	10,632	35.6
Service Status		
New Service in CY 2013	22,246	74.6
Closed Service in CY 2013	21,629	72.5

As displayed in Table 5, the most frequent Core Service type was county designed services at 27%, followed by substance abuse treatment at 18%, mental health services at 13%, home-based interventions at 13%, life skills and intensive family therapy at 9% each, special economic assistance at 8%, sexual abuse treatment at 3%, and day treatment at 1%.

Table 5
Service Episodes in CY 2013 by Service Type (N = 29,834)

Service Type	Frequency	Percent
County Designed Services	7,913	26.5
Substance Abuse Treatment	5,280	17.7
Mental Health Services	3,854	12.9
Home-based Interventions	3,788	12.7
Life Skills	2,684	9.0
Intensive Family Therapy	2,675	9.0
Special Economic Assistance	2,298	7.7
Sexual Abuse Treatment	911	3.1
Day Treatment	431	1.4
Total	29,834	100.0

The authorizing legislation for the Core Services Program requires that each of these service types be made available in each county and/or region. In addition, counties have the flexibility to create county designed service types to fit the needs of their unique communities. County designed services encompass components of the menu of Core Services, yet are structured in their delivery and tracked uniquely to gain detailed data on evidenced-based programs, as well as programs that are providing positive outcomes in communities around the state.

Table 6 shows the number of service episodes for each of these service types. The most common county designed service type is family meetings which include family group decision making and Community Evaluation Team (CET)/Team Decision Making (TDM). Other popular county designed services are supervised visitation, family empowerment, and structured parenting time. These five service types comprise 60% of all county designed service episodes in CY 2013.

Table 6
Service Episodes by County Designed Service Type for CY 2013

Service Type	Frequency	Percent
Family Group Decision Making	1,483	18.7
Supervised Visitation	1,284	16.2
CET/TDM	817	10.3
Family Empowerment	699	8.8
Structured Parenting Time	471	6.0
Domestic Violence Intervention Services	447	5.6
Child Mentoring and Family Support	379	4.8
Multi Systemic Therapy	341	4.3
Mediation	252	3.2
Youth Intervention Program	233	2.9
Day Treatment Alternative	171	2.2
Nurturing Program	164	2.1
Life Skills Apprenticeship	148	1.9
Direct Link	137	1.7
Functional Family Therapy	117	1.5
Community Based Family Support Services	116	1.5
Mentoring	111	1.4
Child/Family Service Therapist	88	1.1
Adolescent Support Group	72	0.9

Table 6 (continued)

Service Type	Frequency	Percent
Reconnecting Youth	72	0.9
Parenting Skills	70	0.9
Play Therapy	60	0.8
Mobile Intervention Team	56	0.7
Youth Outreach	38	0.5
Family Outreach	27	0.3
Adoption Counseling	18	0.2
Foster Care/Adoption Support	13	0.2
Behavioral Health	11	0.1
Family Strengths	11	0.1
Discovery Groups	7	0.1
Total	7,913	100.0

Below, Table 7 shows the distinct count of clients served, the distinct count of children/youth receiving or benefitting from Core Services, and total service episodes for CY 2013 by county.

Table 7

Distinct Count of Clients Served, Children/Youth Receiving or Benefitting from Core Services, and Service Episodes for CY 2013 by County

County*	Clients Served	Percent of State Total	Children/Youth Receiving/Benefitting**	Percent of State Total	Service Episodes	Percent of State Total
Statewide	26,698	100.0%	16,129	100.0%	29,834	100.0%
Adams	2,226	8.3%	1,458	9.0%	2,310	7.7%
Alamosa	216	0.8%	157	1.0%	283	0.9%
Arapahoe	2,511	9.4%	1,649	10.2%	2,499	8.4%
Archuleta	120	0.4%	83	0.5%	104	0.3%
Baca	12	0.0%	11	0.1%	11	0.0%
Bent	81	0.3%	49	0.3%	72	0.2%
Boulder	828	3.1%	532	3.3%	795	2.7%
Broomfield	87	0.3%	86	0.5%	153	0.5%
Chaffee	41	0.2%	33	0.2%	39	0.1%
Cheyenne	13	0.0%	7	0.0%	15	0.1%
Clear Creek	35	0.1%	25	0.2%	26	0.1%
Conejos	76	0.3%	48	0.3%	70	0.2%
Costilla	60	0.2%	49	0.3%	54	0.2%
Crowley	26	0.1%	20	0.1%	19	0.1%
Delta	182	0.7%	97	0.6%	135	0.5%
Denver	2,542	9.5%	1,751	10.9%	2,629	8.8%
Dolores	10	0.0%	11	0.1%	16	0.1%
Douglas	587	2.2%	333	2.1%	536	1.8%
Eagle	157	0.6%	78	0.5%	109	0.4%
El Paso	4,365	16.3%	2,146	13.3%	5,979	20.0%
Elbert	74	0.3%	61	0.4%	83	0.3%
Fremont	648	2.4%	420	2.6%	1,000	3.4%
Garfield	214	0.8%	158	1.0%	210	0.7%
Gilpin	58	0.2%	20	0.1%	25	0.1%
Grand	42	0.2%	24	0.1%	56	0.2%
Gunnison/ Hinsdale	83	0.3%	47	0.3%	35	0.1%
Huerfano	29	0.1%	37	0.2%	33	0.1%
Jackson	6	0.0%	2	0.0%	6	0.0%
Jefferson	1,893	7.1%	1,382	8.6%	2,539	8.5%

Table 7 (continued)

County*	Clients Served	Percent of State Total	Children/Youth Benefitting**	Percent of State Total	Service Episodes	Percent of State Total
Kiowa	1	0.0%	1	0.0%	2	0.0
Kit Carson	76	0.3%	35	0.2%	79	0.3
La Plata/ San Juan	318	1.2%	234	1.5%	632	2.1
Lake	48	0.2%	23	0.1%	53	0.2
Larimer	3,266	12.2%	1,621	10.1%	2,822	9.5
Las Animas	106	0.4%	84	0.5%	107	0.4
Lincoln	39	0.1%	28	0.2%	38	0.1
Logan	257	1.0%	156	1.0%	247	0.8
Mesa	1,255	4.7%	712	4.4%	1,636	5.5
Moffat	109	0.4%	62	0.4%	109	0.4
Montezuma	90	0.3%	93	0.6%	156	0.5
Montrose	366	1.4%	189	1.2%	256	0.9
Morgan	306	1.1%	194	1.2%	398	1.3
Otero	134	0.5%	94	0.6%	99	0.3
Ouray/San Miguel	44	0.2%	24	0.1%	28	0.1
Park	58	0.2%	26	0.2%	67	0.2
Phillips	22	0.1%	14	0.1%	13	0.0
Pitkin	37	0.1%	20	0.1%	27	0.1
Prowers	99	0.4%	63	0.4%	77	0.3
Pueblo	1,168	4.4%	704	4.4%	1,775	5.9
Rio Blanco	58	0.2%	32	0.2%	28	0.1
Rio Grande/ Mineral	101	0.4%	58	0.4%	66	0.2
Routt	48	0.2%	34	0.2%	37	0.1
Saguache	41	0.2%	25	0.2%	24	0.1
Sedgwick	4	0.0%	6	0.0%	4	0.0
Summit	102	0.4%	43	0.3%	104	0.3
Teller	156	0.6%	85	0.5%	175	0.6
Washington	51	0.2%	26	0.2%	31	0.1
Weld	1,042	3.9%	620	3.8%	846	2.8
Yuma	74	0.3%	49	0.3%	57	0.2

*Custer County had no clients served, children benefiting, or service episodes in CY 2013.
**The total does not match the overall sample size of distinct children/youth receiving or benefiting because a child/youth could have had multiple involvements during the year with more than one county.

3. Outcomes of the Core Services Program

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

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

Trails data support the analysis of Core Services Program outcomes in numerous ways. When a service authorization is closed, the caseworker records the residence of the child/youth, a clinical judgment regarding the degree of treatment completion, and whether specified treatment goals were met. These indicators are not definitive evidence of program success, but are short-term measures of service effectiveness and case goal attainment which also allows for follow-up outcomes to be assessed.

3.1. Service Effectiveness

The service effectiveness outcome indicates how effective each service was at achieving the intended treatment objective(s) and is derived from the 'Outcome Code' selection in Trails that is entered by caseworkers at the closure of Core Service episodes. The available selections for service outcomes in Trails are:

- **Successful** - the service achieved the Core Service goal and treatment objective
- **Partially Successful** - the client made progress in treatment but Core Service goal was not achieved
- **Not Successful, Did not Engage** - the client did not engage in treatment
- **Not Successful, No Progress** - the client engaged in treatment, but treatment objectives and Core Service goal were not met
- **Evaluation/Single-Service only** - evaluation or single-service only, no treatment provided
- **Service Not Completed/Service Completed** (special economic assistance only)

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. While this outcome is subjective in nature, it does provide a clinical judgment of the success of each specific treatment. This, in turn, allows for a comparison of short-term outcomes across different types of services and different providers.

The “Service Completed” and “Service Not Completed” outcomes are used exclusively for special economic assistance. Service episodes closed with either of these reasons were not included because they do not provide an indication of the effectiveness of the service. In addition, service episodes closed with the outcome of “Evaluation/Single-Service only” were removed from the service effectiveness analysis because they do not represent an actual service intervention, but rather an evaluation for the need for services and the outcome code selection does not provide an indication of the actual effectiveness of the service. Outcome code selections also are not recorded in Trails when service episodes are closed due to the following service closure/leave reasons: (1) contract funds expended (when system generated not caseworker selected); (2) moved out of county; (3) case transferred to another county; (4) opened in error; (5) change in funding source; or (6) payee wrong code.

During the 2013 calendar year, 19,767 total service episodes were closed in Trails. However, the final service effectiveness sample size was 13,977 service episodes after service episodes closed with one of the exclusionary outcomes (service completed, service not completed, evaluation/single-service only) or one of the closure/leave reasons with a missing outcome code were removed.

Table 8 shows the overall service effectiveness outcomes for CY 2013 across all service types, case goals, and program areas. Over three-quarters of service episodes in CY 2013 were closed with a “successful” (60%) or “partially successful” (17%) outcome designation. Under one-quarter of service episodes were closed with a “not successful, did not engage” (12%) or “not successful, no progress” (11%) outcome designation.

Over 77% of all service episodes were rated successful or partially successful.

Table 8
Service Effectiveness Outcomes for Closed Service Episodes in CY 2013

Service Outcome	Frequency	Percent
Successful	8,402	60.1
Partially Successful	2,416	17.3
Not Successful, Did Not Engage	1,671	12.0
Not Successful, No Progress	1,488	10.6
Total	13,977	100.0

To further explore service effectiveness outcomes, sub-analyses were conducted for case goal, provider type, program area, service type, and county. The "Successful" and "Partially Successful" outcomes were combined into a single outcome category in the service effectiveness analysis while the "Not Successful" outcome category is comprised of service episodes with an outcome of either "Not Successful, Did not Engage" or "Not Successful, No Progress". Chi-square tests were used to determine statistical significance for the case goal, provider type, and program area analyses, but not for service type and county.²

As displayed in Table 9, service episodes for children/youth with a remain home case goal (84.2%) at time of service initiation were significantly more likely ($p < .001$) to have a successful or partially successful service outcome than were children/youth with a return home case goal (70.3%) or less restrictive case goal (72.7%).

Table 9
Service Effectiveness Outcomes by Case Goal for Service Episodes Closed in CY 2013

Case Goal	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
Less Restrictive	210	72.7	79	27.3
Remain Home	5,977	84.2	1,122	15.8
Return Home	4,631	70.3	1,958	29.7
Total	10,818	77.4	3,159	22.6

Below, Table 10 shows that county provided service episodes (84.4%) were significantly more likely ($p < .001$) to have a successful or partially successful service outcome than were purchased service episodes (74.0%).

Table 10
Service Effectiveness Outcomes by Provider Type for Service Episodes Closed in CY 2013

Provider Type	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
Purchased	6,986	74.0	2,452	26.0
County Provided	3,832	84.4	707	15.6
Total	10,818	77.4	3,159	22.6

As displayed in Table 11, service episodes for children/youth with a PA5 designation (77.8%) at time of service initiation were significantly more likely ($p < .01$) to have a successful or partially successful service outcome than were children/youth with a PA4 designation (75.3%). Service episodes for children/youth with a PA6 designation were not included in the chi-square test because of the low sample size.

Table 11
Service Effectiveness Outcomes by Program Area for Service Episodes Closed in CY 2013

Program Area	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
Program Area 4	1,942	75.3	638	24.7
Program Area 5	8,659	77.8	2,473	22.2
Program Area 6	217	81.9	48	18.1
Total	10,818	77.4	3,159	22.6

² Significance testing was used to determine whether differences between groups were due to chance (not significant) or related to group membership (statistically significant). For example, a statistically significant difference between provider types would indicate that county provided services are related to better outcomes than are purchased services. A probability (p value) less than .05 indicates that the group difference is not due to chance.

As displayed in Table 12, county designed services (85%) and intensive family therapy (83%) had the highest percentage of episodes closed in CY 2013 with either a successful or partially successful designation. Day Treatment (65%) and substance abuse treatment (65%) had the lowest rates of successful or partially successful outcomes in CY 2013.

Table 12

Service Effectiveness Outcomes by Service Type for Service Episodes Closed in CY 2013

Service Type	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
County Designed	3,499	84.5	644	15.5
Intensive Family Therapy	1,100	82.5	234	17.5
Sexual Abuse Treatment	258	80.9	61	19.1
Home-based	1,639	80.3	402	19.7
Mental Health	1,322	75.1	438	24.9
Life Skills	1,140	74.7	386	25.3
Substance Abuse Treatment	1,682	65.2	898	34.8
Day Treatment	178	65.0	96	35.0
Total	10,818	77.4	3,159	22.6

Below, Table 13 shows the service effectiveness outcomes for service episodes closed in CY 2013 by county.

Table 13

Service Effectiveness Outcomes by County for Service Episodes Closed in CY 2013

County*	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
Statewide	10,818	77.4	3,159	22.6
Adams	845	74.5	289	25.5
Alamosa	73	73.7	26	26.3
Arapahoe	881	72.3	337	27.7
Archuleta	46	83.6	9	16.4
Baca	6	75.0	2	25.0
Bent	32	76.2	10	23.8
Boulder	169	71.9	66	28.1
Broomfield	55	68.8	25	31.3
Chaffee	8	100.0	0	0.0
Cheyenne	8	100.0	0	0.0
Clear Creek	12	92.3	1	7.7
Conejos	45	83.3	9	16.7
Costilla	21	91.3	2	8.7
Crowley	10	62.5	6	37.5
Delta	53	81.5	12	18.5
Denver	917	72.4	349	27.6
Dolores	8	66.7	4	33.3
Douglas	254	80.6	61	19.4
Eagle	39	78.0	11	22.0
El Paso	1,788	82.4	383	17.6
Elbert	38	92.7	3	7.3
Fremont	373	86.5	58	13.5
Garfield	60	73.2	22	26.8
Gilpin	7	63.6	4	36.4
Grand	21	72.4	8	27.6
Gunnison/Hinsdale	14	70.0	6	30.0
Huerfano	6	60.0	4	40.0
Jackson	1	100.0	0	0.0
Jefferson	1,139	72.2	438	27.8

Table 13 (continued)

County*	Successful/Partially Successful		Not Successful	
	Frequency	Percent	Frequency	Percent
Kiowa	2	100.0	0	0.0
Kit Carson	35	97.2	1	2.8
La Plata/San Juan	214	82.6	45	17.4
Lake	15	93.8	1	6.3
Larimer	1,652	87.2	242	12.8
Las Animas	38	71.7	15	28.3
Lincoln	14	93.3	1	6.7
Logan	115	84.6	21	15.4
Mesa	366	75.3	120	24.7
Moffat	18	50.0	18	50.0
Montezuma	37	66.1	19	33.9
Montrose	84	80.8	20	19.2
Morgan	159	90.9	16	9.1
Otero	34	77.3	10	22.7
Ouray/San Miguel	20	100.0	0	0.0
Park	25	86.2	4	13.8
Phillips	7	77.8	2	22.2
Pitkin	14	87.5	2	12.5
Prowers	22	73.3	8	26.7
Pueblo	537	65.8	279	34.2
Rio Blanco	18	90.0	2	10.0
Rio Grande/Mineral	17	63.0	10	37.0
Routt	8	53.3	7	46.7
Saguache	7	100.0	0	0.0
Summit	46	90.2	5	9.8
Teller	73	81.1	17	18.9
Washington	11	91.7	1	8.3
Weld	288	67.6	138	32.4
Yuma	13	56.5	10	43.5

* Custer and Sedgwick counties had no eligible service episodes for this analysis.

3.2. Case Goal Attainment

The Core Services Program aims to keep children and their families together or, in cases where a child must be removed due to safety concerns, to return them home as quickly as possible, or maintain them in the least restrictive setting possible. The case goal attainment outcome is intended to determine whether each specific service intervention resulted in the child/youth achieving the intended case goal of either remain home, return home, or less restrictive. The unit of analysis for the case goal attainment outcome is per-child/youth and per-service. This means that each service episode within an involvement span for a distinct child/youth has a case goal attainment for the case goal associated with that service. The case goal is based on the overall core goal defined at the start of the service. The following logic was used to determine whether the case goal was met for each goal type:

1. **Remain home** - case goal was achieved if child/youth did not have a removal from home during service episode or after service episode closed while case remained open.
2. **Return home** - case goal was achieved if child/youth either returned home to parents or permanent Allocation of Parental Rights (APR)/guardianship was granted to relatives based on removal end reason and/or living arrangement.

3. **Less Restrictive** - case goal was achieved if: (1) permanency was achieved; (2) lower-level placement change occurred during or after the service episode; (3) same-level placement change occurred during or after the service episode; or (4) no change in placement during or after the service episode. Case goal was not achieved if there was a higher-level placement change during or after the service episode.

Children/youth may have multiple service episodes within the same case goal in addition to multiple case goals within the involvement span. There were 8,565 unduplicated children/youth with a closed case in CY 2013. There were 34,263 service episodes for these children/youth, which averages to four service episodes per child/youth. It should be noted that these service episodes were not exclusively from CY 2013 but were provided during the involvement span for cases that closed in CY 2013.

3.2.1. Overall Case Goal Attainment Results

Table 14 shows the proportion of service episodes within involvement spans for children with closed cases in CY 2013 by case goal type with 51% having a goal of remain home, 48% having a goal of return home, and 2% having a goal of less restrictive placement.

Table 14

Case Goal Frequencies for Service Episodes from Cases Closed in in CY 2013

Case Goal	Frequency	Percent
Remain Home	17,388	50.7
Return Home	16,373	47.8
Less Restrictive	502	1.5
Total	34,263	100.0

As displayed in Table 15, the most common service type for all three case goal groups was county designed services, which accounted for 28% of service episodes for remain home, 23% for return home, and 32% for less restrictive.

Table 15

Service Type Frequencies by Case Goal for Service Episodes from Cases Closed in CY 2013

Service Type	Remain Home		Return Home		Less Restrictive	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
County Designed	4,840	27.8	3,689	22.5	161	32.1
Day Treatment	195	1.1	122	0.7	24	4.8
Home-Based	2,377	13.7	1,636	10.0	49	9.8
Intensive Family Therapy	1,541	8.9	1,388	8.5	26	5.2
Life Skills	1,318	7.6	1,701	10.4	44	8.8
Mental Health Services	1,945	11.2	2,167	13.2	59	11.8
Sexual Abuse Treatment	401	2.3	421	2.6	41	8.2
Special Economic Assistance	2,083	12.0	1,722	10.5	71	14.1
Substance Abuse Treatment	2,688	15.5	3,527	21.5	27	5.4
Total	17,388	100.0	16,373	100.0	502	100.0

On the following page, Table 16 shows that the case goal was attained in 79% of all service episodes. The case goal attainment rate was 88% for remain home, 71% for less restrictive, and 70% for return home. In the SFY 2013 report, case goal attainment was measured at the time of service closure. To maintain consistency for this year's

In 93% of all service episodes, the child/youth remained home at the end of the service.

report, the remain home goal attainment rate also was calculated based on if the child/youth had an open removal on the day the service ended. Similar to last year's findings, the remain home case goal was attained in 93% of service episodes.

A third metric for this outcome is case goal attainment based on distinct children/youth. To calculate this rate, any child/youth with a service episode that did not attain the case goal was considered to not have achieved case goal attainment. Based on this definition, 80% of distinct children/youth with a case closed in CY 2013 attained their case goal.

80% of all children/youth attained their case goal.

Table 16

Case Goal Attainment by Case Goal Type for Service Episodes from Cases Closed in in CY 2013

Case Goal	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Remain Home	15,369	88.4	2,019	11.6
Return Home	11,371	69.4	5,002	30.6
Less Restrictive	354	70.5	148	29.5
Overall	27,094	79.1	7,169	20.9

To further explore case goal attainment outcomes, sub-analyses were conducted for provider type, program area, service type, and county for the remain home and return home groups. The less restrictive case goal was not included because of the small sample size. Chi-square tests were used to determine statistical significance for the provider type and program area analyses.

3.2.2. Remain Home Case Goal Attainment Results

Below, Table 17 shows that county provided service episodes (90.6%) were significantly more likely ($p < .001$) to have a remain home case goal attainment than were purchased service episodes (87.0%).

Table 17

Remain Home Case Goal Attainment by Provider Type for Service Episodes from Cases Closed in CY 2013

Provider Type	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
County Provided	6,032	90.6	625	9.4
Purchased	9,337	87.0	1,394	13.0
Overall	15,369	88.4	2,019	11.6

As displayed in Table 18, service episodes for children/youth with a PA5 designation (90.4%) at time of service initiation were significantly more likely ($p < .001$) to have a remain home case goal attainment than were children/youth with a PA4 designation (75.5%). Service episodes for children/youth with a PA6 designation were not included in the chi-square test because of the low sample size.

Table 18

Remain Home Case Goal Attainment by Program Area for Service Episodes from Cases Closed in CY 2013

Program Area	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Program Area 4	1,704	75.5	552	24.5
Program Area 5	13,631	90.4	1,440	9.6
Program Area 6	34	55.7	27	44.3
Overall	15,369	88.4	2,019	11.6

On the following page, Table 19 shows that service episodes for life skills (92%), mental health services (92%), and special economic assistance (90%) had the highest remain home case goal attainment rates, while day treatment (67%) and substance abuse treatment (84%) had the lowest remain home case goal attainment rates.

Table 19

Remain Home Case Goal Attainment by Service Type for Service Episodes from Cases Closed in CY 2013

Service Type	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Life Skills	1,218	92.4	100	7.6
Mental Health	1,784	91.7	161	8.3
Special Economic Assistance	1,870	89.8	213	10.2
County Designed	4,323	89.3	517	10.7
Intensive Family Therapy	1,367	88.7	174	11.3
Sexual Abuse Treatment	351	87.5	50	12.5
Home-based	2,071	87.1	306	12.9
Substance Abuse Treatment	2,254	83.9	434	16.1
Day Treatment	131	67.2	64	32.8
Overall	15,369	88.4	2,019	11.6

Below, Table 20 shows the case goal attainment rates for services episodes with a remain home goal by county.

Table 20

Remain Home Case Goal Attainment by County for Service Episodes from Cases Closed in CY 2013

County*	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Statewide	15,369	88.4	2,019	11.6
Adams	1,533	93.6	105	6.4
Alamosa	145	100.0	0	0.0
Arapahoe	873	83.9	167	16.1
Archuleta	55	100.0	0	0.0
Baca	1	100.0	0	0.0
Bent	85	100.0	0	0.0
Boulder	618	91.0	61	9.0
Broomfield	115	94.3	7	5.7
Chaffee	11	100.0	0	0.0
Cheyenne	20	100.0	0	0.0
Clear Creek	4	100.0	0	0.0
Conejos	38	70.4	16	29.6
Costilla	51	100.0	0	0.0
Crowley	13	100.0	0	0.0
Custer	2	100.0	0	0.0
Delta	44	93.6	3	6.4
Denver	1,225	80.0	306	20.0
Dolores	17	100.0	0	0.0
Douglas	243	90.7	25	9.3
Eagle	70	84.3	13	15.7
El Paso	2,601	82.5	550	17.5
Elbert	35	87.5	5	12.5
Fremont	597	91.7	54	8.3
Garfield	264	95.0	14	5.0
Gilpin	20	83.3	4	16.7
Grand	37	100.0	0	0.0
Gunnison/Hinsdale	43	93.5	3	6.5
Huerfano	34	100.0	0	0.0
Jackson	1	100.0	0	0.0
Jefferson	1,230	82.9	254	17.1
Kit Carson	73	97.3	2	2.7
La Plata/San Juan	375	85.0	66	15.0

Table 20 (continued)

County*	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Lake	81	98.8	1	1.2
Larimer	2,369	93.6	162	6.4
Las Animas	77	100.0	0	0.0
Lincoln	10	100.0	0	0.0
Logan	145	89.5	17	10.5
Mesa	222	88.4	29	11.6
Moffat	42	97.7	1	2.3
Montezuma	113	92.6	9	7.4
Montrose	85	91.4	8	8.6
Morgan	225	93.8	15	6.3
Otero	80	100.0	0	0.0
Ouray/San Miguel	36	100.0	0	0.0
Park	30	100.0	0	0.0
Phillips	8	100.0	0	0.0
Pitkin	26	100.0	0	0.0
Prowers	58	100.0	0	0.0
Pueblo	636	90.6	66	9.4
Rio Blanco	18	94.7	1	5.3
Rio Grande/Mineral	35	100.0	0	0.0
Routt	18	81.8	4	18.2
Saguache	15	100.0	0	0.0
Summit	88	100.0	0	0.0
Teller	91	95.8	4	4.2
Washington	29	74.4	10	25.6
Weld	323	90.2	35	9.8
Yuma	36	94.7	2	5.3

* Kiowa and Sedgwick Counties had no eligible service episodes for this analysis.

3.2.3. Return Home Case Goal Attainment Results

As displayed in Table 21, county provided service episodes (72.5%) were significantly more likely ($p < .001$) to have a return home case goal attainment than were purchased service episodes (67.9%).

Table 21

Return Home Case Goal Attainment by Provider Type for Service Episodes from Cases Closed in CY 2013

Provider Type	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
County Provided	4,002	72.5	1,515	27.5
Purchased	7,369	67.9	3,487	32.1
Overall	11,371	69.4	5,002	30.6

On the following page, Table 22 shows that service episodes for children/youth with a PA5 designation (70.5%) at time of service initiation were significantly more likely ($p < .001$) to have a return home case goal attainment than were children/youth with a PA4 designation (57.8%). Service episodes for children/youth with a PA6 designation were not included in the chi-square test because of the low sample size.

Table 22

Return Home Case Goal Attainment by Program Area for Service Episodes from Cases Closed in CY 2013

Program Area	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Program Area 4	656	57.8	478	42.2
Program Area 5	10,679	70.5	4,474	29.5
Program Area 6	36	41.9	50	58.1
Overall	11,371	69.4	5,002	30.6

As displayed in Table 23, service episodes for special economic assistance (78%), home-based interventions (73%), and substance abuse treatment (73%) had the highest return home case goal attainment rates, while day treatment (48%) and sexual abuse treatment (58%) had the lowest return home case goal attainment rates.

Table 23

Return Home Case Goal Attainment by Service Type for Service Episodes from Cases Closed in CY 2013

Service Type	Attained		Not Attained	
	Frequency	Percent	Frequency	Percent
Special Economic Assistance	1,335	77.5	387	22.5
Home-based	1,200	73.3	436	26.7
Substance Abuse Treatment	2,573	73.0	954	27.0
Intensive Family Therapy	964	69.5	424	30.5
County Designed	2,507	68.0	1,182	32.0
Life Skills	1,116	65.6	585	34.4
Mental Health	1,372	63.3	795	36.7
Sexual Abuse Treatment	246	58.4	175	41.6
Day Treatment	58	47.5	64	52.5
Overall	11,371	69.4	5,002	30.6

Below, Table 24 shows the case goal attainment rates for services episodes with a return home goal by county.

Table 24

Return Home Case Goal Attainment by County for Service Episodes from Cases Closed in CY 2013

County*	Attained		Not Attained	
	Count	%	Count	%
Statewide	11,371	69.4	5,002	30.6
Adams	825	59.1	572	40.9
Alamosa	44	34.6	83	65.4
Arapahoe	783	68.9	353	31.1
Archuleta	2	100.0	0	0.0
Baca	11	100.0	0	0.0
Bent	64	90.1	7	9.9
Boulder	129	63.5	74	36.5
Broomfield	36	60.0	24	40.0
Chaffee	12	85.7	2	14.3
Clear Creek	21	100.0	0	0.0
Conejos	8	57.1	6	42.9
Costilla	4	44.4	5	55.6
Crowley	1	25.0	3	75.0
Delta	94	87.0	14	13.0
Denver	1,267	55.5	1,014	44.5
Douglas	154	90.1	17	9.9
Eagle	25	73.5	9	26.5
El Paso	2,390	68.0	1,123	32.0
Elbert	52	71.2	21	28.8

Table 24 (continued)

County*	Attained		Not Attained	
	Count	%	Count	%
Fremont	682	75.1	226	24.9
Garfield	53	89.8	6	10.2
Gilpin	16	94.1	1	5.9
Grand	21	100.0	0	0.0
Gunnison/Hinsdale	7	58.3	5	41.7
Huerfano	1	50.0	1	50.0
Jefferson	1,426	82.9	294	17.1
Kit Carson	7	58.3	5	41.7
La Plata/San Juan	87	65.4	46	34.6
Lake	8	88.9	1	11.1
Larimer	909	78.7	246	21.3
Las Animas	31	75.6	10	24.4
Lincoln	29	78.4	8	21.6
Logan	110	59.1	76	40.9
Mesa	359	60.7	232	39.3
Moffat	26	21.5	95	78.5
Montezuma	31	93.9	2	6.1
Montrose	72	92.3	6	7.7
Morgan	123	77.4	36	22.6
Otero	29	78.4	8	21.6
Ouray/San Miguel	1	33.3	2	66.7
Park	4	36.4	7	63.6
Phillips	5	100.0	0	0.0
Pueblo	801	87.4	115	12.6
Rio Blanco	22	88.0	3	12.0
Rio Grande/Mineral	12	46.2	14	53.8
Saguache	5	71.4	2	28.6
Sedgwick	1	33.3	2	66.7
Summit	4	33.3	8	66.7
Teller	92	74.2	32	25.8
Washington	3	100.0	0	0.0
Weld	468	71.8	184	28.2
Yuma	4	66.7	2	33.3

* Cheyenne, Custer, Dolores, Jackson, Kiowa, Pitkin, Prowers, and Routt counties had no eligible service episodes for this analysis.

3.3. Follow-up Outcomes

This outcome analysis is intended to provide one-year follow-up outcomes for children/youth receiving or benefitting from Core Services whose case was closed in CY 2012 with the child/youth living with their parents (remain home or return home), and with a service episode that ended less than two years before the case end date. This analysis is on a per-child/youth, per-service basis and requires the case to be closed at least one year in order to provide the required follow-up time to measure subsequent child welfare involvement.

Children/youth that did not have an ending residence of living with parents (i.e., adoption, permanent custody/guardianship to relatives, emancipation, committed to NYC, transferred to Developmental Disabilities Services, moved out of State, walkaway) were not included in this analysis because, generally, they are not likely to experience follow-up events; or, if a follow-up event occurred, it would not involve the parents who were the original recipient of the Core Service. Service episodes with a service close reason of "Assessment/Evaluation only" were excluded unless for Special Economic Assistance or for one of the following service types: (1) family group decision making; (2) mediation; (3) CET/TDM; (4) family empowerment. The service authorizations closed with an "Assessment/Evaluation only" reason that are not family meetings do not represent actual therapeutic interventions.

3.3.1. Overall Follow-Up Outcome Results

Less than 5% of children/youth had an out-of-home placement within one year of case closure.

Table 25 shows the overall follow-up outcomes for a distinct count of 6,160 children/youth with closed cases in CY 2012. Overall, 43% of children/youth had a subsequent referral, 30% had a subsequent assessment, 6% had a subsequent founded assessment, 12% had a subsequent case, 5% had a subsequent placement, 10% had a subsequent NYC placement (detention or commitment), and 2% had a subsequent NYC commitment. The NYC outcomes were only measured for children/youth ages 10 and older at time of case closure.

Table 25

Frequency of Follow-up Events for Distinct Children/Youth from Closed Cases in CY 2012

Outcome	Frequency	Percent
Subsequent Referral (N = 6,160)		
Yes	2,630	42.7
No	3,530	57.3
Subsequent Assessment (N = 6,160)		
Yes	1,873	30.4
No	4,287	69.6
Subsequent Founded Assessment (N = 6,160)		
Yes	339	5.5
No	5,821	94.5
Subsequent Case (N = 6,160)		
Yes	726	11.8
No	5,434	88.2
Subsequent Placement (N = 6,160)		
Yes	295	4.8
No	5,865	95.2
Subsequent NYC Placement (N = 2,506)		
Yes	256	10.2
No	2,250	89.8
Subsequent NYC Commitment (N = 2,506)		
Yes	40	1.6
No	2,466	98.4

3.3.2. Case Goal Follow-Up Outcome Results

Table 26 shows the proportion of service episodes within involvement spans for children/youth with closed cases in CY 2012 by case goal type. Of the 21,590 service episodes, 66% were associated with a goal of remain home, 34% with a goal of return home, and less than 1% with a goal of less restrictive placement.

Table 26

Case Goal Frequencies for Service Episodes from Cases Closed in CY 2012 (N = 21,590)

Case Goal	Frequency	Percent
Remain Home	14,214	65.8
Return Home	7,351	34.0
Less Restrictive	25	0.1
Total	21,590	100.0

These findings, which are based on a service episode analysis for follow-up outcomes by case goal group, are shown on the following page in Table 27:

- Children/youth with a remain home case goal (43.5%) were significantly less likely ($p < .01$) to have a subsequent referral than were children/youth with a return home case goal (45.5%).

- Children/youth with a remain home case goal (30.8%) were significantly less likely ($p < .01$) to have a subsequent assessment than were children/youth with a return home case goal (32.8%).
- Children/youth with a remain home case goal (5.3%) were significantly less likely ($p < .001$) to have a subsequent founded assessment than were children/youth with a return home case goal (8.2%).
- Children/youth with a remain home case goal (11.2%) were significantly less likely ($p < .001$) to have a subsequent case than were children/youth with a return home case goal (13.2%).
- Children/youth with a remain home case goal (4.4%) were significantly less likely ($p < .001$) to have a subsequent placement than were children/youth with a return home case goal (7.8%).
- Children/youth with a remain home case goal (8.8%) were significantly *more* likely ($p < .05$) to have a subsequent DYC placement than were children/youth with a return home case goal (7.4%).
- There was no difference between children/youth with a remain home case goal (1.2%) and children/youth with a return home case goal (1.2%) on subsequent DYC commitment.

Table 27

Frequency of Follow-up Events by Case Goal Group for Service Episodes from Closed Cases in CY 2012

Outcome	Frequency	Percent
Subsequent Referral		
Remain Home (N = 14,214)	6,180	43.5
Return Home (N = 7,351)	3,343	45.5
Subsequent Assessment		
Remain Home (N = 14,214)	4,376	30.8
Return Home (N = 7,351)	2,409	32.8
Subsequent Founded Assessment		
Remain Home (N = 14,214)	753	5.3
Return Home (N = 7,351)	605	8.2
Subsequent Case		
Remain Home (N = 14,214)	1,597	11.2
Return Home (N = 7,351)	969	13.2
Subsequent Placement		
Remain Home (N = 14,214)	622	4.4
Return Home (N = 7,351)	572	7.8
Subsequent DYC Placement *		
Remain Home (N = 5,575)	493	8.8
Return Home (N = 2,505)	185	7.4
Subsequent DYC Commitment *		
Remain Home (N = 5,575)	69	1.2
Return Home (N = 2,505)	29	1.2

As displayed in Table 28, the follow-up outcomes by program area are based on service episodes from all cases closed in CY 2012. Program Area 6 service episodes were removed from the analysis because of the small sample size ($N = 24$). There was no difference between PA4 and PA5 on subsequent referral (referral). There were statistically significant differences ($p < .01$) between the program areas on subsequent assessment (assess) and founded assessment (founded) with PA5 having higher rates. There were statistically significant differences ($p < .01$) on subsequent case (case), placement (placed), DYC placement (any DYC), and DYC commitment (DYC commit) with PA4 having higher rates on all four of these follow-up outcomes.

Table 28

Percent of Service Episodes with Follow-up Events by Program Area from Cases Closed in CY 2012

Program Area	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Statewide	21,566	44.2	31.5	6.3	11.9	5.5	8.4	1.2
PA4	1,607	42.1	28.6	1.7	18.4	7.3	26.6	4.3
PA5	19,959	44.3	31.7	6.7	11.4	5.4	4.1	0.5

*Sample size of 1,564 for PA4 and 6,518 for PA5

To further explore follow-up outcomes, sub-analyses were conducted for provider type, service type, and county for the program area groups. Chi-square tests were used to determine statistical significance for the provider type analysis.

3.3.3. Program Area 4 Follow-Up Outcome Results

Table 29 shows the follow-up outcomes by provider type based on service episodes with a PA4 designation from all cases closed in CY 2012. There was no difference between county provided and purchased service delivery on subsequent founded assessment, placement, DYC placement, and DYC commitment. There were statistically significant differences ($p < .01$) between the provider types on subsequent referral and assessment with county provided having higher rates on these three follow-up outcomes.

Table 29

Percent of PA4 Service Episodes with Follow-up Events by Provider Type from Cases Closed in CY 2012

Provider Type	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Statewide	1,607	42.1	28.6	1.7	18.4	7.3	26.6	4.3
County Provided	547	47.0	34.7	2.2	19.9	7.7	26.9	3.6
Purchased	1,060	39.5	25.5	1.4	17.6	7.1	26.4	4.6

*Sample size of 524 for county provided and 1,040 for purchased

Table 30 shows the follow-up outcomes by service type based on service episodes with a PA4 designation from all cases closed in CY 2012. Sexual abuse treatment service episodes had the lowest subsequent founded assessment, case, placement, and any DYC placement rates. Intensive family therapy service episodes had the lowest referral rate, while life skills had the lowest assessment and DYC commitment rate for the PA4 group.

Table 30

Percent of PA4 Service Episodes with Follow-up Events by Service Type from Cases Closed in CY 2012

Service Type	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Statewide	1,607	42.1	28.6	1.7	18.4	7.3	26.6	4.3
County Designed	641	43.2	29.5	1.6	21.2	8.0	26.2	4.5
Day Treatment	93	41.9	28.0	1.1	29.0	5.4	37.4	9.9
Home-Based	213	44.1	30.5	2.8	19.7	8.9	27.8	4.4
Intensive Family Therapy	125	34.4	24.0	1.6	13.6	4.0	21.7	3.3
Life Skills	67	40.3	22.4	0.0	16.4	7.5	31.3	1.6
Mental Health	143	37.1	24.5	1.4	11.9	6.3	20.7	2.9
Sexual Abuse Treatment	59	40.7	30.5	0.0	6.8	1.7	20.3	1.7
Special Economic Assistance	170	44.7	31.2	2.4	11.2	6.5	22.7	3.1
Substance Abuse Treatment	96	44.8	30.2	2.1	24.0	11.5	38.5	6.3

*Sample size of 626 for county designed, 91 for day treatment, 205 for home-based interventions, 120 for intensive family therapy, 64 for life skills, 140 for mental health services, 59 for sexual abuse treatment, 163 for special economic assistance, and 96 for substance abuse treatment

As displayed in Table 31, statewide, 42% of service episodes associated with a PA4 designation had a subsequent referral, 29% had a subsequent assessment, 2% had a subsequent founded assessment, 18% had a subsequent case, 7% had a subsequent placement, 27% had a subsequent DYC placement, and 4% had a subsequent DYC commitment. The two DYC follow-up outcomes were only measured for children/youth ages 10 and older at time of case closure.

Table 31
Percent of PA4 Service Episodes with Follow-up Events by County from Cases Closed in CY 2012

County*	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC	DYC Commit
Statewide	1,607	42.1%	28.6%	1.7%	18.4%	7.3%	26.6%	4.3%
Adams	59	69.5%	50.8%	8.5%	23.7%	6.8%	32.2%	6.8%
Alamosa	7	57.1%	57.1%	0.0%	14.3%	14.3%	0.0%	0.0%
Arapahoe	157	37.6%	33.1%	3.2%	22.3%	4.5%	44.5%	7.7%
Archuleta	30	40.0%	3.3%	0.0%	36.7%	0.0%	0.0%	0.0%
Baca	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Boulder	104	40.4%	6.7%	0.0%	2.9%	2.9%	16.7%	0.0%
Broomfield	8	37.5%	37.5%	37.5%	0.0%	0.0%	0.0%	0.0%
Chaffee	1	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%
Conejos	16	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Costilla	9	22.2%	22.2%	0.0%	22.2%	0.0%	0.0%	0.0%
Crowley	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Delta	7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Denver	164	43.3%	28.7%	4.3%	12.2%	6.7%	23.0%	6.2%
Douglas	47	29.8%	14.9%	0.0%	12.8%	2.1%	17.0%	2.1%
Eagle	17	35.3%	17.6%	0.0%	5.9%	0.0%	17.6%	0.0%
El Paso	202	43.1%	29.7%	0.5%	24.8%	15.3%	32.6%	5.2%
Elbert	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fremont	41	58.5%	36.6%	0.0%	29.3%	14.6%	30.0%	0.0%
Garfield	23	0.0%	0.0%	0.0%	4.3%	0.0%	4.3%	4.3%
Gilpin	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grand	4	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gunnison/ Hinsdale	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Huerfano	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Jackson	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Jefferson	56	39.3%	28.6%	1.8%	10.7%	10.7%	16.1%	1.8%
La Plata/ San Juan	96	28.1%	13.5%	0.0%	7.3%	0.0%	8.7%	1.1%
Larimer	192	46.9%	34.9%	0.5%	30.7%	8.9%	28.9%	4.2%
Las Animas	5	40.0%	20.0%	0.0%	20.0%	0.0%	25.0%	0.0%
Logan	12	50.0%	50.0%	0.0%	8.3%	8.3%	25.0%	25.0%
Mesa	65	76.9%	64.6%	4.6%	38.5%	10.8%	42.1%	14.0%
Moffat	19	5.3%	5.3%	0.0%	5.3%	5.3%	21.1%	0.0%
Montezuma	9	55.6%	55.6%	0.0%	44.4%	0.0%	0.0%	0.0%
Montrose	15	6.7%	6.7%	0.0%	0.0%	0.0%	33.3%	0.0%
Morgan	22	31.8%	22.7%	0.0%	0.0%	13.6%	31.8%	0.0%
Park	6	0.0%	0.0%	0.0%	0.0%	0.0%	83.3%	0.0%
Phillips	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pitkin	2	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%
Prowers	3	100.0%	100.0%	0.0%	0.0%	0.0%	33.3%	0.0%
Pueblo	105	42.9%	39.0%	1.0%	9.5%	6.7%	25.7%	2.9%
Rio Blanco	3	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rio Grande/ Mineral	6	0.0%	0.0%	0.0%	50.0%	0.0%	66.7%	16.7%
Routt	3	100.0%	33.3%	0.0%	33.3%	0.0%	33.3%	0.0%
Saguache	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Summit	10	80.0%	80.0%	0.0%	50.0%	50.0%	100.0%	0.0%

Table 31 (continued)

County*	Sample Size	Referral	Assess	Founded	Case	Placement	Any DYC	DYC Commit
Teller	4	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Washington	9	22.2%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%
Weld	52	55.8%	32.7%	0.0%	25.0%	5.8%	42.3%	5.8%
Yuma	4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

* Bent, Cheyenne, Clear Creek, Custer, Dolores, Kiowa, Kit Carson, Lake, Lincoln, Otero, Ouray/San Miguel, and Sedgwick counties had no eligible service episodes for this analysis.

3.3.4. Program Area 5 Follow-Up Outcome Results

Table 32 shows the follow-up outcomes by provider type based on service episodes with a PA5 designation from all cases closed in CY 2012. There was no difference between county provided and purchased service delivery on subsequent assessment and DYC placement. There were statistically significant differences ($p < .05$) between the provider types on subsequent founded assessment and placement with county provided services having lower rates on these follow-up outcomes. There were statistically significant differences ($p < .05$) between the provider types on subsequent referral, case, and DYC commitment with county provided services having *higher* rates than purchased services.

Table 32

Percent of PA5 Service Episodes with Follow-up Events by Provider Type from Cases Closed in CY 2012

Provider Type	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Statewide	19,959	44.3	31.7	6.7	11.4	5.4	4.1	0.5
County Provided	7,374	46.0	32.3	5.7	12.4	4.9	4.4	0.8
Purchased	12,585	43.4	31.4	7.2	10.8	5.7	3.9	0.3

*Sample size of 2,370 for county provided and 4,148 for purchased

Table 33 shows the follow-up outcomes by service type based on service episodes with a PA5 designation from all cases closed in CY 2012. Intensive family therapy service episodes had the lowest subsequent referral, assessment, and DYC placement rates. Sexual abuse treatment had the lowest founded assessment, case, placement, and DYC commitment rates.

Table 33

Percent of PA5 Service Episodes with Follow-up Events by Service Type from Cases Closed in CY 2012

Service Type	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Statewide	19,959	44.3	31.7	6.7	11.4	5.4	4.1	0.5
County Designed	4,875	42.8	31.1	6.1	12.2	5.0	4.5	0.3
Day Treatment	99	79.8	54.5	7.1	17.2	14.1	7.9	1.6
Home-Based	2,345	45.2	29.9	4.3	7.3	4.1	4.6	0.9
Intensive Family Therapy	1,783	41.7	28.9	5.3	8.7	3.5	2.8	0.3
Life Skills	1,485	44.0	31.7	7.1	11.1	6.0	3.4	0.5
Mental Health	2,196	45.1	33.4	6.5	9.9	3.8	3.3	0.1
Sexual Abuse Treatment	399	44.4	33.8	3.0	8.0	3.3	5.1	0.0

Table 33 (continued)

Service Type	Sample Size	Referral	Assess	Founded	Case	Placed	Any DYC*	DYC Commit*
Special Economic Assistance	2,336	49.4	35.8	7.6	14.4	5.9	5.0	1.2
Substance Abuse Treatment	4,441	42.9	30.8	8.8	13.1	7.5	3.5	0.3

*Sample size of 1,588 for county designed, 63 for day treatment, 804 for home-based interventions, 680 for intensive family therapy, 440 for life skills, 747 for mental health services, 216 for sexual abuse treatment, 763 for special economic assistance, and 1,217 for substance abuse treatment

Table 34 shows that, statewide, 44% of services episodes associated with a return home goal had a subsequent referral, 32% had a subsequent assessment, 7% had a subsequent founded assessment, 11% had a subsequent case, 5% had a subsequent placement, 4% had a subsequent DYC placement, and 1% had a subsequent DYC commitment. The two DYC follow-up outcomes were only measured for children/youth ages 10 and older at time of case closure.

Table 34

Percent of PA5 Service Episodes with Follow-up Events by County from Cases Closed in CY 2012

County*	Sample Size	Referral	Assess	Founded	Case	Placement	Any DYC	DYC Commit
Statewide	19,959	44.3%	31.7%	6.7%	11.4%	5.4%	4.1%	0.5%
Adams	2,059	42.2%	30.2%	6.5%	10.1%	6.0%	1.9%	0.2%
Alamosa	179	34.6%	34.6%	17.3%	22.9%	2.2%	0.0%	0.0%
Arapahoe	751	52.3%	45.7%	2.1%	12.3%	10.7%	0.0%	0.0%
Archuleta	24	75.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Baca	4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Bent	63	73.0%	63.5%	33.3%	41.3%	0.0%	5.3%	0.0%
Boulder	407	48.9%	39.8%	13.0%	17.2%	12.3%	0.0%	0.0%
Broomfield	113	69.0%	58.4%	16.8%	35.4%	11.5%	0.0%	0.0%
Chaffee	9	11.1%	11.1%	11.1%	11.1%	11.1%	14.3%	0.0%
Cheyenne	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Clear Creek	3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Conejos	33	30.3%	30.3%	0.0%	33.3%	0.0%	0.0%	0.0%
Costilla	3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crowley	19	57.9%	42.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Custer	1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Delta	112	36.6%	17.0%	0.9%	14.3%	14.3%	0.0%	0.0%
Denver	2,706	49.7%	30.3%	8.2%	10.5%	6.9%	7.5%	1.1%
Dolores	4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Douglas	134	56.0%	44.0%	14.2%	9.7%	0.0%	1.6%	0.0%
Eagle	67	53.7%	22.4%	0.0%	0.0%	0.0%	16.0%	0.0%
El Paso	4,550	35.9%	28.0%	6.8%	7.6%	4.0%	3.6%	0.0%
Elbert	124	47.6%	45.2%	5.6%	0.0%	0.0%	0.0%	0.0%
Fremont	495	52.3%	21.8%	0.6%	24.6%	1.8%	0.0%	0.0%
Garfield	224	32.6%	31.7%	0.0%	5.4%	0.0%	0.0%	0.0%
Gilpin	44	11.4%	2.3%	0.0%	13.6%	0.0%	0.0%	0.0%
Grand	60	23.3%	13.3%	6.7%	0.0%	0.0%	0.0%	0.0%
Gunnison/ Hinsdale	21	47.6%	33.3%	28.6%	28.6%	19.0%	0.0%	0.0%
Huerfano	35	85.7%	85.7%	17.1%	17.1%	5.7%	0.0%	0.0%
Jefferson	1,963	51.1%	37.1%	9.9%	16.2%	8.3%	4.1%	0.0%
Kit Carson	45	75.6%	75.6%	42.2%	53.3%	20.0%	0.0%	0.0%
La Plata/ San Juan	247	84.6%	23.9%	4.9%	11.3%	2.4%	11.1%	11.1%
Lake	53	30.2%	3.8%	3.8%	3.8%	3.8%	0.0%	0.0%

Table 34 (continued)

County*	Sample Size	Referral	Assess	Founded	Case	Placement	Any DYC	DYC Commit
Larimer	2,660	45.9%	30.8%	4.1%	15.5%	4.7%	4.6%	0.4%
Las Animas	37	13.5%	13.5%	0.0%	2.7%	0.0%	0.0%	0.0%
Lincoln	11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Logan	49	53.1%	53.1%	36.7%	32.7%	24.5%	25.0%	0.0%
Mesa	595	34.5%	28.4%	2.7%	4.5%	0.7%	6.8%	0.0%
Moffat	41	65.9%	43.9%	0.0%	0.0%	0.0%	3.7%	0.0%
Montezuma	42	54.8%	50.0%	31.0%	7.1%	7.1%	0.0%	0.0%
Montrose	66	48.5%	45.5%	7.6%	24.2%	1.5%	0.0%	0.0%
Morgan	269	34.2%	26.0%	5.9%	5.6%	5.6%	0.0%	0.0%
Otero	19	36.8%	36.8%	0.0%	5.3%	5.3%	0.0%	0.0%
Ouray/San Miguel	14	35.7%	35.7%	0.0%	7.1%	0.0%	0.0%	0.0%
Park	113	24.8%	23.0%	1.8%	0.0%	0.0%	0.0%	0.0%
Phillips	33	33.3%	24.2%	6.1%	21.2%	9.1%	0.0%	0.0%
Pitkin	29	75.9%	72.4%	10.3%	20.7%	0.0%	0.0%	0.0%
Prowers	60	78.3%	40.0%	0.0%	3.3%	3.3%	30.0%	10.0%
Pueblo	622	48.4%	45.0%	5.8%	9.2%	5.9%	11.1%	0.0%
Rio Blanco	26	30.8%	26.9%	23.1%	3.8%	0.0%	0.0%	0.0%
Rio Grande/Mineral	34	17.6%	17.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Routt	55	52.7%	9.1%	0.0%	9.1%	0.0%	25.0%	0.0%
Saguache	20	65.0%	65.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Summit	70	40.0%	8.6%	2.9%	2.9%	2.9%	11.8%	0.0%
Teller	91	24.2%	19.8%	12.1%	11.0%	11.0%	0.0%	0.0%
Washington	68	19.1%	19.1%	0.0%	4.4%	0.0%	0.0%	0.0%
Weld	322	39.8%	28.9%	2.5%	2.8%	1.6%	5.8%	0.0%
Yuma	60	31.7%	21.7%	10.0%	10.0%	10.0%	4.7%	0.0%

* Jackson, Kiowa, and Sedgwick counties had no eligible service episodes for this analysis.

4. Costs of the Core Services Program

All Core Services costs were collected based on service dates within the calendar year regardless of date of payment; therefore these become costs for services provided in 2013. Pulling cost data based on date of payment rather than date of service will overstate costs, as sometimes counties pay for several months of service in a single payment month (based on timing of bill submissions).

In cases where services are provided directly by the county, there is not a direct link between costs and service episodes, meaning that per episode costs can only be calculated for purchased services. Specifically, county provided Core Service dollars are not evenly allocated across the Core Service types, there is no designation in the available data systems for how each county designates its county provided Core Service allocations into specific types of services, and not all service authorizations for county provided services are entered into Trails. However, cost per client and cost per child can be calculated for both purchased and county provided services. Furthermore, overall cost efficiency of the Core Services Program is calculated using cost data from both purchased and county provided services.

For counties that have shared Core Services contracts (fiscal agent counties in Trails), the expenditures were applied to the county that was responsible for the child/youth (based on Trails service authorization), not the fiscal agent county. For guaranteed payments issued without any authorized children/youth, the authorization county was set to the county that issued the payment.

As displayed in Table 35, the total Core Service expenditures were \$44,196,299 in CY 2013. Fee-for-service contracts comprised 54% of the total expenditures, fixed-rate contracts comprised 15%, and county provided services comprised 31%.

Table 35
Total Core Services Expenditures by Contract Type in CY 2013

Contract Type	Total	Percent
Fee-for-Service Contracts	\$24,003,337	54.3
Fixed-Rate Contracts	\$6,514,587	14.7
County Provided Services	\$13,678,375	31.0
Total Core Expenditures	\$44,196,299	100.0

4.1. Cost per Service Episode

The cost per service episode measure is intended to provide an overall average cost for each paid service intervention. This analysis only includes the costs for paid services (costs for no-pay services cannot be calculated from Trails) and does not include the cost of county-provided services. As special economic assistance is a one-time service with a capped expenditure limit (\$400 per family), it was not included in the cost per service episode analyses.

Based on service closure reasons, some Core Services are identified as service assessment/evaluation. To differentiate between therapeutic assessments and evaluations and actual therapeutic interventions, cost per service episode is calculated and reported separately for each. This information could be useful to counties in Core Services budgeting and planning given the difference in the duration, cost, and intent of assessments and evaluations as compared to service interventions.

As displayed in Table 36, the average cost per service episode for all therapeutic Core Service episodes closed in CY 2013 was \$2,180 with an average service duration of 131 days. For therapeutic assessments/evaluations, the average cost per service episode was \$577 with an average service duration of 34 days. For therapeutic interventions, the average cost per service episode was \$2,477 with an average service duration of 149 days.

Table 36
Average Cost per Service Episode and Average Service Duration (in days) for Service Episodes Closed in CY 2013

Service Category	Sample Size	Average Cost per Episode	Average Service Duration
All Therapeutic Services	12,436	\$2,180	131
Therapeutic Assessments/Evaluations	1,944	\$576	34
Therapeutic Interventions	10,492	\$2,477	149

The next set of tables display the descriptive results for cost per service episode and cost duration by case goal, program area, service type, and county. Statistical significance was not tested for the cost per service episode analyses.

On the following page, Table 37 shows that service episodes with a remain home case goal (\$488) had the lowest average cost per service episode for therapeutic assessments/evaluations, while service episodes with a return home case goal (\$2,286) had the lowest average cost per service episode for therapeutic interventions.

Table 37

Average Cost per Service Episode and Average Cost Duration (in days) by Case Goal for Service Episodes Closed in CY 2013

Case Goal	Therapeutic Assessments/Evaluations			Therapeutic Interventions		
	Sample Size	Cost	Duration	Sample Size	Cost	Duration
Statewide	1,944	\$576	34	10,492	\$2,477	149
Less Restrictive	49	\$763	31	230	\$4,304	156
Remain Home	790	\$488	26	5,214	\$2,582	142
Return Home	1,105	\$631	40	5,048	\$2,286	157

As displayed in Table 38, service episodes with a PA5 designation had the lowest average cost per service episode for therapeutic assessments/evaluations (\$553) and for therapeutic interventions (\$2,146).

Table 38

Average Cost per Service Episode and Average Cost Duration (in days) by Program Area for Service Episodes Closed in CY 2013

Program Area	Therapeutic Assessments/Evaluations			Therapeutic Interventions		
	Sample Size	Cost	Duration	Sample Size	Cost	Duration
Statewide	1,944	\$576	34	10,492	\$2,477	149
Program Area 4	224	\$730	33	2,091	\$3,645	137
Program Area 5	1,692	\$553	34	8,188	\$2,146	152
Program Area 6	28	\$777	36	213	\$3,745	170

As displayed in Table 39, home-based interventions had the highest average cost per service episode cost at \$1,029 for therapeutic assessments/evaluations, followed by mental health at \$756. For therapeutic interventions, sexual abuse treatment had the highest average cost per episode at \$4,120 followed by home-based interventions at \$4,067.

Table 39

Average Cost per Service Episode and Average Cost Duration (in days) by Service Type for Service Episodes Closed in CY 2013

Service Type	Therapeutic Assessments/Evaluations			Therapeutic Interventions		
	Sample Size	Cost	Duration	Sample Size	Cost	Duration
Statewide	1,944	\$576	34	10,492	\$2,477	149
County Designed	374	\$252	10	1,871	\$3,124	131
Day Treatment	--	--	--	279	\$7,632	142
Home-Based	199	\$1,029	6	1,718	\$4,067	143
Intensive Family Therapy	64	\$386	20	789	\$1,817	165
Life Skills	21	\$388	20	880	\$2,286	141
Mental Health	695	\$756	38	1,948	\$1,662	144
Sexual Abuse Treatment	190	\$675	20	317	\$4,120	205
Substance Abuse Treatment	401	\$336	74	2,690	\$1,130*	162

* The Office of Behavioral Health allocates approximately \$2.5 million in Additional Family Services (AFS) directly to Core Services substance abuse. These expenditures are tracked by the substance abuse Managed Service Organization (MSO). These funds are not reflected in the cost per service episode analysis for the substance abuse service type.

On the following page, Table 40 shows the average cost per service episode and average service duration by county for all therapeutic services closed in CY 2013. Because of the small sample size for many counties, the average cost per service episode was not reported separately for therapeutic assessments/evaluations and therapeutic interventions.

Table 40

Average Cost per Service Episode and Average Service Duration (in Days) for Service Episodes Closed in CY 2013 by County

County*	Average Cost Per Episode	Average Service Duration	Sample Size
Statewide	\$2,180	131	12,436
Adams	\$2,632	107	958
Alamosa	\$2,696	188	102
Arapahoe	\$2,615	117	576
Archuleta	\$1,934	196	22
Baca	\$3,079	95	3
Bent	\$1,327	117	32
Boulder	\$4,839	220	365
Broomfield	\$2,170	116	64
Chaffee	\$1,942	213	9
Cheyenne	\$6,603	606	3
Clear Creek	\$4,015	255	15
Conejos	\$3,397	128	46
Costilla	\$1,145	159	17
Crowley	\$1,642	136	12
Delta	\$4,468	361	64
Denver	\$3,390	119	1,239
Dolores	\$841	218	2
Douglas	\$2,421	117	384
Eagle	\$1,664	109	63
El Paso	\$1,578	129	3,265
Elbert	\$2,466	116	57
Fremont	\$1,838	177	176
Garfield	\$968	105	61
Gilpin	\$2,184	185	14
Grand	\$1,189	165	27
Huerfano	\$1,313	201	4
Jackson	\$2,770	95	6
Jefferson	\$2,193	148	1,668
Kiowa	\$7,135	391	2
Kit Carson	\$879	166	6
La Plata/San Juan	\$3,889	174	102
Lake	\$6,476	98	5
Larimer	\$1,163	66	990
Las Animas	\$615	160	41
Lincoln	\$668	98	5
Logan	\$1,712	206	92
Mesa	\$486	110	504
Moffat	\$1,286	132	46
Montezuma	\$2,638	220	47
Montrose	\$4,537	224	54
Morgan	\$1,554	141	81
Otero	\$2,333	174	50
Ouray/San Miguel	\$1,532	184	17
Park	\$2,457	167	23
Phillips	\$1,806	163	11
Pitkin	\$1,942	166	18
Prowers	\$770	84	4
Pueblo	\$1,259	96	406
Rio Blanco	\$2,152	187	22
Rio Grande/Mineral	\$2,917	160	28
Routt	\$6,251	196	20
Saguache	\$1,675	212	10
San Juan	\$556	98	2

Table 40 (continued)

County*	Average Cost Per Episode	Average Service Duration	Sample Size
Sedgwick	\$180	18	1
Summit	\$3,806	249	48
Teller	\$2,265	231	98
Washington	\$3,192	253	13
Weld	\$3,537	147	420
Yuma	\$1,190	121	18

* Custer and Gunnison/Hinsdale counties had no eligible service episodes for this analysis.

4.2. Cost per Client

The cost per client receiving services measure is intended to determine the overall average cost per client served using the overall number of clients who received Core Services at some point during the year (both adults and children/youth) and overall Core Service expenditures (both purchased and county provided).

As displayed in Table 41, the average cost per client statewide for CY 2013 was \$1,648 based on total expenditures of \$44,196,299 and 26,817 distinct clients served.

Table 41

Average Cost per Client by County in CY 2013

County*	Expenditures	Clients Served**	Average Cost per Client
Statewide	\$44,196,299	26,817	\$1,648
Adams	\$4,320,890	2,234	\$1,445
Alamosa	\$407,558	217	\$788
Arapahoe	\$4,526,774	2,528	\$2,551
Archuleta	\$169,696	121	\$2,256
Baca	\$17,335	12	\$4,204
Bent	\$63,794	81	\$1,174
Boulder	\$2,130,029	835	\$2,378
Broomfield	\$203,066	90	\$2,778
Chaffee	\$172,345	41	\$466
Cheyenne	\$15,259	13	\$2,633
Clear Creek	\$83,246	35	\$1,664
Conejos	\$211,154	76	\$2,591
Costilla	\$27,953	60	\$1,402
Crowley	\$68,470	26	\$1,582
Delta	\$302,824	182	\$1,217
Denver	\$6,639,330	2,562	\$1,399
Dolores	\$15,420	11	\$2,559
Douglas	\$942,237	594	\$1,586
Eagle	\$192,249	158	\$788
El Paso	\$6,127,009	4,379	\$2,551
Elbert	\$189,332	74	\$2,256
Fremont	\$647,485	652	\$993
Garfield	\$164,229	215	\$764
Gilpin	\$48,853	58	\$842
Grand	\$98,979	42	\$2,357
Gunnison/Hinsdale	\$82,963	83	\$1,000
Huerfano	\$125,314	30	\$4,177
Jackson	\$16,620	6	\$2,770
Jefferson	\$3,624,174	1,897	\$1,910
Kiowa	\$38,331	1	\$38,331
Kit Carson	\$94,057	76	\$1,238
La Plata/San Juan	\$844,800	318	\$2,657

Table 41 (continued)

County*	Expenditures	Clients Served**	Average Cost per Client
Lake	\$84,066	48	\$1,751
Larimer	\$2,148,982	3,274	\$656
Las Animas	\$187,813	106	\$1,772
Lincoln	\$193,581	39	\$4,964
Logan	\$409,688	257	\$1,594
Mesa	\$1,006,597	1,255	\$802
Moffat	\$169,780	109	\$1,558
Montezuma	\$342,650	90	\$3,807
Montrose	\$552,785	366	\$1,510
Morgan	\$483,953	309	\$1,566
Otero	\$280,459	134	\$2,093
Ouray/San Miguel	\$200,520	47	\$4,266
Park	\$121,502	58	\$2,095
Phillips	\$27,220	22	\$1,237
Pitkin	\$59,583	37	\$1,610
Prowers	\$226,461	99	\$2,287
Pueblo	\$1,260,223	1,168	\$1,079
Rio Blanco	\$26,730	58	\$461
Rio Grande/Mineral	\$156,062	103	\$1,515
Routt	\$160,436	48	\$3,342
Saguache	\$125,627	43	\$2,922
Sedgwick	\$13,373	4	\$3,343
Summit	\$195,500	102	\$1,917
Teller	\$322,098	156	\$2,065
Washington	\$63,608	51	\$1,247
Weld	\$2,674,923	1,051	\$2,545
Yuma	\$90,305	76	\$1,188

*Custer County had no eligible clients for this analysis.
**The total does not match the overall sample size of distinct clients because clients could have had multiple involvements during the year with more than one county.

4.3. Cost per Child/Youth

The cost per child/youth receiving or benefitting from services is intended to determine the overall average cost per child/youth that received or benefitted from Core Services during the year. The measure includes all children/youth who directly received a Core Service as well as children/youth benefitting from a Core Service. As displayed in Table 42, the average cost per child/youth statewide for CY 2013 was \$2,740 based on total expenditures of \$44,196,299 and 16,129 distinct children/youth receiving or benefitting from Core Services.

Table 42

Average Cost per Child/Youth by County in CY 2013

County*	Expenditures	Children/Youth Receiving or Benefitting**	Average Cost per Child/Youth
Statewide	\$44,196,299	16,129	\$2,740
Adams	\$4,320,890	1,458	\$2,964
Alamosa	\$407,558	157	\$2,596
Arapahoe	\$4,526,774	1,649	\$2,745
Archuleta	\$169,696	83	\$2,045
Baca	\$17,335	11	\$1,576
Bent	\$63,794	49	\$1,302
Boulder	\$2,130,029	532	\$4,004
Broomfield	\$203,066	86	\$2,361
Chaffee	\$172,345	33	\$5,223

Table 42 (continued)

County*	Expenditures	Children/Youth Receiving or Benefitting**	Average Cost per Child/Youth
Cheyenne	\$15,259	7	\$2,180
Clear Creek	\$83,246	25	\$3,330
Conejos	\$211,154	48	\$4,399
Costilla	\$27,953	49	\$570
Crowley	\$68,470	20	\$3,423
Delta	\$302,824	97	\$3,122
Denver	\$6,639,330	1,751	\$3,792
Dolores	\$15,420	11	\$1,402
Douglas	\$942,237	333	\$2,830
Eagle	\$192,249	78	\$2,465
El Paso	\$6,127,009	2,146	\$2,855
Elbert	\$189,332	61	\$3,104
Fremont	\$647,485	420	\$1,542
Garfield	\$164,229	158	\$1,039
Gilpin	\$48,853	20	\$2,443
Grand	\$98,979	24	\$4,124
Gunnison/Hinsdale	\$82,963	47	\$1,765
Huerfano	\$125,314	37	\$3,387
Jackson	\$16,620	2	\$8,310
Jefferson	\$3,624,174	1,382	\$2,622
Kiowa	\$38,331	1	\$38,331
Kit Carson	\$94,057	35	\$2,687
La Plata/San Juan	\$844,800	234	\$3,610
Lake	\$84,066	23	\$3,655
Larimer	\$2,148,982	1,621	\$1,326
Las Animas	\$187,813	84	\$2,236
Lincoln	\$193,581	28	\$6,914
Logan	\$409,688	156	\$2,626
Mesa	\$1,006,597	712	\$1,414
Moffat	\$169,780	62	\$2,738
Montezuma	\$342,650	93	\$3,684
Montrose	\$552,785	189	\$2,925
Morgan	\$483,953	194	\$2,495
Otero	\$280,459	94	\$2,984
Ouray/San Miguel	\$200,520	24	\$8,355
Park	\$121,502	26	\$4,673
Phillips	\$27,220	14	\$1,944
Pitkin	\$59,583	20	\$2,979
Prowers	\$226,461	63	\$3,595
Pueblo	\$1,260,223	704	\$1,790
Rio Blanco	\$26,730	32	\$835
Rio Grande/Mineral	\$156,062	58	\$2,691
Routt	\$160,436	34	\$4,719
Saguache	\$125,627	25	\$5,025
Sedgwick	\$13,373	6	\$2,229
Summit	\$195,500	43	\$4,547
Teller	\$322,098	85	\$3,789
Washington	\$63,608	26	\$2,446
Weld	\$2,674,923	620	\$4,314
Yuma	\$90,305	49	\$1,843

*Custer County had no eligible children for this analysis.
**The total does not match the overall sample size of distinct children/youth benefitting/receiving services because a child/youth could have had multiple involvements during the year with more than one county.

4.4. Cost Efficiency

The cost efficiency measure is intended to estimate the additional out-of-home placement costs that would be incurred by counties in lieu of providing Core Services to children/youth in the home or in OOH care. Overall cost efficiency was calculated using a methodology that assumes that all children/youth would have been placed in out-of-home care in the absence of Core Services. This analysis takes into account children/youth that were able to entirely avoid out-of-home placements by using Core Services, children/youth who were reunified in a shorter time frame by using Core Services, as well as children/youth who entered a less restrictive setting as a result of Core Services. The analysis also accounts for the expenditures for OOH days for children/youth that were not able to remain home. The cost efficiency methodology was as follows:

1. Determine the number of “involved days” for all children/youth receiving or benefitting from Core Services during calendar year (service was open at some point in year). This number represents days in which a child/youth was involved in an open case in which Core Services were received. On average, a child/youth receiving or benefitting from Core Services had 226 involved days in CY 2013.
2. For all children/youth receiving or benefitting from Core Services, add all Core Services expenditures (including county provided) during year with all OOH placement expenditures incurred during year for these children/youth.
3. Divide total Core Services and OOH expenditures for children receiving or benefitting from Core Services from step 2 by total involved days from step 1 to get average actual cost per child/youth per involved day.
4. Derive an average OOH cost per day from all OOH expenditures (including “no-pay” kinship placements) during year divided by the total number of OOH days for all children/youth in the year - this is the overall average cost per OOH day.
5. Compare the average daily OOH cost from step 4 to the total average Core Services and OOH costs per child/youth per involved day to get an average cost difference per involved day.
6. Multiply the total number of involved days (from step 1) by the average cost difference per involved day (from step 5) to get overall cost efficiency.
7. Divide the average cost difference per involved day by average actual cost per involved day to get a cost efficiency ratio, with higher ratios indicating greater cost efficiency. For example, a ratio of 1.0 indicates that for every dollar spent on Core Services and OOH placements, one dollar was not spent on additional OOH care.

Without the Core Services Program, it is estimated that counties would have spent an additional \$68 million on out-of-home placements in CY 2013.

Based on actual expenditures of \$111,537,031 and an estimated cost of \$179,590,843, an additional **\$68,053,812** would have been spent by county agencies statewide in CY 2013 if OOH placements had been provided exclusively instead of a combination of Core Services and OOH placements. This equates to an additional \$19 per child/youth per involved day and represents a cost efficiency ratio of .62 statewide. Table 43 shows the average cost difference per involved day, the overall cost efficiency, and the cost efficiency ratio by county for CY 2013.

Table 43
Estimated Core Services Cost Efficiency by County for CY 2013

County*	Number of Involved Days	Average Cost per OOH Day	Average Cost per Involved Day	Average Cost Difference per Involved Day	Overall Cost Efficiency	Cost Efficiency Ratio
Adams	326,154	\$45.86	\$30.11	\$15.75	\$5,137,567	.52
Alamosa	43,614	\$42.97	\$23.91	\$19.06	\$831,381	.80
Arapahoe	382,187	\$51.01	\$36.07	\$14.94	\$5,708,624	.41
Archuleta	20,527	\$47.02	\$21.89	\$25.14	\$515,991	1.15
Baca	2,554	\$62.62	\$47.08	\$15.54	\$39,679	.33
Bent	8,810	\$65.88	\$22.63	\$43.25	\$381,005	1.91

Table 43 (continued)

County	Number of Involved Days	Average Cost per OOH Day	Average Cost per Involved Day	Average Cost Difference per Involved Day	Overall Cost Efficiency	Cost Efficiency Ratio
Boulder	134,497	\$48.45	\$27.93	\$20.51	\$2,759,086	.73
Broomfield	18,777	\$76.77	\$34.37	\$42.39	\$796,044	1.23
Chaffee	9,385	\$54.77	\$28.05	\$26.72	\$250,758	.95
Cheyenne	1,102	\$31.85	\$36.36	-\$4.51	-\$4,971	-.12
Clear Creek	6,449	\$49.22	\$29.06	\$20.15	\$129,973	.69
Conejos	9,596	\$86.17	\$37.39	\$48.78	\$468,094	1.30
Costilla	7,462	\$64.64	\$10.67	\$53.97	\$402,734	5.06
Crowley	3,985	\$68.86	\$62.29	\$6.57	\$26,170	.11
Delta	23,380	\$64.52	\$42.22	\$22.30	\$521,295	.53
Denver	413,243	\$39.29	\$38.67	\$0.62	\$255,496	.02
Dolores	1,680	\$12.30	\$10.37	\$1.93	\$3,239	.19
Douglas	87,974	\$84.86	\$31.89	\$52.98	\$466,0633	1.66
Eagle	13,377	\$89.26	\$35.37	\$53.89	\$720,948	1.52
El Paso	496,227	\$46.74	\$30.12	\$16.62	\$8,246,810	.55
Elbert	16,469	\$65.88	\$32.47	\$33.41	\$550,294	1.03
Fremont	87,801	\$57.04	\$22.25	\$34.80	\$3,055,084	1.56
Garfield	33,077	\$87.48	\$18.99	\$68.50	\$2,265,665	3.61
Gilpin	3,944	\$90.37	\$66.99	\$23.38	\$92,212	.35
Grand	5,260	\$21.63	\$23.71	-\$2.07	-\$10,908	-.09
Gunnison/ Hinsdale	8,062	\$36.10	\$18.49	\$17.61	\$141,960	.95
Huerfano	9,123	\$54.78	\$25.38	\$29.40	\$268,226	1.16
Jackson	421	\$178.67	\$131.57	\$47.10	\$19,829	.36
Jefferson	311,967	\$54.57	\$33.74	\$20.83	\$6,497,898	.62
Kiowa	365	\$84.99	\$166.12	-\$81.13	-\$29,611	-.49
Kit Carson	7,039	\$16.96	\$17.69	-\$0.73	-\$5,126	-.04
La Plata/ San Juan	38,094	\$38.53	\$25.32	\$13.21	\$503,075	.52
Lake	4,666	\$62.79	\$29.52	\$33.28	\$155,267	1.13
Larimer	328,868	\$19.95	\$11.22	\$8.73	\$2,870,404	.78
Las Animas	16,694	\$40.31	\$27.24	\$13.07	\$218,132	.48
Lincoln	6,154	\$88.90	\$70.26	\$18.64	\$114,689	.27
Logan	35,907	\$50.27	\$27.53	\$22.74	\$816,693	.83
Mesa	155,231	\$64.10	\$34.15	\$29.95	\$4,649,789	.88
Moffat	14,100	\$57.70	\$20.35	\$37.35	\$526,633	1.84
Montezuma	17,681	\$61.66	\$23.84	\$37.81	\$668,594	1.59
Montrose	49,992	\$84.52	\$36.35	\$48.17	\$2,407,969	1.32
Morgan	47,952	\$73.93	\$30.63	\$43.30	\$2,076,379	1.41
Otero	19,321	\$30.82	\$30.05	\$0.77	\$14,937	.03
Ouray/ San Miguel	4,100	\$28.51	\$50.65	-\$22.14	-\$90,774	-.44
Park	5,083	\$36.20	\$40.52	-\$4.32	-\$21,953	-.11
Phillips	2,857	\$26.63	\$36.45	-\$9.82	-\$28,042	-.27
Pitkin	3,452	\$80.59	\$18.48	\$62.11	\$214,412	3.36
Prowers	13,039	\$62.90	\$30.75	\$32.15	\$419,198	1.05
Pueblo	147,590	\$41.59	\$29.45	\$12.14	\$1,791,707	.41
Rio Blanco	5,652	\$62.82	\$37.20	\$25.61	\$144,770	.69
Rio Grande/ Mineral	13,886	\$123.22	\$35.41	\$87.80	\$1,219,235	2.48
Routt	7,734	\$71.14	\$25.28	\$45.86	\$354,696	1.81
Saguache	6,559	\$78.27	\$20.54	\$57.73	\$378,669	2.81
Sedgwick	540	\$120.00	\$24.77	\$95.23	\$51,427	3.85
Summit	9,913	\$113.46	\$32.95	\$80.51	\$798,133	2.44
Teller	18,671	\$66.43	\$47.95	\$18.48	\$345,068	.39
Washington	5,380	\$97.37	\$39.81	\$57.56	\$309,675	1.45

Table 43 (continued)

County	Number of Involved Days	Average Cost per OOH Day	Average Cost per Involved Day	Average Cost Difference per Involved Day	Overall Cost Efficiency	Cost Efficiency Ratio
Weld	156,510	\$50.55	\$38.71	\$11.85	\$1,854,058	.31
Yuma	7,493	\$114.42	\$35.03	\$79.39	\$594,894	2.27

*Custer County had no eligible involvements for this analysis.

5. CONCLUSIONS AND IMPLICATIONS

The conclusions of the Core Services Program Evaluation CY 2013 Report summarize the key findings from the outcome and cost evaluations. Implications for county and state policy and practice for the Core Services Program are discussed in the context of the limitations of the evaluation design and methodology.

5.1. CONCLUSIONS

The following conclusions highlight that the Core Services Program is cost efficient and effective for children, youth, and families in Colorado.

The Core Services Program is Working as Designed. The findings from this report support the Core Services Program as an effective approach to strengthening Colorado families by keeping or returning children/youth home or in a less restrictive out-of-home setting while maintaining safety. The Core Services Program is clearly serving the population targeted by the legislation and is providing the appropriate levels of support, as evidenced by the finding that less than 5% of children/youth had a subsequent placement after receiving or benefiting from Core Services.

The Core Services Program is effective and cost-efficient for children, youth, and families in Colorado.

Core Services are Effective in Achieving Treatment Success.

Over three-quarters of all service episodes in CY 2013 were rated by caseworkers as successful or partially successful. County designed services had the highest percentage of episodes closed with either a successful or partially successful designation.

Core Services Facilitate Case Goal Attainment. The case goal was attained by 80% of children/youth with a case closed in CY 2013. Similar to SFY 2013, the remain home case goal was attained in 93% of service episodes when calculated based on if the child/youth had an open removal on the day the service ended. Life skills and mental health services had the highest remain home case goal attainment rate, while special economic assistance, home-based interventions, and substance abuse treatment had the highest return home case goal attainment rate. County provided services and service episodes for children/youth with a Program Area 5 designation were significantly more likely to have case goal attainment for remain and return home case goals than were purchased services and services episodes for children/youth with a Program Area 4 designation.

Core Services Help Prevent Subsequent Child Welfare Involvement. For children/youth with a closed case in CY 2012, 43% had a subsequent referral, 30% had a subsequent assessment, 6% had a subsequent founded assessment, 12% had a subsequent case, 5% had a subsequent placement, 10% had a subsequent DYC placement, and 2% had a subsequent DYC commitment in CY 2013. The two DYC follow-up outcomes were only measured for children/youth ages 10 and older at time of case closure. Overall, children/youth with a remain home case goal had lower levels of subsequent child welfare involvement than did children/youth with a return home case goal.

Core Services Provide Substantial Cost Efficiency for Colorado. Without the Core Services Program, it is estimated that Colorado counties would have spent an additional \$68 million in CY 2013 on out-of-home placements for children/youth. This figure is based on children/youth who were able to entirely avoid OOH

placements by using Core Services, children/youth who were reunified in a shorter time frame by using Core Services, as well as children/youth who entered a less restrictive setting as a result of Core Services. The cost efficiency measure also takes into account the expenditures for OOH days for children/youth that were not able to remain home.

5.2. Limitations

This report represents an advancement in the evaluation of the Core Services program in several ways. First, the merging of service authorizations into service episodes provides a unit of analysis that more closely resembles the practice of Core Services, in that episodes represent an uninterrupted span of service or treatment. Second, additional follow-up outcomes were added to the report to allow for a better understanding of the relationship between Core Services and subsequent child welfare involvement. Lastly, new methodology was added to calculate cost per service episode, client, and child/youth, while the cost efficiency of the program was quantified at both the state and county levels. However, these advancements must be considered in light of several limitations that challenge the Core Services Program in regard to better understanding its impact on child welfare outcomes and costs in Colorado.

The primary limitation of the Core Services Program evaluation is that there are competing interventions, service population differences, and county-specific contexts that are not accounted for in the analyses. These potentially confounding factors may be related to overall outcomes or outcome differences and are hard to control without a rigorous experimental research design. Given the breadth, scope, and complexity of the Core Services Program it is not practical to attempt a randomized controlled trial, for example, which would allow for causal statements to be made about the *effect* of the Core Services Program on child outcomes and system costs. Stated another way, while the positive and consistent outcomes from this year and previous years' reports support conclusions that the program is effective and cost efficient, it is not clear whether these positive outcomes are solely due to the Core Services Program. Other limitations include variations in data entry procedures and service delivery across counties. Even with these limitations, this report presents the best available data with the most appropriate analyses to evaluate the impact of the Core Services Program.

5.3. Implications

Based on the outcome and cost evaluation findings, the key implication is that the Core Services Program is an essential component of the continuum of care in Colorado. The Core Services Program also aligns well with other child welfare prevention efforts recently implemented in the state. As such, future evaluation efforts will look across the prevention intervention array to identify common metrics of outcome, cost, and process effectiveness

The Core Services Program is an essential component of the continuum of care in Colorado.

to provide the state and counties with a holistic understanding of how prevention programs work together to promote the safety, permanency, and well-being of children, youth, and families in Colorado.

Colorado remains a national leader by investing heavily in therapeutic systems and by tracking the associated services, outcomes, and costs in SACWIS so that policy and program decisions can be informed by timely and consistent data. To facilitate the cutting-edge use of administrative data to support practice innovations, continued enhancements to Trails should be considered to more efficiently collect, enter, and access data regarding service delivery, costs, and outcomes. In addition, counties should be engaged through ongoing training and consultation opportunities to make full use of the available data for quality improvement purposes.

The Core Services Program is especially effective for county provided services and for children/youth with a remain home case goal or Program Area 5 designation. As a result, increased efforts to improve outcomes for purchased services and for children/youth with a return home case goal or Program Area 4 designation are certainly warranted. Lastly, counties should be encouraged to consult with one another to identify promising practices, evidence-based services, and areas of collaboration for enhancing their Core Services Programs.

Appendix A

Core Services Program Evaluation Methods

Outcome Datasets - General Considerations

In the Colorado Trails data system, Core Services are entered as 'service authorizations.' The service authorization records dates of service, the goal of the service (remain home, return home, or other), the client(s) receiving the service, the county responsible for the child/youth, the agency or individual providing the service (provider), the type of service, and whether the service is being paid for from Trails. Service authorizations must be recorded on behalf of a child/youth but, when entering Core Services in Trails, caseworkers must also specify the client(s) who are actually receiving the service which may be parents/guardians or children. In addition, when the service authorization is closed, outcome information is entered to track the degree to which the service was successful in achieving the Core Service goal.

Service Authorization Adjustments

To provide consistent, accurate, and comparable Core Service descriptive and outcome information statewide, the following adjustments were made to the Trails service authorization data.

- Individual Trails service authorization records were merged into “service episodes”
 - Some counties have a practice of closing and re-opening service authorizations each month or opening separate service authorizations for the periods in which services are authorized. Therefore, multiple service authorizations in Trails would exist for a single uninterrupted episode of service/treatment. If this data entry practice is not accounted for, then both the per-service costs and service-level outcomes will be inaccurate. To account for this, service authorizations were merged when needed to create an adjusted service episode. The service episode was created by merging individual service authorizations open any time during the calendar year within the same case, for the same provider and service type, and for the same set of clients receiving the service, as long as there was not a gap in service dates of more than 30 consecutive days. This adjusted 'service episode' provides a more accurate representation of the duration, cost, and outcome of core service interventions.
- Service authorizations that did not represent actual service interventions were excluded according to the following criteria:
 - Service authorizations closed with an 'Opened in Error' or 'Payee Wrong Code' reason and for which no services were paid were removed.
 - 'Yes-Pay' service authorizations without payment details were excluded unless service was provided by the county department.
 - 'No-Pay' service authorizations for services not performed by the county department were included, as these are typically used to document blended funding services such as Temporary Assistance to Needy Families (TANF).
- Program Area was determined based on the goal that was in place at the time service was initiated based on the child/youth for whom the service authorization is entered.
 - For Core Services provided to children with a finalized adoption, program area was determined using the referral type of the assessment that led to the subsequent involvement.
- Children/youth receiving or benefitting from service was based on the following criteria:
 - PA5 (child protection) cases - Services provided in PA5 cases are typically targeted toward the adult parent or guardian, but must be recorded on behalf of a child/youth in Trails. Because of this, the Trails service authorization may only be recorded for a single child/youth when in fact there may be several children involved in the case. To account for this data entry limitation, all PA5 children/youth who are

active in the case at the time the service is initiated are counted as a child/youth benefitting from the service.

- PA4 (youth in conflict) and PA6 (adoption and emancipation) cases - Only count children/youth for whom the service authorization was entered since these services are directed toward the specific child/youth.
- Clients receiving services - To determine the actual clients receiving services, the individuals specified as 'Client Receiving Service(s)' in the Trails service authorization were used, as this multi-selection list allows both adults and children/youth to be selected.

Case Goal Adjustments

Trails changes went into effect in 2010 that allow for the permanency goal at time of service initiation to be tracked and stored for each Core Service authorization. Data entry lags in case goal information occasionally leads to inaccurate case goals on Core Service authorizations. To account for this, the following adjustments were made to the case goal specified for service authorizations:

- If the specified case goal was "Remain Home," but the child had an out-of-home (OOH) placement open at the time the service was open and that placement remained open for the first 30 days of the service, the goal was adjusted to "Return Home."
- If the specified case goal was "Remain Home," but the child has a removal within the first 30 days of the service, the goal was adjusted to "Return Home."
- If the specified case goal was "Return Home," but the child did not have an OOH placement within the first 30 days of the core service, the goal was adjusted to "Remain Home."
- No adjustments were made for the Less Restrictive group, so the case goal indicated at time of service was used in the analyses.

Outcome Dataset Descriptions

The following datasets were used for the children and families served, services provided, service effectiveness, case goal attainment, and follow-up outcome analyses.

Clients Receiving Services Summary Dataset

This outcome dataset was used to determine the overall number of clients directly receiving services. This dataset used the clients specified in the Trails service authorization as 'Clients Receiving Services' and includes both adults and children.

- Used merged episodes (as defined above)
- Used service episodes open at any time during CY 2013

Children/Youth Receiving or Benefitting from Services Summary Dataset

This outcome dataset was used to determine the overall number of children either directly receiving or benefitting from services.

- Used merged episodes (as defined above)
- Children were identified as benefitting from or receiving a service as defined above.
- Used service episodes open at any time during CY 2013

Services Received Dataset

This outcome dataset was used to determine the overall number and type of services received.

- Used merged service episodes (as defined above)
- Used services received at any point in time during CY 2013

Service Effectiveness Dataset

This outcome dataset was used to analyze how effective each service was at achieving the intended Core Service goal using the outcome codes entered at time of service closure. The unit of analysis is a per service episode (not per child/youth or per client).

- Used merged episodes (as defined above) closed in CY 2013
- The following service closure reasons were excluded because there is no service effectiveness outcome recorded in Trails:
 - Contract funds expended (only when system closed the service; include when caseworker selects)
 - Moved out of county
 - Case transferred to another county
 - Opened in error
 - Change in funding source
 - Payee wrong code

Case Goal Attainment Dataset

This outcome dataset was used to determine whether the service helped the child/youth achieve the overall case goal and is analyzed on a per-child/youth, per service basis.

- Children/youth were identified as benefitting from or receiving a service as defined above.
- Children/youth with cases closed during CY 2013 with a service episode that ended less than four years before the case end date (four years allows for Termination of Parental Rights (TPR)/Adoption cases to close).
 - Children/youth receiving Core Services in adoption cases were pulled into this dataset at the time the adoption case closed (i.e., end of subsidy). This is a limitation of Trails because the 'services' case is merged into the adoption subsidy case rather than being a separate involvement episode.
- Case goal attainment (Yes or No) was calculated as follows:
 - Remain home - case goal was attained if child/youth did not have a removal from home during service episode or after service episode closed while case remained open. This also was calculated based on if the child/youth had an open removal on the day the service ended to provide consistency with past Core Services evaluations.
 - Return home - case goal was attained if child/youth either returned home to parents or permanent Allocation of Parental Rights (APR)/guardianship was granted to relatives based on removal end reason and/or living arrangement.
 - Less Restrictive - case goal was attained if: (1) permanency was achieved; (2) lower-level placement change occurred during or after the service episode; (3) same-level placement change occurred during or after the service episode; or (4) no change in placement during or after the service episode. Case goal will not be achieved if higher level placement change occurred during or after the service episode (based on the following hierarchy: DYC - Walkaway - Residential - Group Home - Foster care/Independent living - Kinship care)
- Service episodes with a service close reason of Death were excluded.
- Service episodes with a service close reason of "Assessment Evaluation only" were excluded unless for Special Economic Assistance or for one of the following service types outlined below. The service authorizations closed with an "Assessment Evaluation only" reason (that are not family meetings) do not represent actual therapeutic interventions.
 - Family Group Decision Making
 - Mediation
 - CET/TDM
 - Family Empowerment

Follow-up Outcomes Dataset

This outcome dataset was used to compare one-year follow-up outcomes for children/youth who received or benefitted from Core Services and whose case was closed with the child living with their parents. This dataset is analyzed on a per-child/youth, per-service basis.

- Children/youth were identified as benefitting from or receiving a service as defined above.
- Cases closed during CY 2012 with child/youth living with parents as ending residence and with a service episode that ended less than two years before the case end date.
 - Children that did not have an ending residence of living with parents were not included in this dataset because, generally, they do not have an opportunity for follow-up events. These ending residence reasons include: Cases closed with (1) Emancipation from OOH; (2) TPR/Adoption; (3) permanent custody/APR/Guardianship to kin; (4) youth committed to Division of Youth Corrections (DYC); (5) transfer to Developmental Disabilities Services; (6) moved out of State; (7) walkaway
- Service episodes with a child age 18 or older time of case closure were excluded.
- Service episodes with a service close reason of “Assessment Evaluation only” were excluded unless for Special Economic Assistance (SEA) or for one of the following service types outlined below. The service authorizations closed with an “Assessment Evaluation only” reason that are not family meetings do not represent actual therapeutic interventions.
 - Family Group Decision Making
 - Mediation
 - CET/TDM
 - Family Empowerment
- Follow-up outcomes include:
 - Subsequent referral/assessment /case/placement within one year
 - Subsequent DYC involvement (any)/DYC commitment within one year (for children ages 10 and older at time of closure)

Cost Datasets - General Considerations

All Core Services costs were pulled if the date of service fell within the calendar year regardless of date of payment. Pulling records based on date of payment rather than date of service will over-state costs as sometimes counties pay for several months of service in a single payment month (based on timing of bill submissions). As the report will be used for evaluation purposes and is not meant to be a financial accounting tool, pulling costs based on date of service is the most appropriate method of analyzing services provided in the calendar year.

Per-episode costs for county provided core services cannot be accurately obtained from Trails data because of the following limitations:

- County provided core service dollars are NOT evenly allocated across the Core Service types (e.g., a caseworker may spend 50% of time on home-based interventions and 50% of time on life skills). There is no designation in the available data systems (Trails or CFMS) for how each county designates its Core Services allocations into specific types of services.
- Not all service authorizations for county provided services are entered into Trails.

For counties that have shared Core Services contracts (fiscal agent counties in Trails), the expenditures were applied to the county that was responsible for the child (based on Trails service authorization), not the fiscal agent county. For guaranteed payments issued without any authorized children, the authorization county was set to the county that issued the payment.

Costs per Service Episode Dataset

This cost dataset was used to calculate the average cost per episode of service. As described above, per episode costs can only be obtained for purchased Core Services.

- Use expenditures for service episodes completed during CY 2013.

- This ensures that services authorized at or near the end of the year do not get counted as they have not had sufficient time to incur expenditures.
- Uses merged episodes (as defined above)
- Only paid Core Services were included (costs for no-pay services cannot be calculated).
- Special economic assistance was not included in the cost per service episode calculations because it is a one-time service with a capped expenditure limit (\$400 per family).
- Actual service closure reason was used to conduct separate analysis for therapeutic services and therapeutic assessments/evaluations.

Costs per Child/Youth and Costs per Client Dataset

This cost dataset was used to calculate the average cost per child/youth receiving or benefitting from a service and average cost per client receiving a service. This dataset provides summaries for both county provided and purchased core services. This dataset pulls actual expenditures for service episodes open at any time in CY 2013.

- Uses merged episodes (as defined above)
- Children/youth were identified as receiving or benefitting from a service as defined above.
- This analysis did not break cost per child/youth and cost per client data out by service type.
- The total of all children/youth that received or benefitted from a Core Service during CY 2013 was divided by the total expenditures.
- The total of all clients who received a Core Service during CY 2013 was divided by the total expenditures.

Cost Efficiency Dataset

This cost dataset was used to calculate overall cost efficiency of the Core Services program as measured by the estimated additional annual costs that would be incurred in the absence of core services. Because Core Services are provided to children/youth at “imminent” risk of removal or for children/youth who have already been removed from the home and placed into out-of-home care; the basis of the overall cost efficiency calculation is the assumption that, in the absence of Core Services, all children/youth would have been placed in out-of-home care. This methodology for the cost efficiency calculation is as follows:

1. Determine the number of 'involved days' for all children/youth receiving or benefitting from Core Services during calendar year (service was open at some point in year). This number represents days in which a child/youth was involved in an open case in which Core Services were received.
2. For all children/youth receiving or benefitting from Core Services, add all Core Services expenditures (including county provided) during year with all OOH placement expenditures incurred during year for these children/youth.
3. Divide total Core Services and OOH expenditures for children receiving or benefitting from Core Services from step 2 by total involved days from step 1 to get the average actual cost per child/youth per involved day. This takes into account children/youth that were able to entirely avoid OOH placements by using Core Services, children/youth who were reunified in a shorter time frame by using Core Services, as well as children/youth who entered a less restrictive setting as a result of Core Services. This also accounts for the expenditures for OOH days for children/youth that received Core Services and were not able to remain home.
4. Derive an average OOH cost per day by dividing all OOH expenditures (including “no-pay” kinship placements) during year by the total number of OOH days for all children/youth in the year - this is the overall average daily cost of placement.
5. Compare average daily OOH cost from step 4 to total average Core Services and OOH costs per child/youth per involved day to get an average cost difference per involved day.
6. Multiply total number of involved days (from step 1) by average cost difference per involved day (from step 5) to get overall cost efficiency.
7. Divide average cost difference per involved day by average actual cost per involved day to get cost efficiency ratio. This measure is based on the ratio between what was spent on Core Services and OOH placements and what would have been spent on OOH placement along, with higher ratios indicating greater cost efficiency.

Appendix B

Core Services County Designed Programs by County for CY 2013

The Core Services County Designed Programs **bolded** are Evidenced Based Services to Adolescents Awards \$4,006,949 State Wide - Senate Bill 13-230 Family and Children's line, Footnote #25 (Long Bill)

County	Service Type on Core Plan	Existing Service Type in Trails to be Used
Adams	Supervised Therapeutic Visitation Service	Supervised Visitation
	Youth Intervention Program (Expansion - Ex)	Youth Intervention Program
	Youth Advocate Program	Child Mentoring/Family Support
	Family Team Meeting/Conference	Family Group Decision Making
Alamosa	Mobile Intervention Team-Removal Protection Program	Family Empowerment
	Discovery Group	Discovery Group
	Family Decision Making/Conference	Family Group Decision Making
	Intensive Mentoring Program (Ex)	Mentoring
Arapahoe	Nurturing Parenting	Nurturing Parenting
	Multi-Systemic Therapy (Ex) - Synergy	Multi Systemic Therapy
	Savio Direct Link Program (Ex)	Direct Link
Archuleta	Family Group Conferencing	Family Group Decision Making
	None	
Baca	None	
Bent	None	
Boulder	Community Evaluation Team (CET)	Community Evaluation Team
	Family Group Decision Making	Family Group Decision Making
	Foster Adoption Counseling and Support Services	Foster Care/Adoption Support
	Multi-Systemic Therapy (Ex)	Multi-Systemic Therapy
	Community Infant Therapy Services Program	Child and Family Therapist
Broomfield	Day Treatment Alternative	Day Treatment Alternative
	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Community Based and Family Support	Community Based and Family Support (CBFSS)
Chaffee	Chaffee County Mentoring (Ex)	Mentoring
	Youth at Crossroads	Youth Intervention Program
Cheyenne	None	
Clear Creek	None	
Conejos	Intensive Mentoring (Ex)	Mentoring
	Nurturing Parent Program	Nurturing Program
Costilla	Intensive Mentoring Project (Ex)	Mentoring
Crowley	None	
Custer	None	
Delta	Mentoring	Mentoring
	Day Treatment Alternative	Day Treatment Alternative
	Substance Abuse Intervention Team/Family Drug Ct	Family Empowerment
Denver	Functional Family Therapy	Functional Family Therapy
	Family Advocate Program	Supervised Visitation

County	Service Type on Core Plan	Existing Service Type in Trails to be Used
Denver (continued)	Multi-Systemic Therapy (MST) (Ex)	Multi Systemic Therapy
	Savio Direct Link Program	Direct Link
	Domestic Violence Intervention	Domestic Violence Services
	Team Decision Making	CET/TDM
	Moyo Health Associates	Child and Family Therapist
	Stepping Out and Rebounding Program (SOAR)	Mentoring
	Mental Health System Navigator	Mental Health - County No Pay
	Substance Abuse Navigator	Substance Abuse - County No Pay
Dolores	Day Treatment Alternative	Day Treatment Alternative
Douglas	Multi-Systemic Therapy (MST)	Multi Systemic Therapy
	Functional Family Therapy	Functional Family Therapy
	Team Decision Making	CET/TDM
	Collaborative Family Services (CBFSS)	Community Based Family Services & Support (CBFSS)
	Domestic Violence Intervention	Domestic Violence Services
	Therapeutic Supervised Visitation	Supervised Visitation
	Fostering Healthy Futures	Foster Care/Adoption
Eagle	Family Centered Meeting Coordination (Ex)	Family Group Decision Making
	Mediation Services	Mediation Services
Elbert	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Family Coaching/Youth Mentoring (Ex)	Family Strengths
	Youth Mentoring	Mentoring
	Parenting With Love and Limits (Ex)	Parenting Skills
	Equine Therapy	Intensive Mentoring
El Paso	Mediation Services	Mediation
	Nurturing Programs	Nurturing Program
	Day Treatment Alternative	Day Treatment Alternative
	Supervised Visitation	Supervised Visitation
	Collaborative Family Services (CBFSS)	Community Based Family Services & Support (CBFSS)
	Domestic Violence	Domestic Violence Intervention Services
	Functional Family Therapy (Ex)	Functional Family Therapy
	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Reconnecting Youth/Vocational	Reconnecting Youth
	Team Decision Making	Team Decision Making (TDM)
Fremont	Day Treatment Alternative	Day Treatment Alternative
	Family Group Conferencing	Family Group Decision Making
	Adolescent Support Group	Adolescent Support Group
	Functional Family Therapy (Ex)	Functional Family Therapy
	Parenting with Love and Limits	Parenting Skills
	Supervised Visitation	Supervised Visitation
	Family Treatment Drug Court	Family Empowerment - High
	Fremont Fatherhood Program	Family Outreach
	EPP/Family Treatment Court	Family Empowerment/Treatment Package High
	Collaborative Family Services (CBFSS)	Community Based Family Services & Support (CBFSS)
	High Conflict Parenting Skills	Family Empowerment - Low
Garfield	Adolescent Mediation (Ex)	Mediation
Gilpin	None	
Grand	Parenting Time/Supervision	Supervised Visitation

County	Service Type on Core Plan	Existing Service Type in Trails to be Used
Grand (continued)	Day Treatment Alternative	Day Treatment Alternative
	Family to Family Team Decision Making	CET/TDM
Gunnison/Hinsdale	Therapeutic Mentoring (Ex)	Mentoring
	Youth Intervention Program	Youth Intervention Program
Huerfano	Reconnecting Youth (Ex)	Reconnecting Youth
Jackson	Mentoring	Mentoring
	Parent Focus Collaborative Family Services (CBFSS)	Community Based Family Services & Support (CBFSS)
	Child Mentoring/Family Support	Child Mentoring/Family Support
Jefferson	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Day Treatment Alternative	Day Treatment Alternative
Kiowa	None	
Kit Carson	Functional Family Therapy (Ex)	Functional Family Therapy
Lake	High Fidelity Wraparound Program	Community Based Family Services & Support (CBFSS)
	Supervised Visitation	Supervised Visitation
La Plata	Play Therapy	Play Therapy
	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Ad. Dialectical Behavioral (Ex)	Youth Intervention Program
Larimer	Child Mentoring/Family Support	Child Mentoring/Family Support
	Multi-systemic Therapy	Multi Systemic Therapy
	Nat'l Youth Program Using Mini-Bikes (NYPUM) (Ex)	Reconnecting Youth
	PCC Mediation (Ex)	Mediation
	Family Options1	CET/TDM
	Family Options 2 - Family Unity Meetings	Family Empowerment
	Family Options 3 - Family Group Conferencing	Family Group Decision Making
	Life Nurse Visiting Program	Nurturing Program
	Community Based Family Services and Support	Community Based Family Services & Support (CBFSS)
	Functional Family Therapy (Ex)	Functional Family Therapy
Family Partnership	Mentoring	
Trauma Informed Behavioral Health	Behavioral Health	
Las Animas	None	
Lincoln	Foster Adopt Parents Support Services	Foster Care/Adoption Support
	Family Group Conferencing	Family Group Decision Making
Logan	Play Therapy	Play Therapy
	Parenting with Love and Limits	Parenting Skills
	Family Outreach Services	Family Outreach
Mesa	Structured/Supervised Parenting Time	Structured Parenting Time
	Rapid Response (Ex)	Youth Intervention Program
	Day Treatment to Adolescents (Ex)	Adolescent Support Group
	Day Treatment Alternative	Day Treatment Alternative
	Domestic Violence Intervention Services	Domestic Violence Intervention Services
	Child/Family Service Therapist	Child/Family Therapist
	Community Based Family Services and Support	Community Based Family Services & Support (CBFSS)
Moffat	Day Treatment Alternative	Day Treatment Alternative
Montezuma	Day Treatment Alternative	Day Treatment Alternative
Montrose	Promoting Healthy Adolescents Trends (Ex)	Adolescent Support Group
	Domestic Violence Intervention Services	Domestic Violence Intervention Services

County	Service Type on Core Plan	Existing Service Type in Trails to be Used
Morgan	Structured Parenting Time	Structured Parenting Time
	Day Treatment Alternative	Day Treatment Alternative
	Family Group Decision Making	Family Group Decision Making
	Parenting With Love and Limits (Ex)	Parenting Skills
Otero	Play Therapy	Play Therapy
Ouray/ San Miguel	Day Treatment Alternative	Day Treatment Alternative
	Parenting with Love and Logic Way	Parenting Skills
Park	Family Engagement/Empowerment/Preservation	Family Empowerment
Phillips	Therapeutic Supervised Visitation	Supervised Visitation
Pitkin	None	
Prowers	None	
Pueblo	Visitation Center	Supervised Visitation
	For Keeps Program (Ex)	Youth Outreach
Rio Blanco	Day Treatment Alternative	Day Treatment Alternative
Rio Grande/ Mineral	None	
Routt	Day Treatment Alternative	Day Treatment Alternative
	Supervised Visitation Safe Exchange Program	Supervised Visitation
Saguache	None	
San Juan	Multi-Systemic Therapy	Multi Systemic Therapy
Sedgwick	Play Therapy	Play Therapy
	Parenting with Love and Limits	Parenting Skills
Summit	Play Therapy	Play Therapy
	Day Treatment Alternative	Day Treatment Alternative
	Community Infant and Child Program	Family Empowerment
	Therapeutic Supervised Visitation	Supervised Visitation
Teller	Multi Systemic Therapy (Ex)	Multi Systemic Therapy
	Day Treatment Alternative	Day Treatment Alternative
	1451 Wrap Around/FGDM	Community Based Family Services & Support (CBFSS)
	Family Group Decision Making	Family Group Decision Making
	Permanency Roundtables	Reconnecting Youth
Washington	Play Therapy	Play Therapy
Weld	Functional Family Therapy (Ex)	Functional Family Therapy
	TIGHT (Ex)	Reconnecting Youth
	Multi-Systemic Therapy (Ex)	Multi Systemic Therapy
	Foster Parent Consultation	Foster care/Adoption Support
	Family Engagement Program	Family Empowerment
Yuma	Mentoring to Adolescents	Mentoring
Southern Ute	Multi-Systemic Therapy	Multi Systemic Therapy