



Summary Report

January - March 2019

Prepared by:
Performance Management



COLORADO
Department of Human Services

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Colorado Department of Human Services

Mission

Collaborating with our partners, our mission is to design and deliver high quality health and human services that improve the safety, independence, and well-being of the people of Colorado.

Vision

The people of Colorado are safe, healthy, and prepared to achieve their greatest aspirations.

Values

The Colorado Department of Human Services will:

- Make decisions with and act in the best interests of the people we serve because Colorado's success depends on their well-being.
- Share information, seek input, and explain our actions because we value accountability and transparency.
- Manage our resources efficiently because we value responsible stewardship.
- Promote a positive work environment, and support and develop employees, because their performance is essential to Colorado's success.
- Meaningfully engage our partners and the people we serve because we must work together to achieve the best outcomes.
- Commit to continuous learning because Coloradans deserve effective solutions today and forward-looking innovation for tomorrow.

The C-Stat Process

What is C-Stat?

C-Stat is a performance-based analysis strategy that allows the Colorado Department of Human Services (CDHS) to better focus on and improve performance outcomes that enhance people's lives. By identifying areas of focus, CDHS can determine what is working and what needs improvement. By measuring the impact of day-to-day efforts, CDHS will be able to make more informed, collaborative decisions to align our efforts and resources to affect positive change for the people we serve.

C-Stat Meetings

Beginning on January 25, 2012, CDHS has held weekly C-Stat meetings with one meeting for the Office of Behavioral Health; Children, Youth, and Families; Community Access and Independence; Early Childhood; and Economic Security each month. The C-Stat meetings are held in a dedicated conference room at the Department's central office in downtown Denver. The directors of each of the five offices responsible for providing direct human services, and their respective division directors, meet monthly with the C-Stat Leadership Team, which is comprised of executive level department staff, including the Executive Director and the Deputy Executive Directors. The Executive Director facilitates the C-Stat meetings, focusing on any of the performance measures and action items.

C-Stat Report

This report reflects the measures identified by CDHS to be tracked on an ongoing basis through the C-Stat process as of March 30th, 2019. C-Stat measures, however, remain fluid in nature as progress is made and data refined. C-Stat will continue to evolve to meet the objective of measuring key performance indicators for CDHS.

Each graph reflects the data available and reviewed as of the March 2019 C-Stat meeting for each office. Data submission dates vary by office given that each office's C-Stat meeting is held during a different week of the month. In addition, the timeliness of the availability of data varies by the Division and, in some instances, the program within the division. The data in this report was accurate at the time of publication. Please note data are subject to change over time.

For more information regarding the C-Stat process or information in this report, please contact **Julie James** at **303-866-3236** or at Julie.james@state.co.us.

How Do I Read This Report?

The Division

Measure: **What the C-Stat measure is attempting to capture. (Federal Measure where applicable)**

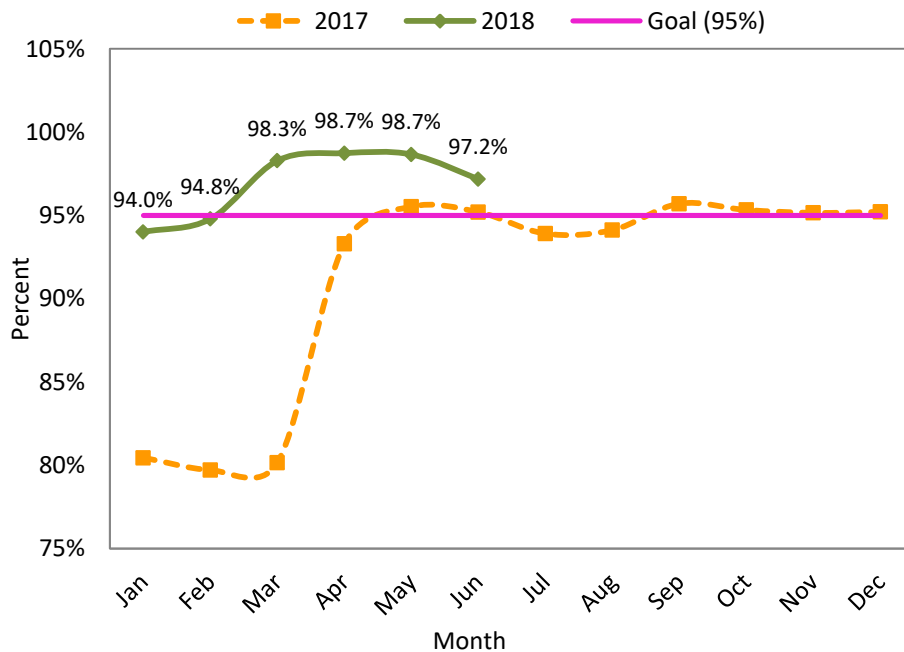
How it is measured: *Numerator:* Describes what is being “counted.”
 Denominator: Describes the overall population: Average monthly denominator; average of the last three months’ denominators OR Cumulative denominator; cumulative up to the last month of the reporting period OR Average daily population; average number of people in a facility per day. These provide an indication of the size of the population.

Why this matters: The impact on Coloradans affected.

Goal: The level and direction at which the Division is aiming to drive performance.

SAMPLE GRAPH:

Graphs attempt to capture current data in addition to one year’s prior performance. This allows for both historic and seasonal comparisons. For those graphs with multiple entities (e.g., homes, centers, regions), the x-axis has been extended to capture history and seasonality over time.



Trend: A statement about the pattern the data are demonstrating.

Notes: Any additional information worth noting.

Office of Behavioral Health

Description

The Office of Behavioral Health is responsible for policy development, service provision and coordination, program monitoring and evaluation and administrative oversight for the public behavioral health system in Colorado. The Office of Behavioral Health consists of the Community Behavioral Health Division (mental health and substance use disorder programs) and the Mental Health Institute Division (operation of two Mental Health Institutes at Fort Logan and Pueblo).

Director: Dr. Robert Werthwein

Deputy Director: Michael Tessean

Community Behavioral Health

Summary

Description

The Community Behavioral Health (CBH) Division is dedicated to strengthening the health, resiliency, and recovery of Coloradans through quality and effective behavioral health prevention, early intervention and treatment services. The Division has established a set of values and guiding principles to fulfill its role as the single state authority for behavioral health services. The Division contracts with 17 Community Mental Health Centers, two specialty Mental Health Clinics, and four Managed Service Organizations that, in turn, manage 40 Substance Use Disorder providers.

Director: Camille Harding

Executive Summary

- *MAT Population In Need Receiving Treatment* - The Division is investing in a number of initiatives to provide Medication Assisted Treatment (MAT) to Coloradans in need of treatment. These initiatives include: a pilot program to initiate MAT at two hospital emergency departments, expansion of MAT induction at county jails, providing training to medical professionals to certify them to provide MAT, and expanding partnerships with organizations who work with individuals in need of MAT to inform them of local MAT providers that can be accessed through the OpiRescue App.
- *Timeliness of Contracting* – This measure was removed in the February 2019 C-Stat meeting and will no longer be detailed in the C-Stat Quarterly Report. This measure was removed due to the inability to track contract timeliness performance on a monthly basis, but improvements to contract timeliness will remain a priority of the office.

Measures

- [MAT Population In Need Receiving Treatment](#)
- [Timeliness of Crisis Services - Mobile](#)



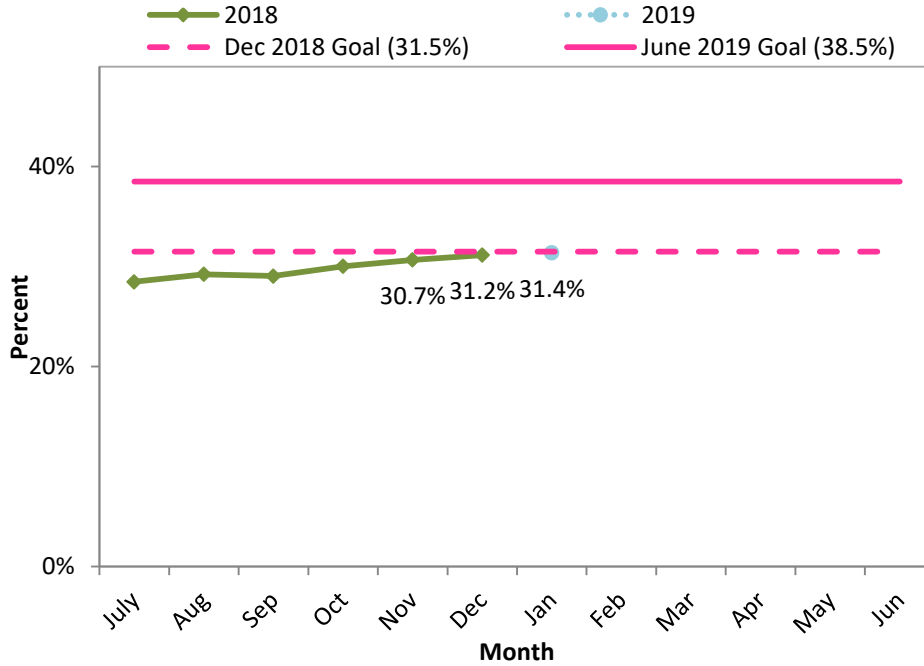
Community Behavioral Health (CBH)

Measure: **MAT Population In Need Receiving Treatment**

How it is measured: *Numerator:* Number of clients receiving MAT treatment in the month
Denominator: Estimated number of adults in need of MAT treatment; denominator: 43,642

Why this matters: Data show an estimated 43,642 people in CO are in need of medication-assisted treatment to recover from an opioid use disorder.

Goal: **↑ 38.5%** of the population in Colorado in need of MAT treatment receive it



Trend: In the most recent quarter, performance ranged from 30.7% to 31.4%. The December 2018 goal was met this quarter, but the June 2019 goal was not.



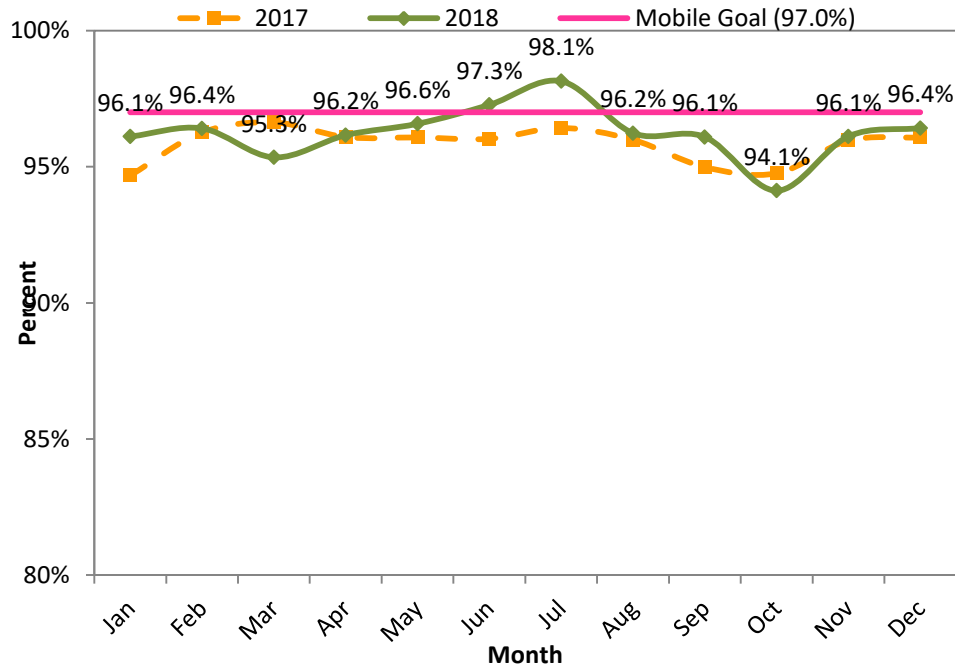
Community Behavioral Health (CBH)

Measure: **Timeliness of Crisis Services - Mobile**

How it is measured: *Numerator:* Number of individuals receiving crisis services within allotted time frame (one hour for mobile units in urban settings, two hours for mobile units in rural settings)
Denominator: Number of individuals receiving crisis services; average monthly denominator: Mobile: 1,653

Why this matters: Receiving timely access to crisis services is a best practice.

Goal: **↑ 97%**



Trend: In the most recent quarter, Mobile timeliness ranged from 94.1% to 96.4%. The goal was not met this quarter.



Mental Health Institutes

Summary

Description

The Mental Health Institutes Division operates the two state psychiatric hospitals: the Colorado Mental Health Institute at Fort Logan and the Colorado Mental Health Institute at Pueblo. Both Institutes work with the Community Mental Health Centers, along with mental health professionals, patients, families, and mental health advocacy groups toward the goal of preparing patients to return to their homes and communities.

The **Colorado Mental Health Institute at Fort Logan** (CMHIFL) primarily serves adult clients in the civil mental health system. Civil clients are referred for admission by the state's Community Mental Health Centers and non-state hospitals.

The **Colorado Mental Health Institute at Pueblo** (CMHIP) primarily serves forensic clients but also serves a civil population. This Institute serves adults who are found Not Guilty by Reason of Insanity or Incompetent to Proceed (i.e., defendants unable to assist in their own defense). This Institute also provides evaluations of competency to stand trial, sanity, and other mental conditions for individuals referred for evaluation by the state's courts.

CMHIFL Hospital Director: David Polunas

CMHIP Chief Executive Officer: Jill Marshall

Executive Summary:

- *Percent of Patients Ready for Discharge but Have Barriers – Fort Logan & Pueblo:* Performance on this measure is consistently below the goal. In recognition that the challenges to placing discharge-ready patients from the Institutions are systemic, the Division has formed a workgroup between the Community Mental Health Centers, housing organizations, Health Care Policy and Financing and the Institutes to address the discharge barrier issues.
- *Events of Medication Variance – Pueblo:* Performance at CMHIP has steadily improved since September 2018. The Institute attributes the reduction in medication errors to the re-training of staff that occurs directly after a variance event.

Measures:

- [Rate of Patient-to-Staff Assaults – Fort Logan & Pueblo](#)
- [Events of Medication Variance – Fort Logan & Pueblo](#)
- [Percent of 30-Day Readmissions – Fort Logan & Pueblo](#)
- [Percent of 180-Day Readmissions – Fort Logan & Pueblo](#)
- [Percent of Civil Patients Ready for Discharge but Have Barriers – Fort Logan & Pueblo](#)

Mental Health Institutes (MHI)

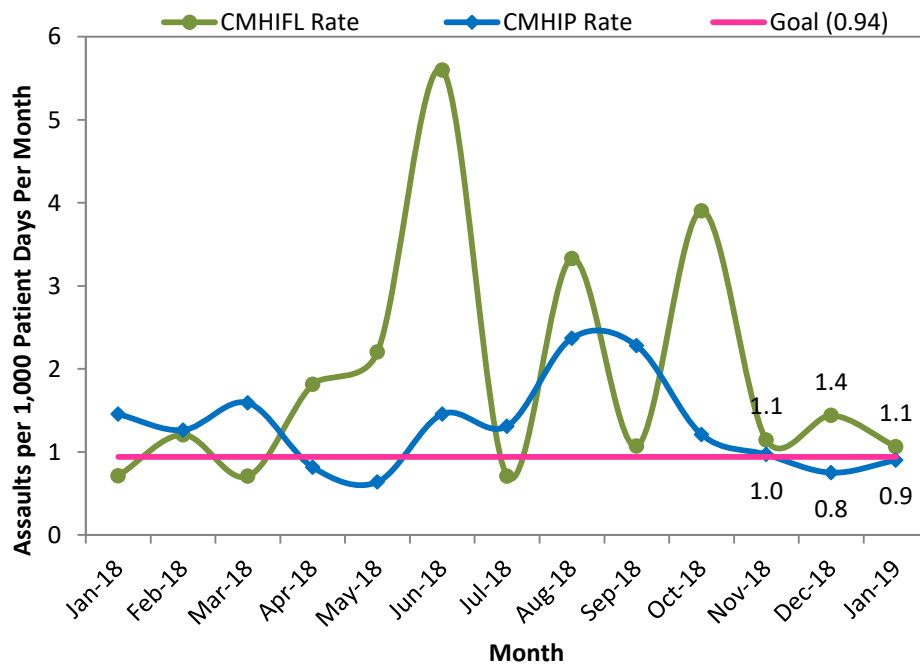
Measure: **Rate of Patient-to-Staff Assaults – Fort Logan & Pueblo**

How it is measured: *Numerator:* The sum of unlawful sexual contact, physical assaults, and sexual assaults in a month

Denominator: All patient days in the month divided by 1,000; average monthly denominator: Fort Logan: 2.74; Pueblo: 13.02.

Why this matters: Staff safety is paramount to reducing risk to patients and staff, while also ensuring an environment in which patients can receive treatment safely.

Goal: **↓ 0.94**



Trend: The Colorado Mental Health Institute at Fort Logan’s (CMHIFL) performance in the most recent quarter ranged from 1.4 to 1.1. CMHIFL did not meet the goal this quarter. The Colorado Mental Health Institute at Pueblo’s (CMHIP) performance in the most recent quarter ranged from 1.0 to 0.8. CMHIP met the goal in December 2018 and January 2019.



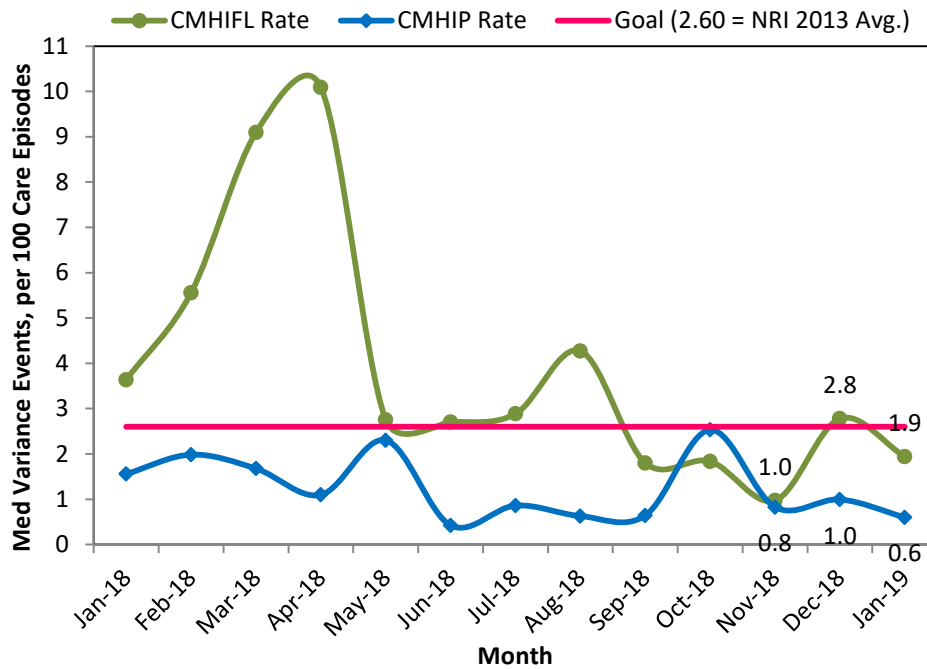
Mental Health Institutes (MHI)

Measure: **Events of Medication Variance – Fort Logan & Pueblo**

How it is measured: *Numerator:* The number of medication variance events (the initial errors that reach a patient, counted only once per each medication involved)
Denominator: Per 100 episodes of care (which includes existing patients, new patients, and readmissions in a single month, divided by 100); average monthly denominator: Fort Logan: 1.05; Pueblo: 4.96.

Why this matters: Decreasing the number of medication errors reduces potential to cause harm.

Goal: ↓2.6



Trend: The Colorado Mental Health Institute at Fort Logan’s (CMHIFL) performance in the most recent quarter ranged from 2.8 to 1.0. At CMHIFL, the goal was attained in November 2018 and January 2019. The Colorado Mental Health Institute at Pueblo’s (CMHIP) performance in the most recent quarter ranged from 1.0 to 0.6. At CMHIP, the goal was attained each month within the quarter.



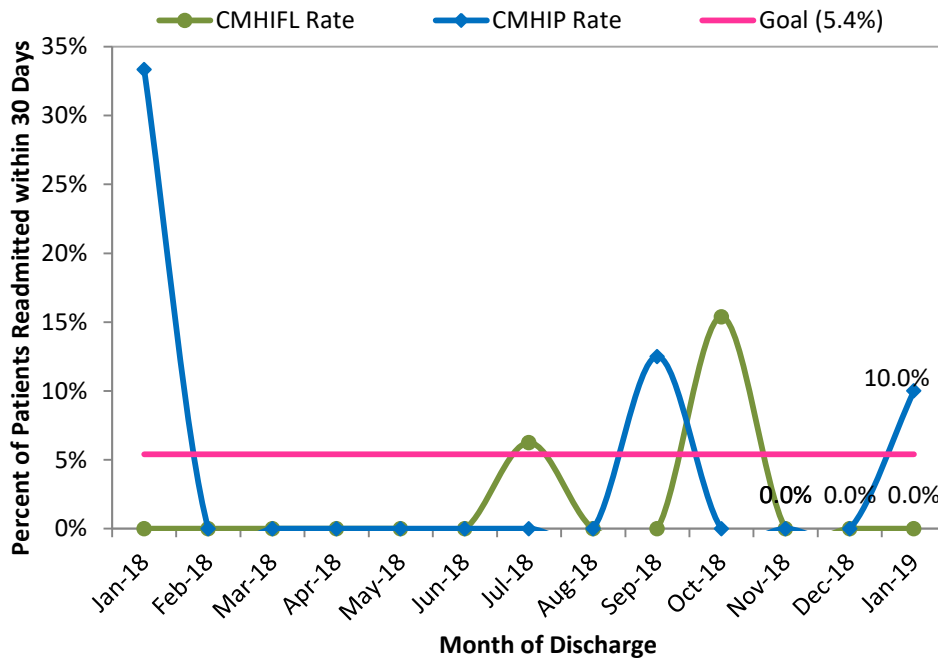
Mental Health Institutes (MHI)

Measure: **Percent of 30-Day Readmissions – Fort Logan & Pueblo**

How it is measured: *Numerator:* Number of patients readmitted within 30 days of discharge
Denominator: All patients discharged 30 days prior; average monthly denominator: Fort Logan: 11; Pueblo: 6

Why this matters: A rapid readmission may reflect a failure of continuity of care following discharge, resulting in a patient suffering decompensation and subsequent need for hospitalization.

Goal: **↓5.4%**



Trend: The Colorado Mental Health Institute at Fort Logan’s (CMHIFL) performance in the most recent quarter remained stable at 0.0% and they met the goal each month of the quarter. The Colorado Mental Health Institute at Pueblo’s (CMHIP) performance in the most recent quarter ranged from 10.0% to 0.0%. At CMHIP, the goal was attained in November and December 2018.





Mental Health Institutes (MHI)

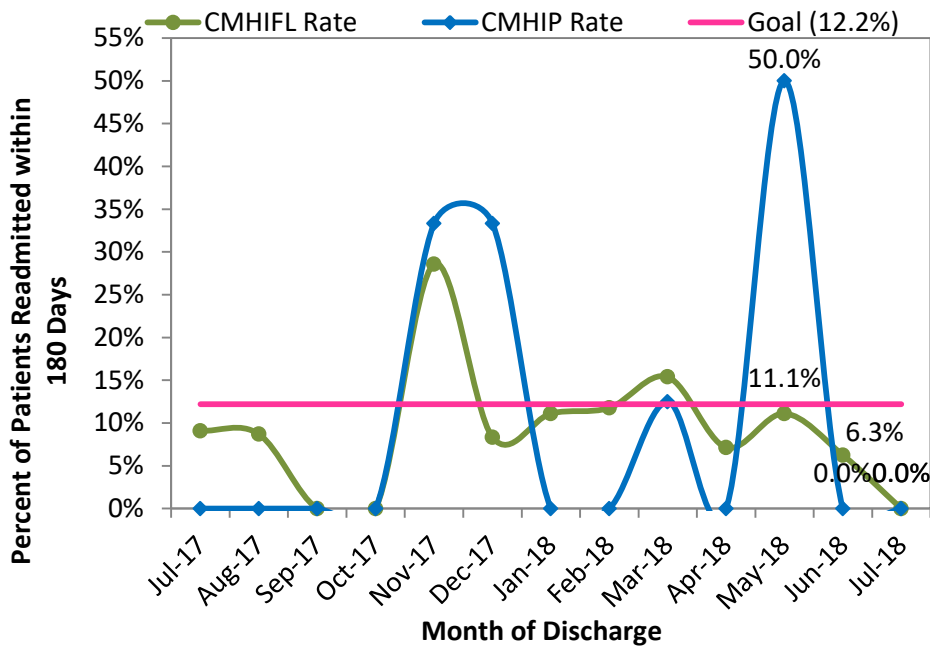
Measure: **Percent of 180-Day Readmissions – Fort Logan & Pueblo**

How it is measured: *Numerator:* Number of civil patients readmitted within 180 days, based on those discharged in the reporting month

Denominator: Number of civil patients discharged in the reporting month; average monthly denominator: Fort Logan: 15; Pueblo: 5

Why this matters: A rapid readmission may reflect a failure of continuity of care between the hospital and the community provider, resulting in a patient suffering decompensation and subsequent need for hospitalization.

Goal: **↓12.2%**



Trend: The Colorado Mental Health Institute at Fort Logan’s (CMHIFL) performance in the most recent quarter ranged from 11.1% to 0.0%. The goal was attained throughout the quarter. The Colorado Mental Health Institute at Pueblo’s (CMHIP) performance in the most recent quarter ranged from 50.0% to 0.0%. The goal was attained in June and July 2018.

Notes Only two patients discharged in May at CMHIP, and one readmitted within the May to November 2018 range.





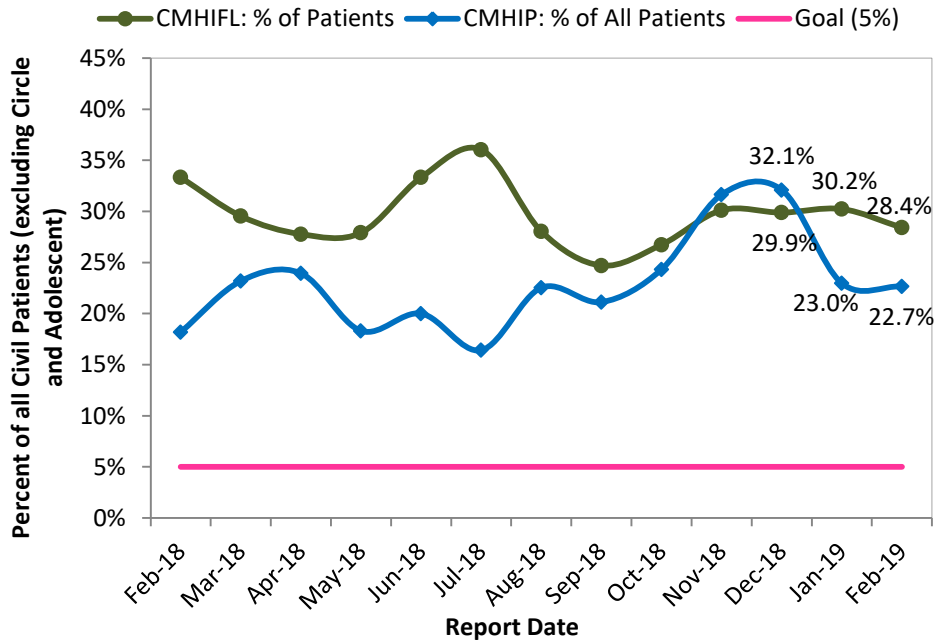
Mental Health Institutes (MHI)

Measure: **Percent of Civil Patients Ready to Discharge but Have Barriers – Fort Logan & Pueblo**

How it is measured: *Numerator:* Number of civil patients medically ready for discharge but have barriers to placement in the community
Denominator: Current number of civil patients; average monthly denominator: Fort Logan: 86; Pueblo: 76

Why this matters: Individuals should be served in the least restrictive setting available to meet their needs, including in the community.

Goal: **↓ 5%**



Trend: The Colorado Mental Health Institute at Fort Logan’s (CMHIFL) performance in the most recent quarter ranged from 32.1% to 28.4%. The Colorado Mental Health Institute at Pueblo’s (CMHIP) performance in the most recent quarter ranged from 29.9% to 22.7%. The goal was not attained by either Institute within the quarter.



Office of Children, Youth and Families

Description

The Office of Children, Youth, and Families is responsible for policy development, service provision, and coordination of efforts to improve the lives of Coloradans by supporting quality and effective services. These services are provided by the Division of Child Welfare, the Division of Youth Services, and the Domestic Violence Program. The Office of Children, Youth, and Families facilitates safe, healthy, and stable environments for families through partnerships with families, providers, and local communities.

Director: Minna Castillo Cohen

Deputy Director: Luis Guzman

Division of Child Welfare

Summary

Description

The Division of Child Welfare (DCW) oversees and provides policy direction to counties that deliver child welfare services. The Division is composed of a specialized set of services that strengthen the ability of the family to protect and care for their own children, minimize harm to children and youth, and ensure timely permanency planning. Services stabilize the family situation and strengthen the family's capacity to care for their children. When safety is not possible within the family, services focus on the child's need for a stable, permanent home as quickly as possible.

Director: Ann Rosales

Executive Summary

- Several DCW measures reflect data that are collected via Results-Oriented Management (ROM), a web-based data management reporting system developed and maintained by the University of Kansas. The public can access performance data at the state aggregate and county level by visiting <http://www.cdhsdatamatters.org>. Measures that utilize ROM include: *Timeliness of Initial Response to Abuse/Neglect Assessments*, *Recurrence of Maltreatment*, *Children Who Re-Enter Care within 12 Months*, and *Completion of Roadmap to Success*.
- The Office of Performance and Strategic Outcomes is partnering with the DCW and the Office of Information Technology to identify the impact of technology issues that resulted from a recent upgrade to Trails (the statewide automated child welfare information system and database). Data entry/completion barriers for caseworkers were identified for three C-Stat measures, which affect performance data for August, September, October, and November 2018. The measures affected include: *Timeliness of Initial Response to Abuse/Neglect Assessments*, *Timeliness of Assessment Closure*, and *Child Abuse Prevention and Treatment Act (CAPTA) Referrals to Early Intervention Who Complete the Eligibility Process – Ongoing Cases*.
- *Recurrence of Maltreatment*: Due to consistently high performance, this measure was moved to the CDHS C-Stat Dashboard in January 2019, and will therefore no longer be detailed in the C-Stat Quarterly Report. The C-Stat Dashboard is distributed along with the monthly C-Stat data and reviewed by Executive Management on a monthly basis, but is not reported as part of the C-Stat Quarterly Report.
- *Children Who Re-Enter Care within 12 Months*: Throughout the most recent quarter, there was a focus on analyzing safety assessment completion for children and youth who reunify with their families and/or re-enter out-of-home care. Insights from the analysis are being used to inform follow-up conversations with county partners and provide technical assistance to improve safety assessment practices. Additionally, the Division began removing re-entries to the Division of Youth Services from the C-Stat data starting in January 2019. This effort will provide the Division with a more precise look at the re-entries that are within the purview of Child Welfare.
- *CAPTA Referrals to Early Intervention Who Complete the Eligibility Process – ONGOING CASES*: Given the data entry/completion barriers as a result of the Trails Modernization project, data for this measure was not reported as of March 2019. Therefore, this will be the last time this measure is detailed in the C-Stat Quarterly Report until the Trails Modernization project is completed.
- *Completion of Emancipation Transition Plans (ETPs)*: After identifying an issue with Trails automatically generating ETPs, the Division manually reviewed and removed those inaccurately auto-generated ETPs. The Division also retroactively updated all ETP C-Stat data back to May 2018. The Division continues to review all completed ETPs on a monthly basis and displays the rate of completion with the exclusion of system-generated reports.

Measures

- [Timeliness of Initial Response to Abuse/Neglect Assessments](#)
- [Compliance with the Statutory Requirement Related to Timeliness of Assessment Closure](#)
- [Children Who Re-Enter Care within 12 Months \(monthly measure\)](#)
- [Children in Congregate Care](#)
- [CAPTA Referrals to Early Intervention Who Complete the Eligibility Process – ONGOING CASES](#)
- [Completion of Roadmap to Success \(Independent Living Plans\)](#)
- [Completion of Emancipation Transition Plans](#)



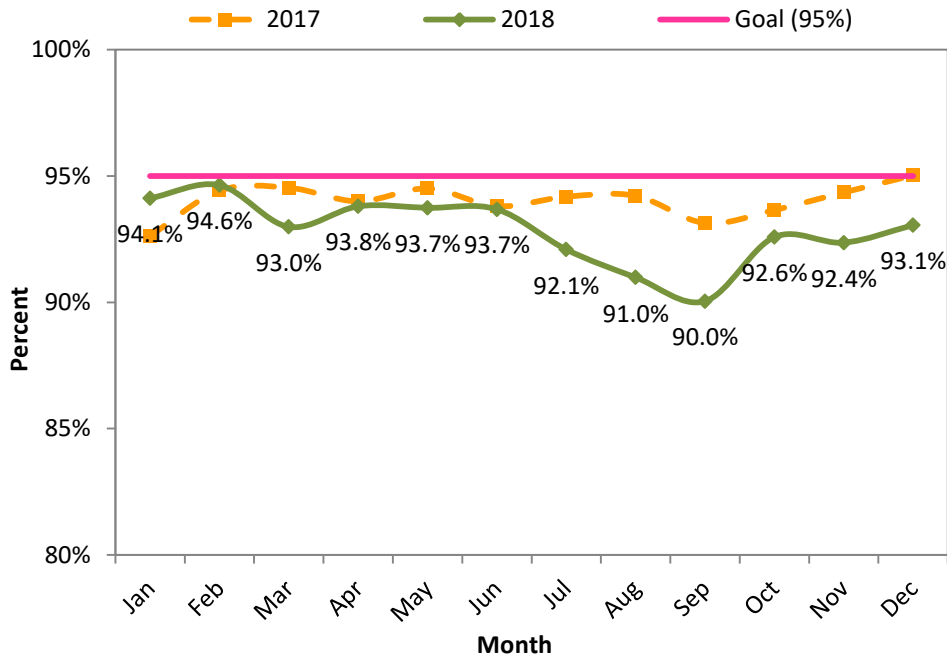
Division of Child Welfare (DCW)

Measure: **Timeliness of Initial Response to Abuse/Neglect Assessments**

How it is measured: *Numerator:* Number of alleged victims with a timely face-to-face contact or attempted contact as set in rule (Volume 7)
Denominator: Number of alleged victims with a child protection assessment opened in the specified month (both Traditional and Family Assessment Response); average monthly denominator: 4,627

Why this matters: Timely initial response to abuse/neglect assessments improves child safety and reduces the potential for further abuse.

Goal: **↑ 95%**



Trend: The Division’s performance ranged 92.4% to 93.1% in the most recent quarter. The goal was not attained.



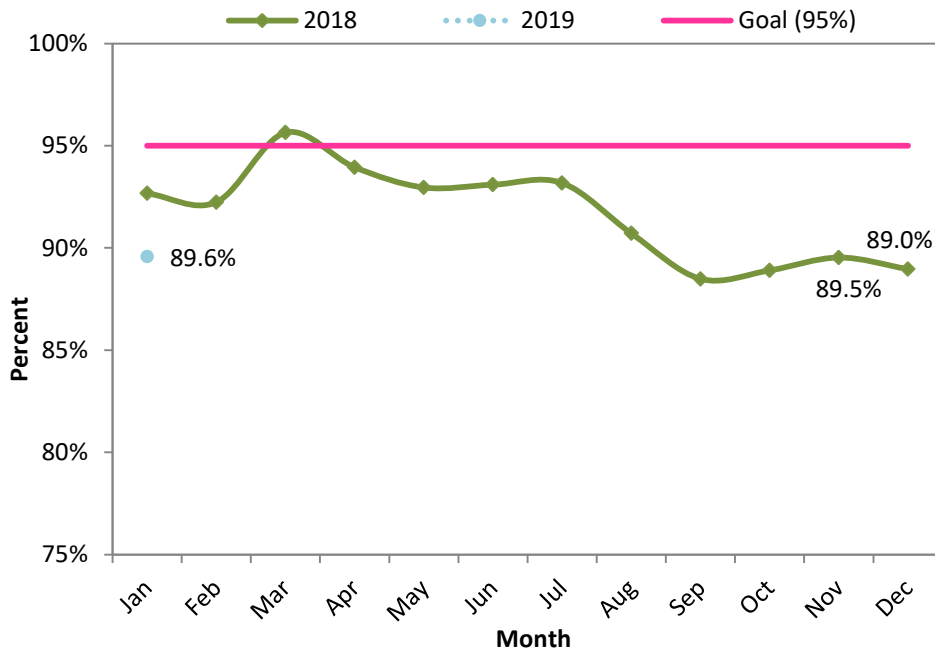
Division of Child Welfare (DCW)

Measure: **Compliance with the Statutory Requirement Related to Timeliness of Assessment Closure**

How it is measured: *Numerator:* Number of child protection assessments closed within 60 days of referral
Denominator: Number of child protection assessments due to close during the specified month (both Traditional and Family Assessment Response); average monthly denominator: 3,312

Why this matters: Timely completion of assessments indicates the child welfare system is not unnecessarily lingering in a family’s life, and that information regarding the assessment in the Child Welfare Data System is up to date.

Goal: **↑ 95%**



Trend: The Division’s performance ranged from 89.0% to 89.6% in the most recent quarter. The goal was not attained.



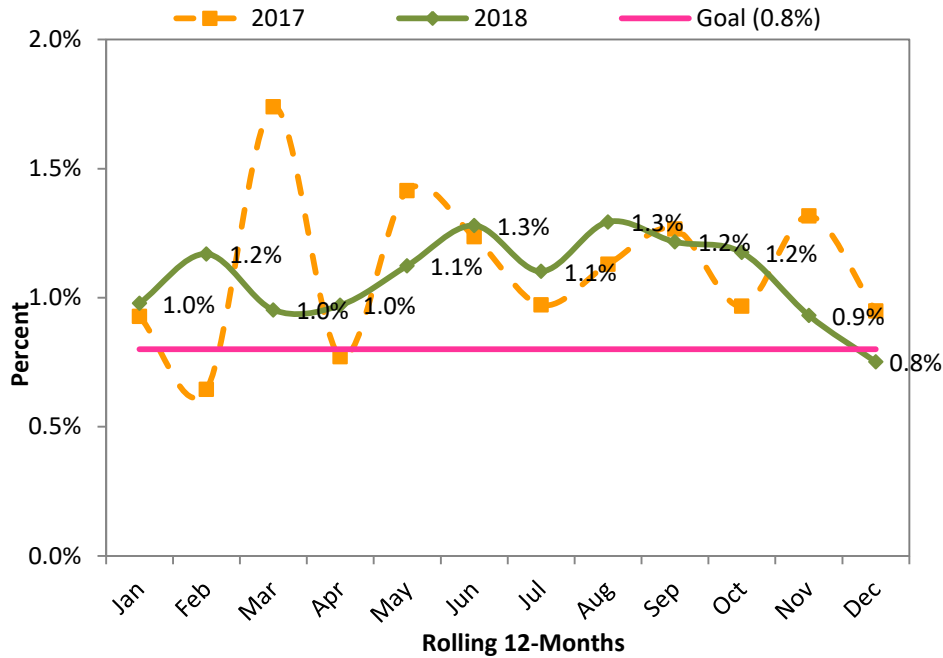
Division of Child Welfare (DCW)

Measure: **Children Who Re-Enter Care within 12 Months (monthly measure)**

How it is measured: *Numerator:* The number of children who re-entered in the current month
Denominator: The number of children discharged via Reunification, Living with other relatives, Guardianship and Adoption within a rolling 12-month period, adjusted for children who have previously re-entered in the period; average monthly denominator: 3,989

Why this matters: Children deserve to remain in a safe and stable environment.

Goal: ↓ 0.8%



Trend: The Division demonstrated improved performance throughout the most recent quarter and attained the goal in December 2018.

Notes: The Division started removing re-entries to the Division of Youth Services from the C-Stat data starting in January 2019.





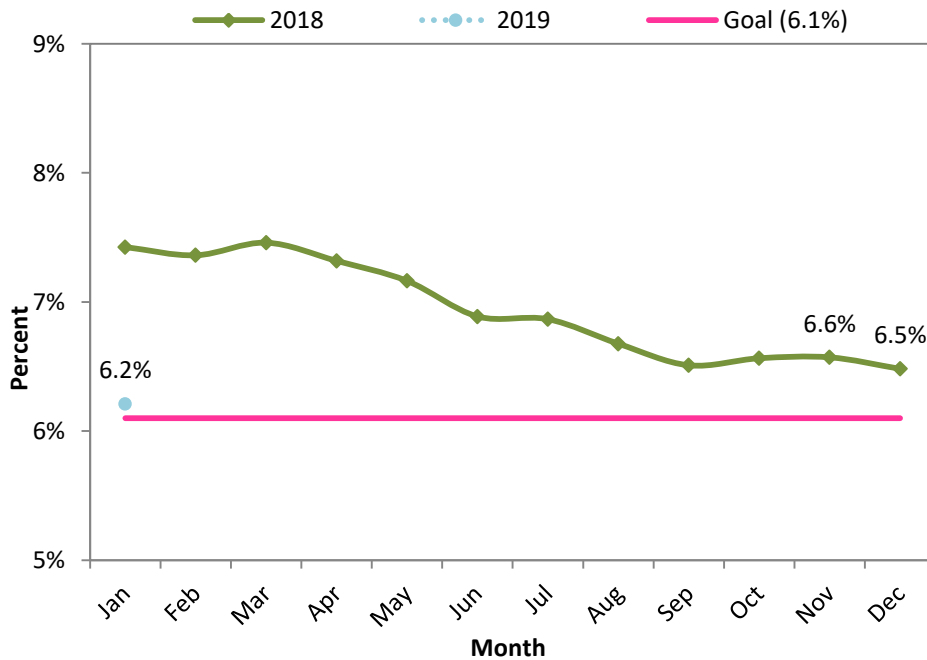
Division of Child Welfare (DCW)

Measure: **Children in Congregate Care**

How it is measured: *Numerator:* Average daily population in congregate care
Denominator: Average daily population served by child welfare (in-home and out-of-home); average monthly denominator: 11,219

Why this matters: All children deserve to achieve permanency in a home to lessen the disruption and trauma out-of-home care can cause. Additionally, children deserve to reside in family-like settings, as opposed to institutional settings. Reducing congregate care use contributes to these efforts.

Goal: **↓ 6.1%**



Trend: The percentage of children in congregate care from November 2018 – January 2019 improved when compared to the previous quarter. While the goal has yet to be achieved, the Division has made consistent improvements on this measure since April 2017.



Division of Child Welfare (DCW)

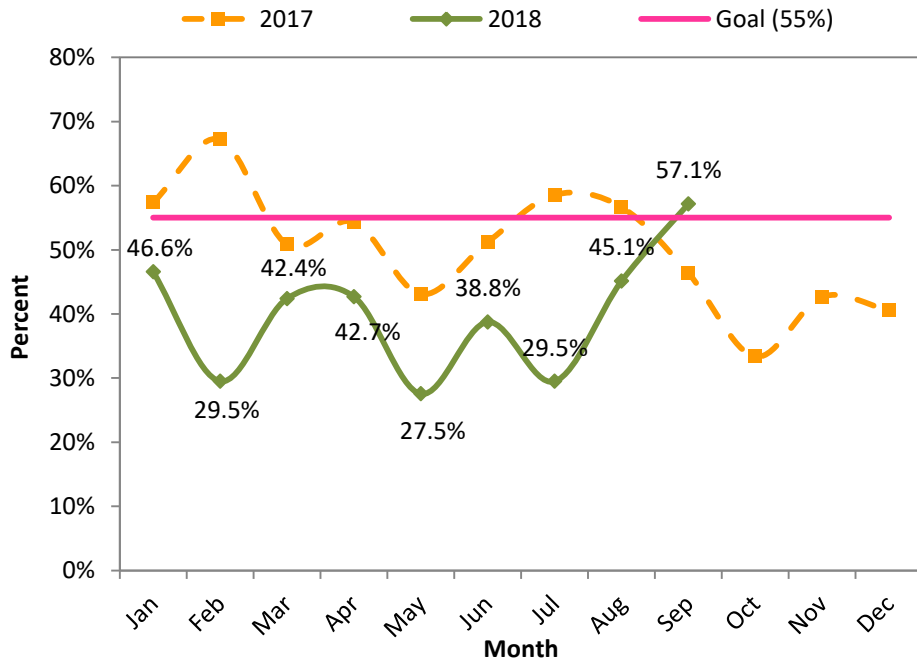
Measure: **CAPTA Referrals to Early Intervention Who Complete the Eligibility Process – ONGOING CASES**

How it is measured: *Numerator:* Number of CAPTA referrals to Early Intervention (EI) who complete the EI eligibility process

Denominator: Number of CAPTA referrals received by EI. "Pending" statuses removed; average monthly denominator: 26

Why this matters: Early Intervention services help infants and toddlers with disabilities or delays to catch up in their development. Research has shown that children who are abused or neglected may be a greater risk of developmental delays in the domains of: physical, cognitive communication, social/emotional and/or adaptive development. Providing early intervention services to support the healthy development of young children can have positive effects that last throughout childhood and into adulthood.

Goal: **↑ 55%**



Trend: The Division’s performance ranged from 45.1% to 57.1% in the most recent quarter. The goal was attained in September 2018.

Notes: Only August and September 2018 data points were reported in the most recent quarter, as this measure was removed from the March C-Stat presentation.

The four-month reporting lag allows for children and families to move through the Early Intervention eligibility process. Data for this measure is updated each month to include cases that were previously in a pending status. This potentially changes past data points, but also provides a more accurate picture of the Division’s performance.





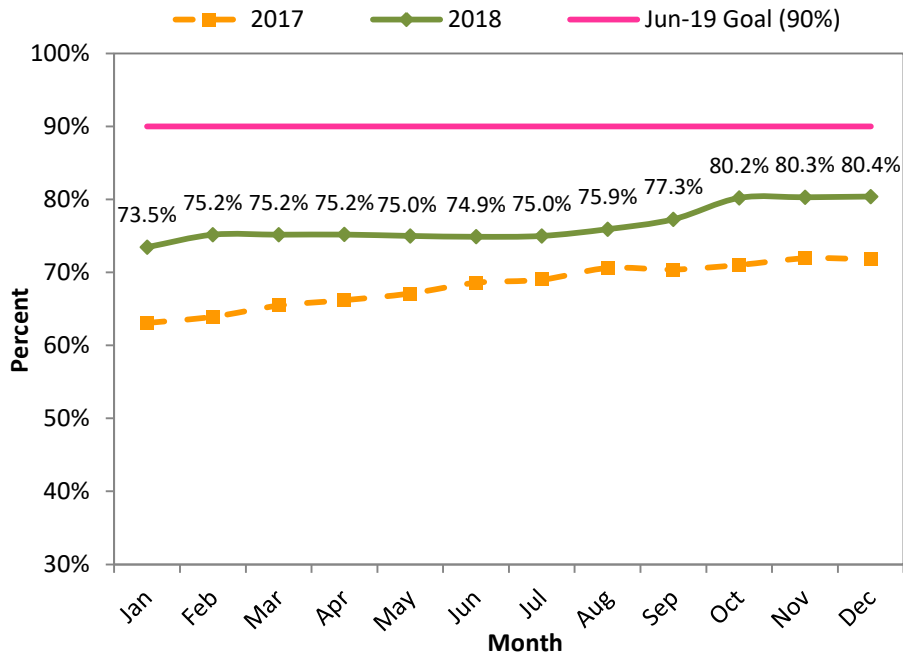
Division of Child Welfare (DCW)

Measure: **Completion of Roadmap to Success (Independent Living Plans)**

How it is measured: *Numerator:* (of those in the denominator) The number of youth who have a completed Roadmap to Success (ILP)
Denominator: all youth in out-of-home care who are at least age 14 plus 60 days and who have been in out-of-home care for at least 60 days; average monthly denominator: 1,227

Why this matters: Completion of a Roadmap to Success supports meaningful youth engagement and permanency planning, which ultimately helps youth prepare to transition into adulthood.

Goal: **↑90%**



Trend: The Division’s performance ranged from 80.2% to 80.4% in the most recent quarter. The goal was not attained.

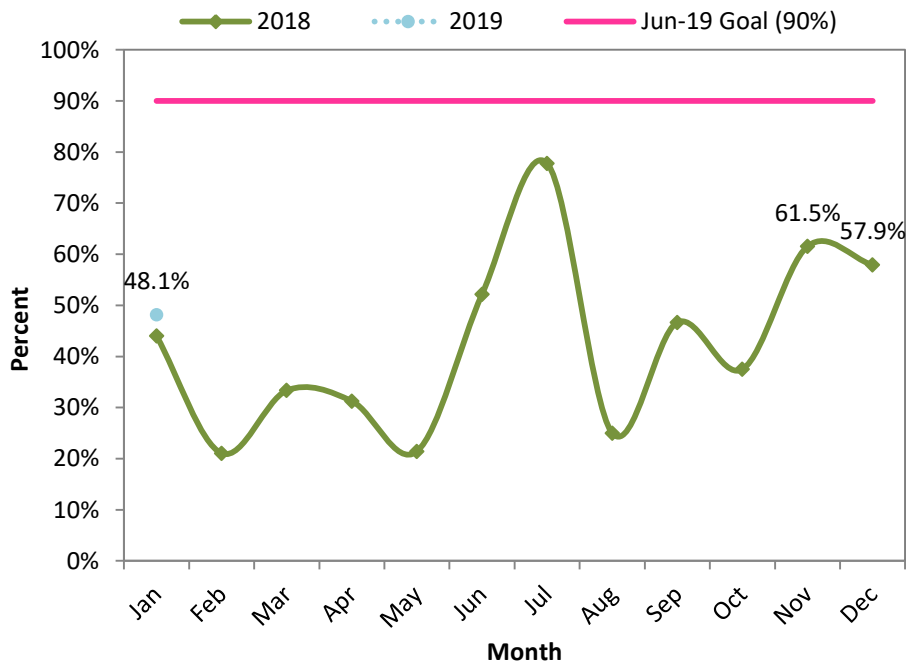
Division of Child Welfare (DCW)

Measure: **Completion of Emancipation Transition Plans**

How it is measured: *Numerator:* (of those in the denominator) the number of youth who had an Emancipation Transition Plan in place 90 days prior to emancipation
Denominator: all youth age 18 or older who discharge in the month reported with the reason “emancipation”; average monthly denominator: 20

Why this matters: Completion of an Emancipation Transition Plan supports meaningful youth engagement and permanency planning, which ultimately helps youth prepare to transition into adulthood.

Goal: **↑90%**



Trend: The Division’s performance ranged from 48.1% to 61.5% in the most recent quarter. The goal was not attained.

Notes: Data back to May 2018 has been manually reviewed and retroactively updated to remove system-generated Emancipation Transition Plans (ETPs).

Division of Youth Services

Summary

Description

The Division of Youth Services (DYS) provides for the care and supervision of youth committed by the District Court to the custody of CDHS. The Division operates 10 secure facilities that serve youth between the ages of 10-21 who are pre-adjudicated or committed. In addition to residential programming, DYS administers juvenile parole services throughout Colorado.

Director: Anders Jacobson

Executive Summary

- The Division completed a preliminary analysis of the House Bill 1329 Pilot Program at Lookout Mountain Youth Services Center. This legislation was enacted in 2017 and requires the Division of Youth Services to collaborate with a third party to implement a pilot treatment program for approximately 20 committed youth. The treatment program includes a trauma-responsive, home-like therapeutic environment and focuses on building social-emotional competency and internalized behavioral change. While the Division has seen positive impacts of the pilot program thus far, there is not yet sufficient data to make conclusive findings. The full program will be evaluated by an independent party at the conclusion of the pilot.
- *Timely Initial Placement for Committed Youth:* The Division continues to evaluate strategies to improve timely placement of youth who are committed. Common barriers to timely placement often include youth waiting for a placement in close proximity to their community and/or a placement that meets their specific treatment needs. Youth on the waitlist for placement still receive treatment, however, while they undergo a formal assessment.
- *Youth Injuries in State-Secure Facilities:* The Division has been working with their staff development team to analyze injuries as a result of physical management and assess the current physical management program used in Youth Services Centers. The Division is focused on integrating de-escalation techniques and alternatives to physical management. When physical management occurs, however, the incident and techniques used are reviewed by trained instructors.

Measures

- [Timely Initial Placement for Committed Youth](#)
- [Youth-on-Youth Fights and/or Assaults in DYS State-Secure Facilities](#)
- [Youth-on-Staff Assaults in DYS State-Secure Facilities](#)
- [Youth Injuries in State-Secure Facilities](#)
- [Seclusion Hours in DYS State-Secure Facilities](#)
- [Family Attendance at Multidisciplinary Team \(MDT\) Review Meetings](#)
- [Committed or Detained Youth Who Escape or Walkaway](#)



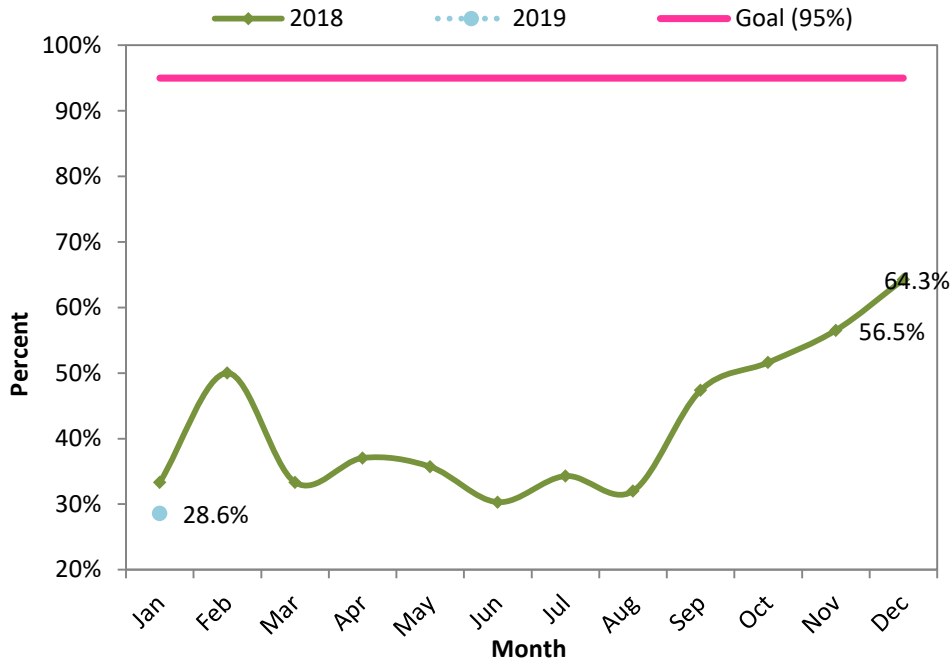
Division of Youth Services (DYS)

Measure: **Timely Initial Placement for Committed Youth**

How it is measured: *Numerator:* Number of newly-committed youth placed in their initial placement within 40 days of their commitment date
Denominator: Number of newly-committed youth placed in their initial placement in a specified month; average monthly denominator: 22

Why this matters: All youth should receive individualized treatment services in the timeliest manner possible.

Goal: **↑ 95%**



Trend: The Division’s performance ranged from 28.6% to 64.3% in the most recent quarter. The goal has yet to be attained for this measure.





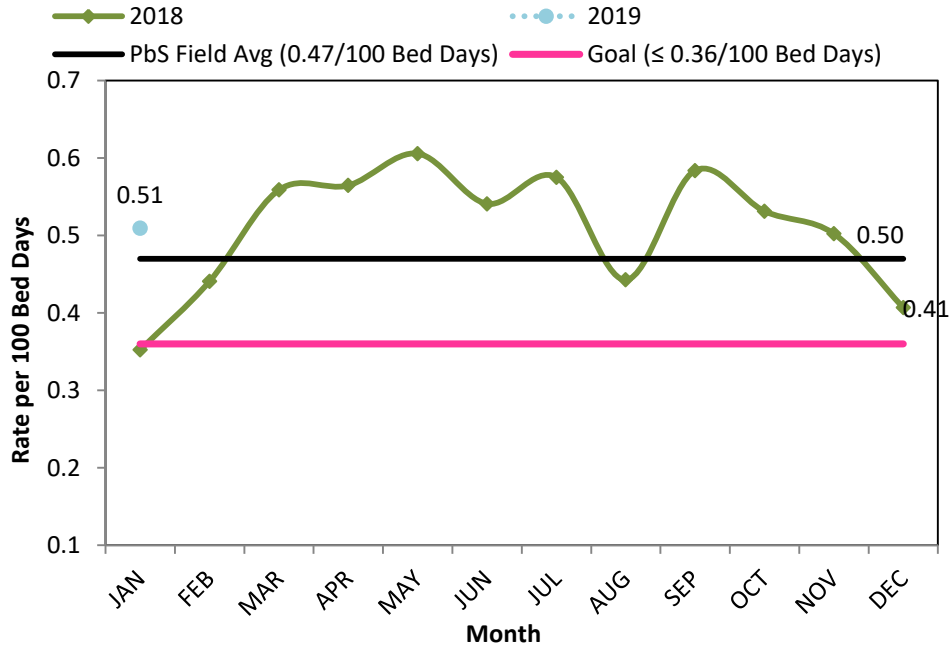
Division of Youth Services (DYS)

Measure: **Youth-on-Youth Fights and/or Assaults in DYS State-Secure Facilities**

How it is measured: *Numerator:* Youth-on-Youth fights and assaults occurring in DYS state-secure facilities
Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment); average monthly bed days: 18,915.5

Why this matters: All youth in the custody of the Division of Youth Services should reside in a safe environment free from fear of harm.

Goal: **↓ ≤ 0.36 per 100 Bed Days**



Trend: The Division’s performance ranged from 0.51 to 0.41 in the most recent quarter. The goal was not attained.

Notes: Data from DYS is compared to the Performance-based Standards (PbS) Field Average (black line), which is a data-driven improvement model that holds juvenile justice agencies, facilities, and residential care providers to the highest standards for operations, programs, and services.





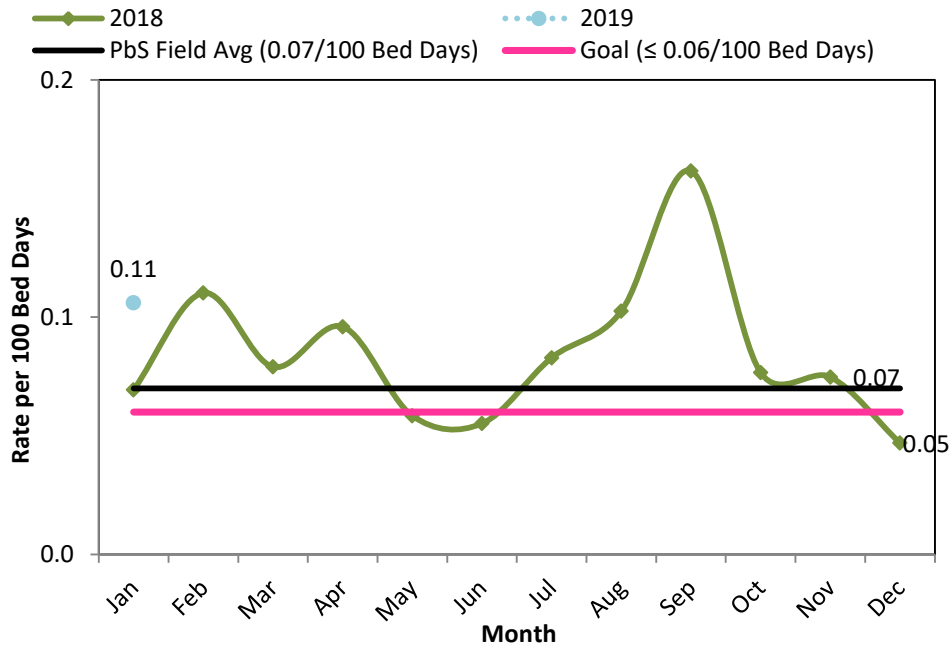
Division of Youth Services (DYS)

Measure: **Youth-on-Staff Assaults in DYS State-Secure Facilities**

How it is measured: *Numerator:* Youth-on-Staff assaults occurring in DYS state-secure facilities
Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment); average monthly bed days: 18,915.5

Why this matters: All staff and youth in the custody of the Division of Youth Services should reside in a safe environment free from fear of harm.

Goal: **↓ ≤ 0.06 per 100 Bed Days**



Trend: The Division’s performance ranged from 0.11 to 0.05 in the most recent quarter. The goal was attained in December 2018.

Notes: Data from DYS is compared to the Performance-based Standards (PbS) Field Average (black line), which is a data-driven improvement model that holds juvenile justice agencies, facilities, and residential care providers to the highest standards for operations, programs, and services.





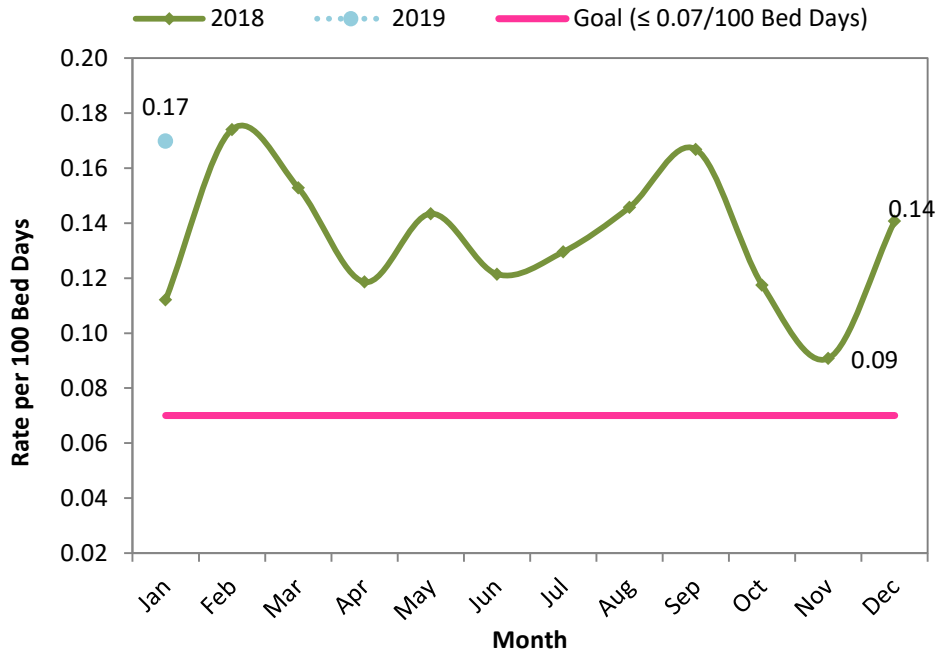
Division of Youth Services (DYS)

Measure: **Youth Injuries in DYS State-Secure Facilities**

How it is measured: *Numerator:* Number of youth injuries in state-secure facilities
Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment); average monthly bed days: 18,915.5

Why this matters: All youth in the custody of the Division of Youth Services should reside in a safe environment free from fear of harm.

Goal: **↓ ≤ 0.07 per 100 Bed Days**



Trend: The Division’s performance ranged from 0.17 to 0.09 in the most recent quarter. The goal was not attained.



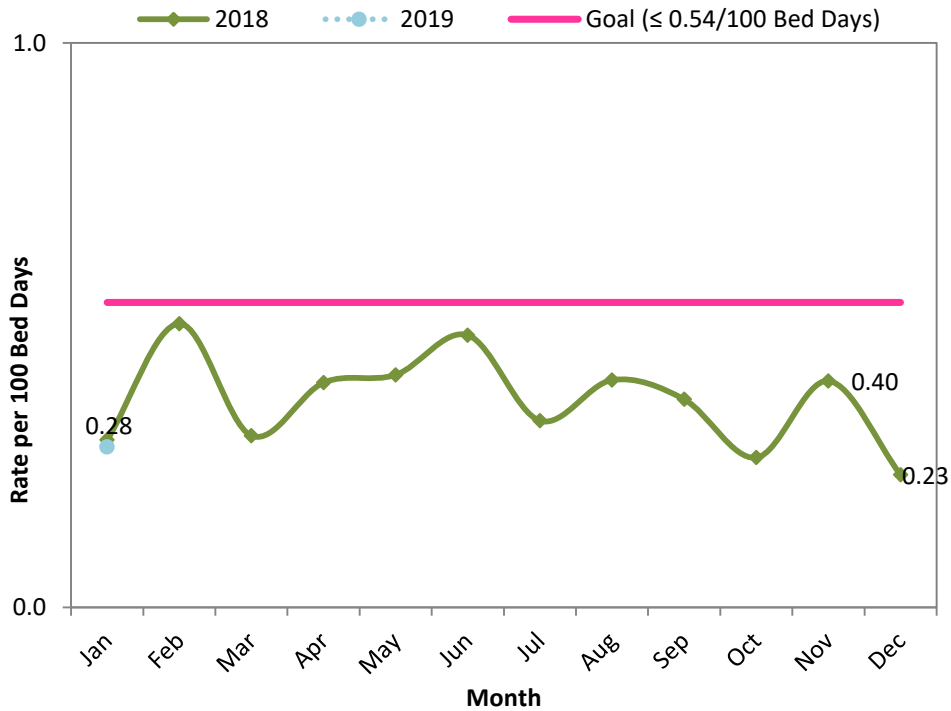
Division of Youth Services (DYS)

Measure: **Seclusion Hours in DYS State-Secure Facilities**

How it is measured: *Numerator:* Total seclusion hours
Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment); average monthly bed days: 18,915.5

Why this matters: Isolation eliminates a youth’s engagement in treatment and programming.

Goal: ↓ ≤ 0.54 per 100 Bed Days



Trend: The Division has consistently attained the goal over the last year. The Division achieved the best performance to date in December 2018 with a rate of 0.23 hours per 100 bed days.



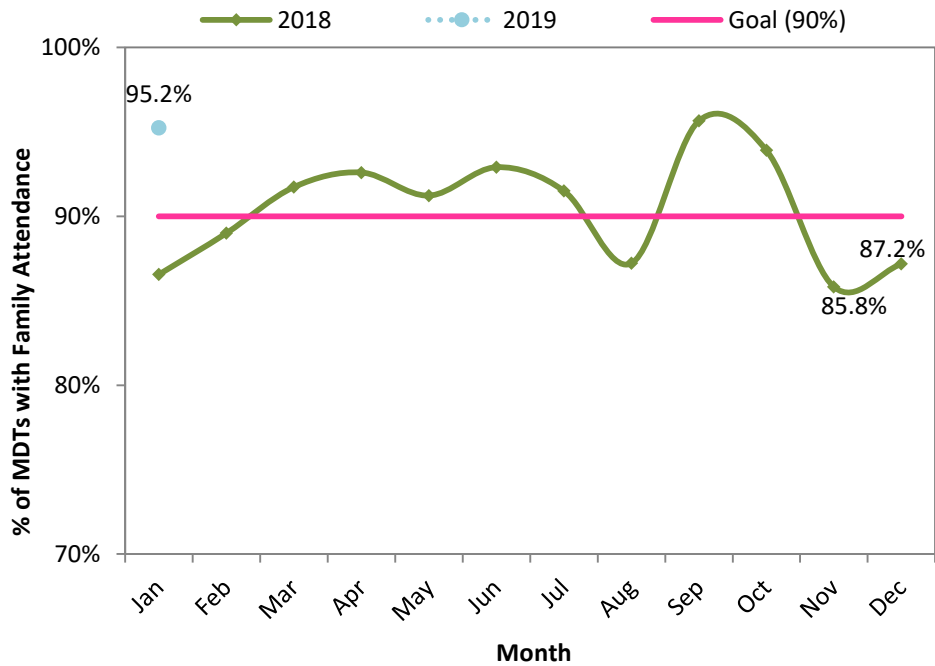
Division of Youth Services (DYS)

Measure: **Family Attendance at Multidisciplinary Team (MDT) Review Meetings**

How it is measured: *Numerator:* Number of MDT meetings conducted with family attendance
Denominator: Number of MDT meetings conducted during the month; average monthly denominator: 119

Why this matters: Maintaining family connections in residential facilities is an indicator of a successful transition back to the community.

Goal: **↑ 90%**



Trend: The Division’s performance improved throughout the quarter, ranging from 85.8% to 95.2%. The goal was attained in January 2019.





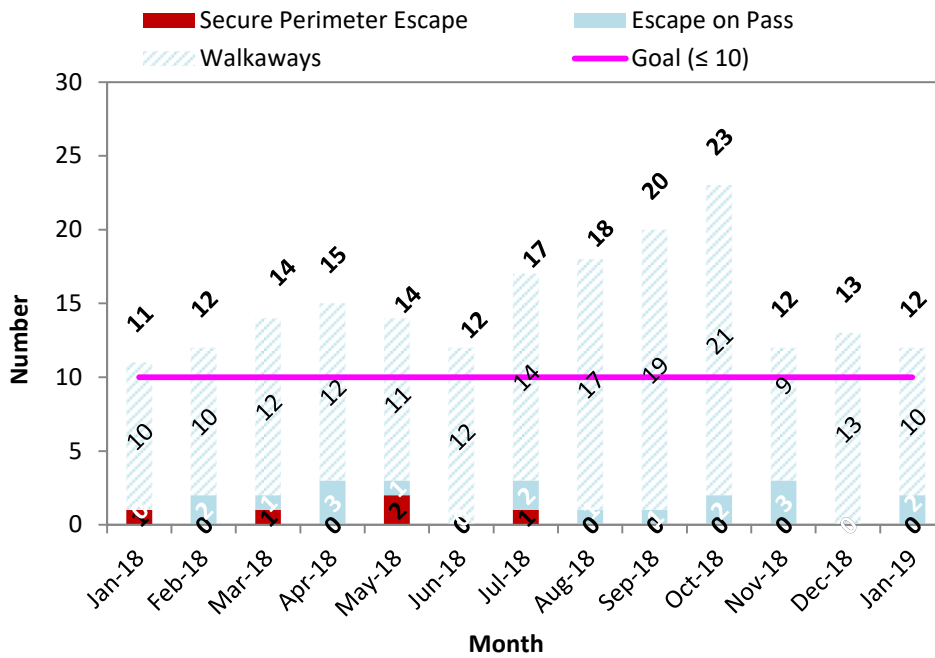
Division of Youth Services (DYS)

Measure: **Committed or Detained Youth Who Escape or Walkaway**

How it is measured: The number of escapes from state-secure facilities in which a youth a) breaches the secure perimeter of the facility or b) does not return from approved pass after 6 hours. Also included are the number of youth who walk away from a contract staff-supervised or community placement in which youth does not return within 6 hours.
Monthly average daily population: 831.2

Why this matters: Minimizing escapes and/or walkaways from residential placements contributes to a stable treatment environment for youth.

Goal: ↓ ≤ 10



Trend: The Division’s performance ranged from 13 to 12 escapes and/or walkaways in the most recent quarter. The goal was not attained.



Domestic Violence Program

Summary

Description

The Domestic Violence Program (DVP) serves as the state governmental authority on domestic violence issues. The Division provides leadership, guidance, and awareness within government agencies, as well as ensures grant-funded programs deliver optimal services to victims, ultimately promoting a Colorado free of domestic violence. The Division strives to ensure that services to victims of domestic violence and their children are readily available throughout Colorado's diverse communities. Services include shelter, advocacy, support groups, and counseling. The Division currently funds 45 domestic violence crisis centers across the state. All DVP-funded crisis centers provide confidential services 24 hours a day, seven days a week via crisis lines.

Program Director: Brooke Ely-Milen

Executive Summary

- Beginning October 1, 2018, DVP revised its contracts with funded programs to include five specific, measurable performance targets. Programs receive quarterly progress reports on their contracted outcomes. The data from progress reports will help DVP continue to identify opportunities for improvement and enhance support to domestic violence crisis centers across Colorado.
- The Domestic Violence Program is in the process of updating their data collection tool to align with new federal reporting standards. In addition, DVP is working to establish a best practices model for data collection in an effort to develop quality assurance measurements.

Office of Community Access and Independence

Description

The Office of Community Access and Independence fosters independence to Coloradans through access to programs that provide in-home supports for aging populations, employment supports for people with disabilities, living centers for veterans requiring assisted living care, and protective services for at-risk adults. The Office of Community Access and Independence consists of Aging and Adult Services, Disability Determination Services, Division of Regional Center Operations, and State Veterans Community Living Centers.

Director: Mark Wester

Deputy Director: Eric Johnson

Aging and Adult Services

Summary

Description

The Division of Aging and Adult Services provides assistance in two general areas. First, programs help older adults remain safely in their homes through services and supports such as: nutrition services, caregiver supports, money management programs, senior community service employment, legal assistance and supportive services. Second, programs provide protection and advocacy for at-risk adults through the Adult Protective Services (APS) and Long Term Care Ombudsman programs.

Director: Mindy Gates

Executive Summary

- Colorado Adult Protective Services (CAPS) Check Unit has begun to screen new case workers for any history of abuse involving an at-risk adult. The goal of this program is to ensure the safety of the at-risk adult population by screening out potential case workers with a history of abuse. The CAPS Check Unit continues to enroll counties and other providers into the program.
- *Timeliness of Monthly Contacts:* Adult Protective Services (APS) distributes a weekly report for monthly contacts coming due. This report prompts counties to complete and document contacts timely. In addition, APS examines all untimely contacts to determine the reasons for a late contact and any associated trends. As needed, APS staff contact low-performing counties to offer technical assistance and determine actions to improve performance. APS continues to update and refine their rule packet to align with policy and recent legislation.
- *Percent of Cases with Safety Improvement:* This measure indicates whether the interventions implemented in an APS case had a positive impact on the at-risk adults receiving services. AFS is reaching out to lower performing counties to offer enhanced documentation training.

Measures

- [Timeliness of Monthly Contacts](#)
- [Percent of Cases with Safety Improvement](#)



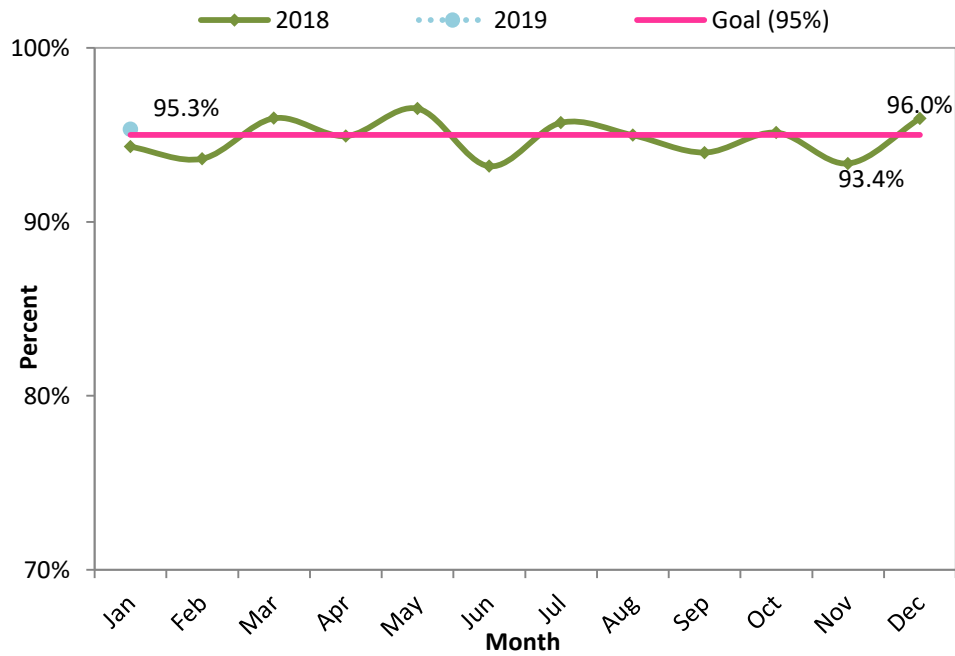
Aging and Adult Services (AAS)

Measure: **Timeliness of Monthly Contacts**

How it is measured: *Numerator:* Number of cases with a timely monthly contact in the reporting month
Denominator: Number of cases requiring a monthly contact in the reporting month; average monthly denominator: 1,262

Why this matters: Timely monthly contacts increase the safety of vulnerable adults.

Goal: **↑95%**



Trend: The Division’s performance ranged from 93.4% to 96.0% in this quarter. The Division met the goal in December 2018 and January 2019, but did not meet the goal in November 2018.





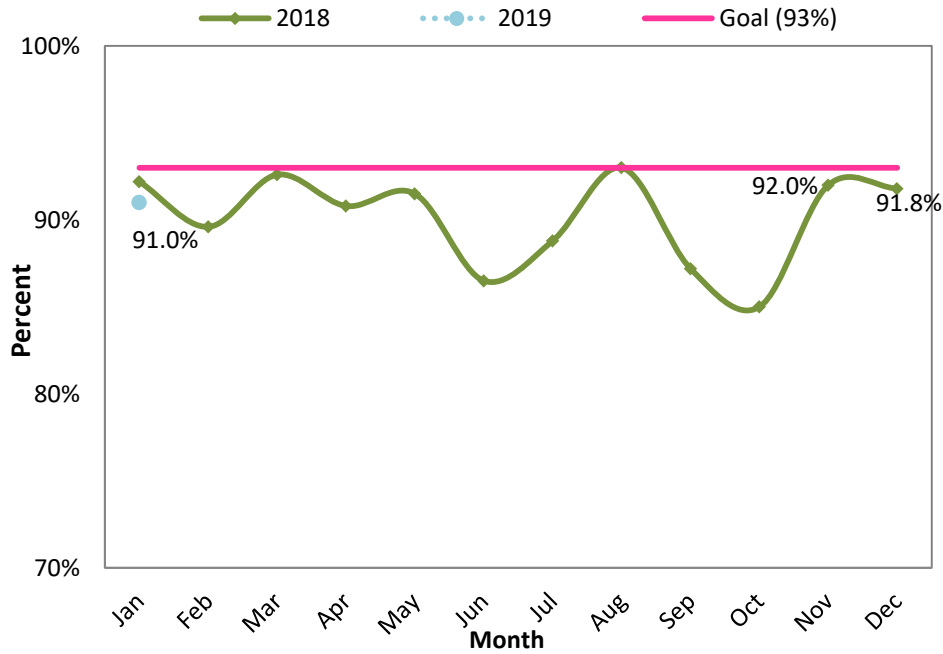
Aging and Adult Services (AAS)

Measure: **Percent of Cases with Safety Improvement**

How it is measured: *Numerator:* Number of cases with an improvement in safety in the reporting month
Denominator: Number of cases closed in the reporting month with two or more assessments; average monthly denominator: 218

Why this matters: Safety improvement indicates that the intervention implemented had a positive impact on the older adult receiving services.

Goal: **↑93%**



Trend: Performance for the quarter ranged from 91.0% to 92.0%. The goal was not met this quarter.

Disability Determination Services

Summary

Description

The Division of Disability Determination Services (DDS) makes disability decisions for Social Security. Disability Determination Services staff gather medical information from sources listed by clients and any new sources discovered in the application process. Disability Determination Services staff evaluate that evidence against Social Security Disability criteria. Applicants must have a medically-determinable physical or mental impairment that is expected to result in death, or which will last for at least 12 consecutive months and prevents them from performing the work-related activities of their previous jobs or any other jobs which they might be able to perform based on their age, education, and work experience.

Social Security has two disability programs: Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI). The definition of medical disability is the same under both programs. However, SSDI pays disability benefits to the applicant and certain members of the applicant's family if the applicant is "insured," meaning that the applicant worked long enough and paid Social Security taxes. Social Security Income pays disability benefits based on financial need.

Director: Thomas Haro

Executive Summary

- *Mean Number of Days to Process Initial Eligibility Decisions:* DDS's backlog decreased this quarter. With the decrease in backlog DDS should experience improved processing times within the next quarter.
- *Percentage of Accurate Initial Eligibility Decisions:* DDS experienced a drop in quality this quarter. No trends in error type were identified in an analysis of all errors that occurred across the quarter. One potential factor for the decline may be the recent focus on production and the related strategy of reallocating quality assurance staff to aid in this effort. DDS has implemented a plan of correction to address the increase in errors.

Measures

- [Mean Number of Days to Process Initial Eligibility Decisions](#)
- [Examiner Processing Time](#)
- [Percentage of Accurate Initial Eligibility Decisions](#)



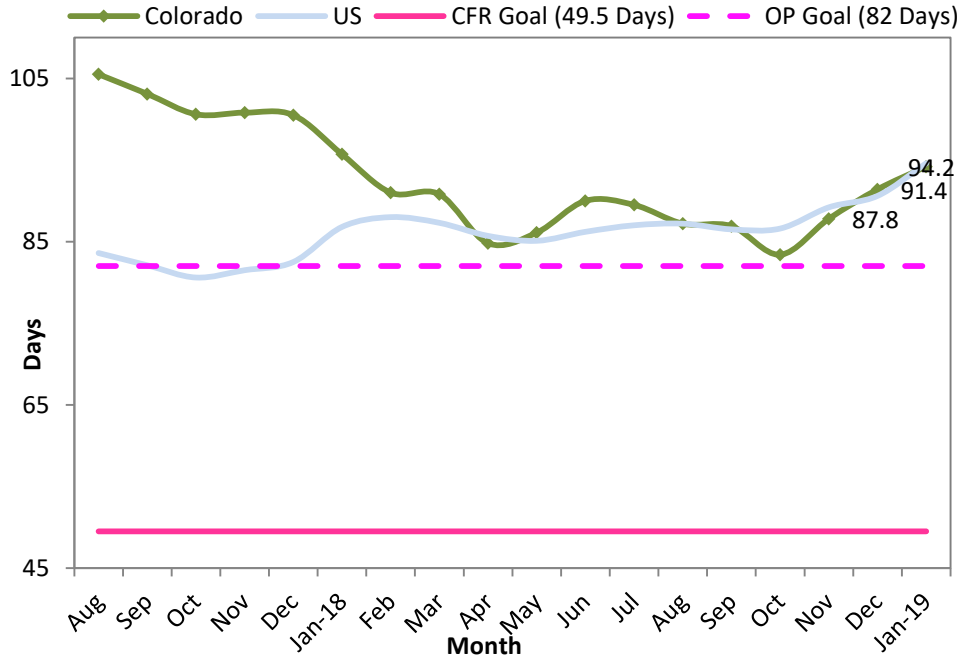
Disability Determination Services (DDS)

Measure: **Mean Number of Days to Process Initial Eligibility Decisions (Federal Measure)**

How it is measured: *Numerator:* Number of days to process initial eligibility decisions
Denominator: Number of initial applications processed; average monthly denominator: 3,095

Why this matters: Determining medical eligibility in a timely manner ensures Coloradans with disabilities have access to needed resources that increase their economic security.

Goal: **↓49.5 Days (Federal Goal)**



Trend: The Division did not meet the goal this quarter. Performance ranged from 94.2 days to 87.8 days.

Notes: This measure utilizes data from the SSDI program only. The 49.5 day federal goal (solid pink line) is based on the Code of Federal Regulations (CFR). The Social Security Administration (SSA) consolidated Operating Plan (OP) contains a mean processing time goal of 82 days (dashed pink line). Disability Determination Services added this goal to their measure for tracking purposes.





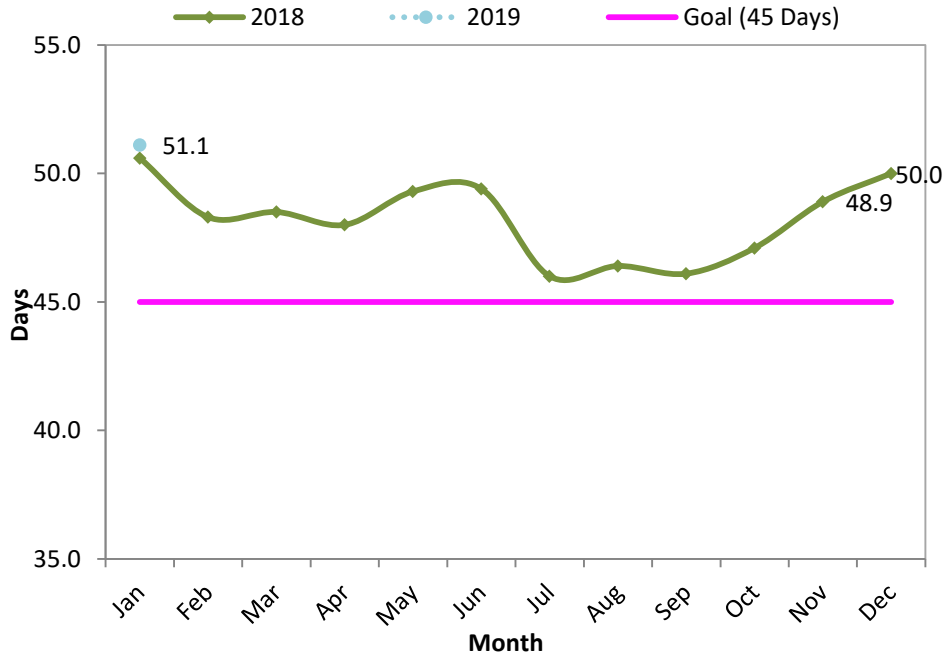
Disability Determination Services (DDS)

Measure: **Examiner Processing Time**

How it is measured: *Numerator:* Number of days (from assigned date to clearance date) to close disability claims
Denominator: Number of disability claims processed; average monthly denominator: 2,350.3

Why this matters: Determining medical eligibility in a timely manner ensures Coloradans with disabilities have access to needed resources that increase their economic security.

Goal: **↓45 Days**



Trend: The Division’s performance ranged from 51.1 days to 48.9 days this quarter. The goal was not met this quarter.



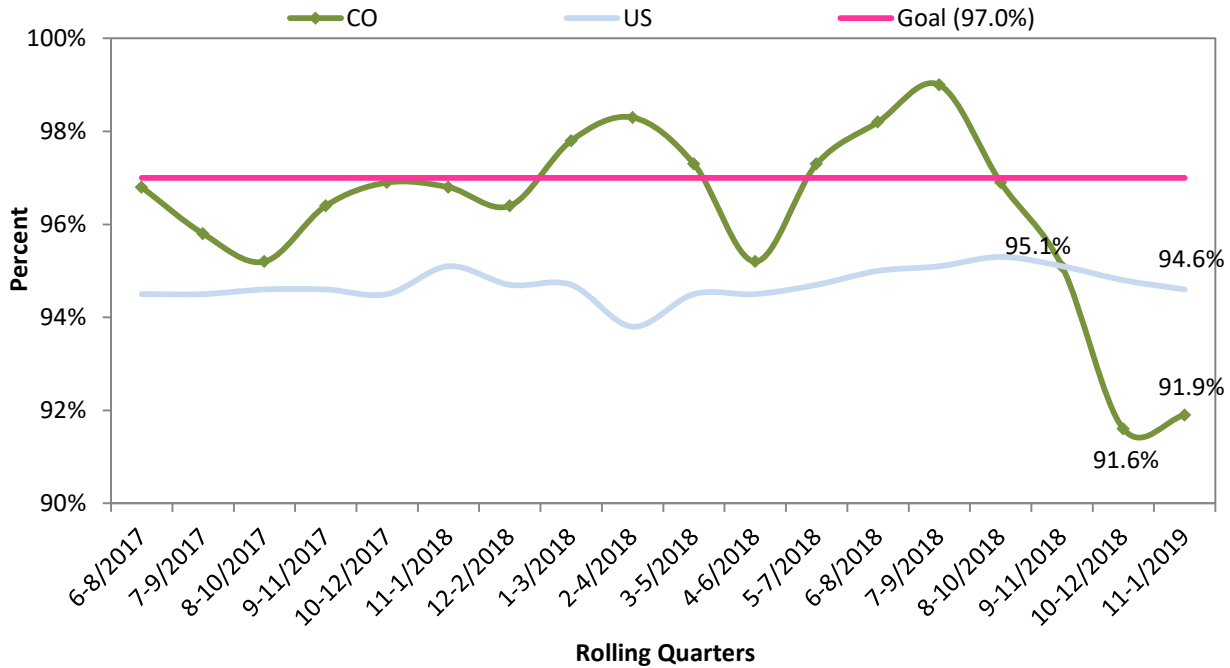
Disability Determination Services (DDS)

Measure: **Percentage of Accurate Initial Eligibility Decisions (Federal Measure)**

How it is measured: *Numerator:* Number of accurate initial eligibility decisions (i.e., no documentation or decisional errors were found)
Denominator: Number of initial eligibility decisions sampled by Social Security Administration-Disability Quality Branch; average quarterly denominator: 145.7

Why this matters: Accurate processing of initial eligibility decisions increases the accessibility of financial assistance to vulnerable populations and ensures that only those who are eligible receive the benefit.

Goal: **↑97% (Federal Goal)**



Trend: The percent of accurate initial decisions varied throughout the quarter, ranging from 91.6% to 95.1%. The Division did not meet the goal this quarter.

Notes: This measure includes data from both the SSDI and SSI programs. Due to a small sample (approximately 50 cases per month), data are displayed utilizing a rolling three-month average. This allows for data to be represented more promptly and each data point to represent a meaningful sample size of at least 150 cases.



Division of Regional Center Operations

Summary

Description

The Division of Regional Center Operations (DRCO) serves persons with developmental disabilities in residential facilities. The DRCO coordinates service delivery between three state-owned and operated Regional Centers: Grand Junction Regional Center (GJRC), Pueblo Regional Center (PRC) and Wheat Ridge Regional Center (WRRC). The Regional Centers provide a number of services, including: 24-hour supervision, residential treatment, day programming, habilitation, medical treatment, training, behavioral interventions and short-term emergency/crisis support to the community system.

Director: Georgia Edson

Executive Summary

- *Rate of Physical Intervention by Regional Center:* Interdisciplinary teams at each center analyze reports to determine what preceded the physical intervention (PI) and which strategies may reduce future physical interventions. In an effort to reduce physical interventions, the Regional Centers completed training their staff using a new, nationally recognized de-escalation training protocol called Mandt. All Regional Centers now employ the Mandt technique to prevent physical interventions. As a result, DRCO is seeing a reduction in PI across the division.

Measures

- [Percent of Residents without Physical Intervention by Regional Center](#)



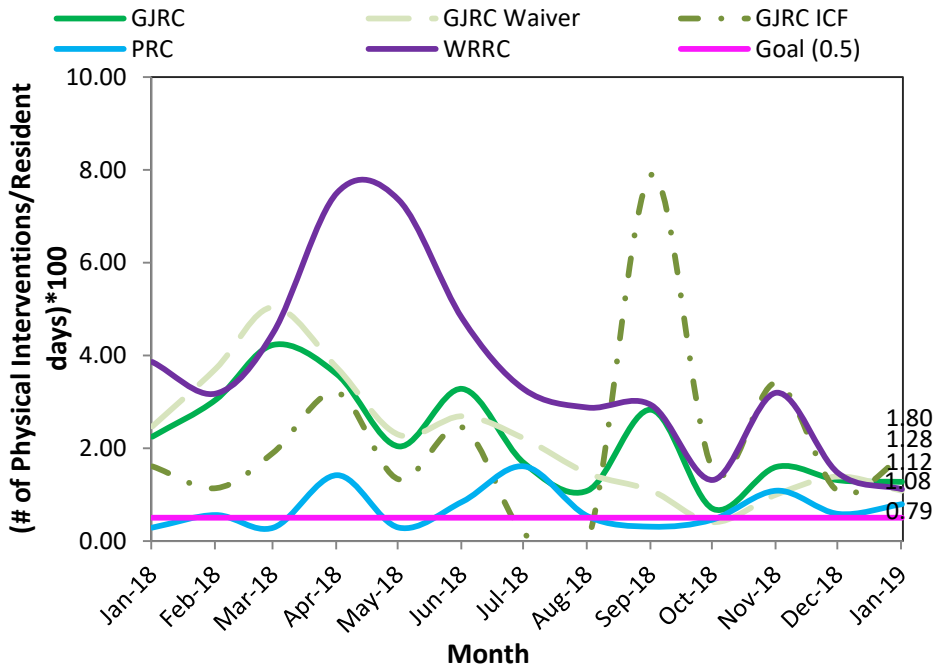
Division of Regional Center Operations (DRCO)

Measure: **Percent of Residents without Physical Intervention by Regional Center**

How it is measured: *Numerator:* Number of physical interventions
Denominator: Per 100 resident days; average monthly denominator: Grand Junction: 2,279.7, Grand Junction Waiver: 1,693, Grand Junction ICF: 586.7, Pueblo: 1,346.3, Wheat Ridge: 3,718.3

Why this matters: Reducing the use of physical interventions decreases the likelihood of trauma and creates a safer environment overall.

Goal: **↓0.5**



Trend: All of the Regional Centers' performance improved this quarter, but the goal was not met. Performance in January 2019 was as follows: Grand Junction at 1.28, Pueblo at 1.08, Wheat Ridge at 1.12.



State Veterans Community Living Centers

Summary

Description

Colorado operates four State Veterans Community Living Centers (SVCLCs): Fitzsimons SVCLC in Aurora, Bruce McCandless SVCLC in Florence, Homelake SVCLC in Monte Vista, and Rifle SVCLC in Rifle. There is also a SVCLC located in Walsenburg, Colorado, which is operated by the Huerfano County Hospital District. Data are not reported for the SVCLC in Walsenburg given that it is not state-owned or operated. Colorado's SVCLCs serve honorably discharged veterans, veterans' spouses/widows and "Gold-Star" parents, (i.e., those whose children died while serving in the Armed Forces). The SVCLCs offer:

- Long-term care, including skilled nursing care, speech, physical and occupational therapy and memory care services to include specialized care and/or secure units for individuals with dementia;
- Social activities and assistance with bathing, dressing and other daily activities;
- Short-term rehabilitation care in which individuals seeking to return home following a qualifying hospital stay can work to regain skills and improve physical strength, endurance and aerobic capacity through Medicare-certified rehabilitation services;
- Domiciliary cottages with assisted living-like services;
- Short-term respite care, which provides a helpful option when homecare providers are unavailable;
- End-of-life/hospice care, which includes comfort-oriented services.

Director: Aaron Termain

Executive Summary

- Rifle, Florence, and Homelake were able to bring back their Certified Nursing Assistant (CNA) training program. This program is to help train staff to become certified CNAs in the State of Colorado. These programs help the VCLCs to retain and acquire skilled staff.
- *Fall Rate:* The Centers continue to closely monitor falls at their facilities. Each center is updating their fall training with a "Fall Crime Scene" training. The training involves using an empty room to stage a fall. The staff must determine what factors could have led to the fall and teaches them the appropriate interventions to prevent falls in the future.

Measures

- [Fall Rate](#)
- [Prevalence of Weight Loss](#)



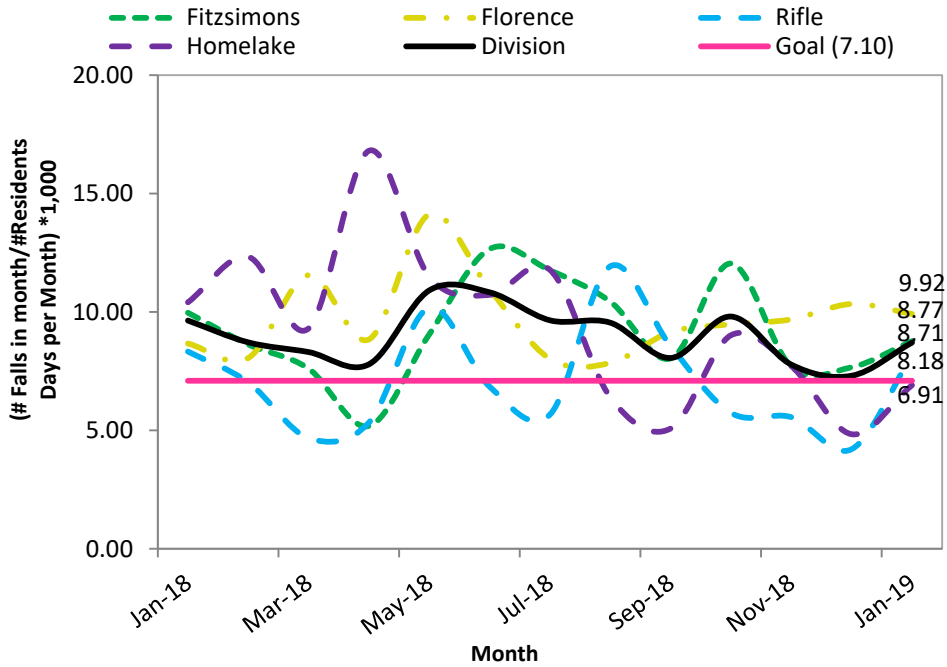
State Veterans Community Living Centers (SVCLC)

Measure: **Fall Rate**

How it is measured: *Numerator:* Number of falls
Denominator: Per 1,000 resident days. Average resident days by month: Fitzsimons: 4,802.7, Florence: 2,804, Rifle: 2,125.3, Homelake: 1,439.7, Division: 11,171.7

Why this matters: Community Living Center residents have the right to receive safe, high-quality care, evidenced by a low number of resident falls.

Goal: **↓7.10**



Trend: By the end of the quarter, the Division’s performance demonstrated an increase in falls at Rifle, Homelake and Fitzsimons, with stability in the fall rate at Florence. Homelake met the goal in January 2019.





State Veterans Community Living Centers (SVCLC)

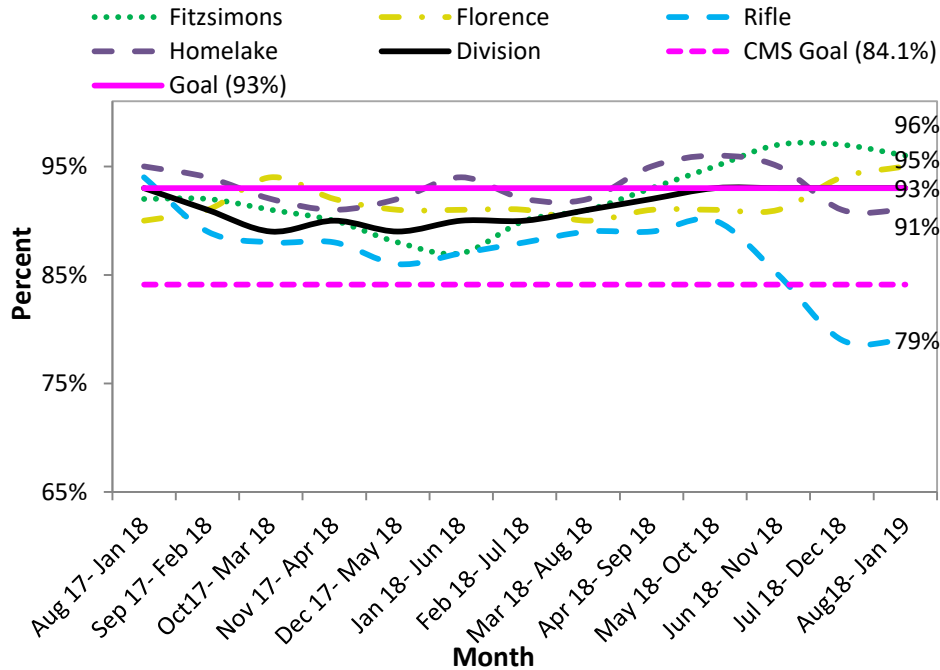
Measure: **Prevalence of Weight Loss**

How it is measured: *Numerator:* Number of residents with a recent Minimum Data Set (MDS) assessment and without a weight loss of 5% or more in the last month or a loss of 10% or more in the last six months.

Denominator: Number of residents with a recent MDS assessment. Average residents available for an assessment within six months by month: Fitzsimons: 203, Florence: 105, Rifle: 80, Homelake: 55, Division: 421

Why this matters: Community Living Center residents have the right to receive safe, high-quality care, evidenced by maintaining their weight.

Goal: **↑84.1% (CMS Goal)**



Trend: In the most recent quarter, Fitzsimons and Florence met the goal in August 2018 - January 2019, with performance at 96% and 95%, respectively. Homelake met the goal in June 2018 - November 2018, but Rifle did not meet the goal this quarter. In June 2018 - November 2018, all centers were exceeding the 84.1% Centers for Medicare and Medicaid Services goal.



Office of Early Childhood

Description

The Office of Early Childhood provides access to collaborative, coordinated, quality early childhood programs and supports to children, families, and early care professionals in an effort to best prepare Coloradans for future success. Colorado families who seek and need assistance are provided services, supports, and resources from one or more of the various programs in the Division of Early Care and Learning and the Division of Community and Family Support.

The Office of Early Childhood continues to work with many partners, including parents, schools, child care providers, Community Centered Boards, early intervention service providers, businesses, community organizations, and other stakeholders to provide high-quality early childhood programs and effective prevention strategies.

The Office of Early Childhood aligns all operations and efforts to work toward three outcomes:

- School Readiness – All Colorado children are ready for school when entering kindergarten.
- Safe, Stable, and Nurturing Environment – All Colorado children develop positive relationships within safe and stable environments free of toxic stress.
- Resilience in Early Childhood – All Colorado children have the tools necessary to successfully adapt and overcome challenging situations and/or stressful environments.

Director: Mary Anne Snyder

Deputy Director: Brian Conly

Division of Early Care and Learning

Summary

Description

The Division of Early Care and Learning (DECL) is the state's lead agency in planning and implementing public child care policy. The Division is responsible for licensing and monitoring child care facilities, managing the Colorado Child Care Assistance Program (CCCAP) for eligible families, administering child care grants and quality initiatives, and serving as the lead in implementing federal child care programs. The overall goal of the Division of Early Care and Learning is to promote quality, accessible and affordable child care services for Colorado families.

Director: Erin Mewhinney

Executive Summary

- *Continuity of Child Care for Children Utilizing CCCAP Child Care Subsidy:* Over the last quarter, family-level disruptions have accounted for 90% of disruptions to the CCCAP benefit experienced by families. To address this, OEC is leveraging the Quality Assurance and Quality Improvement Division (QA/QI) and county monitoring efforts to identify inappropriate case closures within current rule. OEC is also working with stakeholders to address potential rule changes that may further support continuity.
- *Licensed Child Care Providers Eligible for a Quality Rating that Achieve a Colorado Shines Level 3-5:* This measure continues to support the Division's efforts to expand high quality care options for those in Colorado. Outreach efforts continue to include proactively engaging providers prior to their expiration and positive recognition in publications and at conferences.
- *Colorado Child Care Assistance Program Income Accuracy Rate:* In order to continue to improve performance, the Division and the QA/QI team have brought together program, county, and QA/QI staff to address the most common errors. This includes reviewing current rules, policy, and procedures at the county level and how they may contribute to these errors.

Measures

- [Continuity of Child Care for Children Utilizing CCCAP Child Care Subsidy](#)
- [Licensed Child Care Providers Eligible for a Quality Rating that Achieve a Colorado Shines Level 3-5](#)
- [Colorado Child Care Assistance Program Income Verification Accuracy Rate](#)
- [Colorado Child Care Assistance Program Eligibility Activity Accuracy Rate](#)

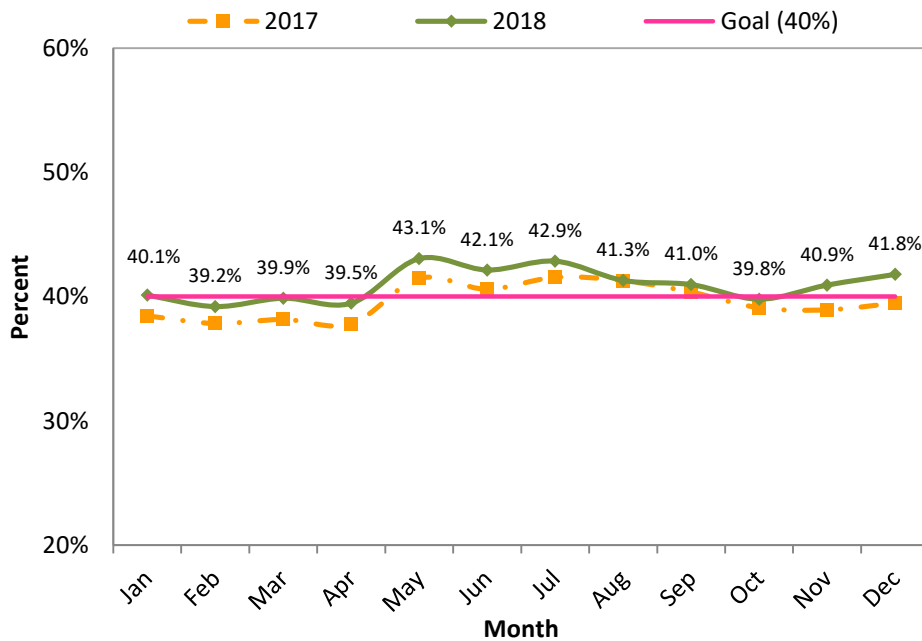


Division of Early Care and Learning (DECL)

Measure: **Continuity of Child Care for Children Utilizing CCCAP Child Care Subsidy**

How it is measured: *Numerator:* All children under 5 years old who utilized CCCAP at least once each month with the same provider for 12 months previous to the current month
Denominator: All children under 4 years old who utilized CCCAP at least once 12 months prior to the reporting month; average monthly denominator: 7,544
Why this matters: Continuity of child care and the security and stability it provides is important to the emotional growth and development of Colorado's children.

Goal: **↑ 40%**



Trend: The Division’s performance in the most recent quarter ranged from 39.8% to 41.8%. The goal was met in November and December 2018. The performance in 2018 continued to closely follow 2017 performance.





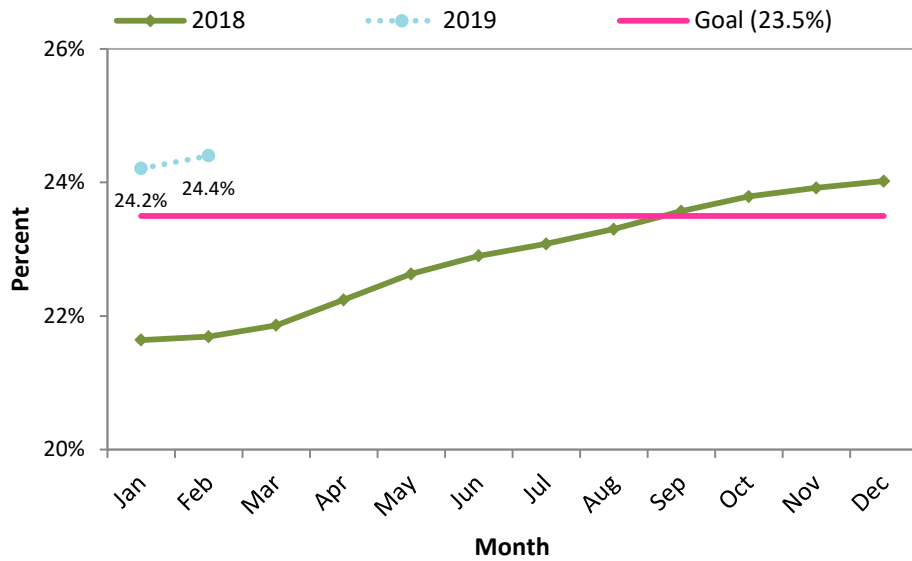
Division of Early Care and Learning (DECL)

Measure: **Licensed Child Care Providers Eligible for a Quality Rating that Achieve a Colorado Shines Level 3-5**

How it is measured: *Numerator:* Licensed facilities eligible for a Colorado Shines rating that have obtained at least a Level Three quality rating
Denominator: Licensed facilities eligible for a Colorado Shines rating; average monthly denominator: 3,883

Why this matters: Expanding the number of facilities that are engaged and working with the state to obtain a Colorado Shines high-quality rating will provide higher-quality care for Colorado's children.

Goal: **↑ 23.5%**



Trend: The Division’s performance in the most recent quarter ranged from 24.0% to 24.4%. The June 2019 goal was met each month during the quarter.





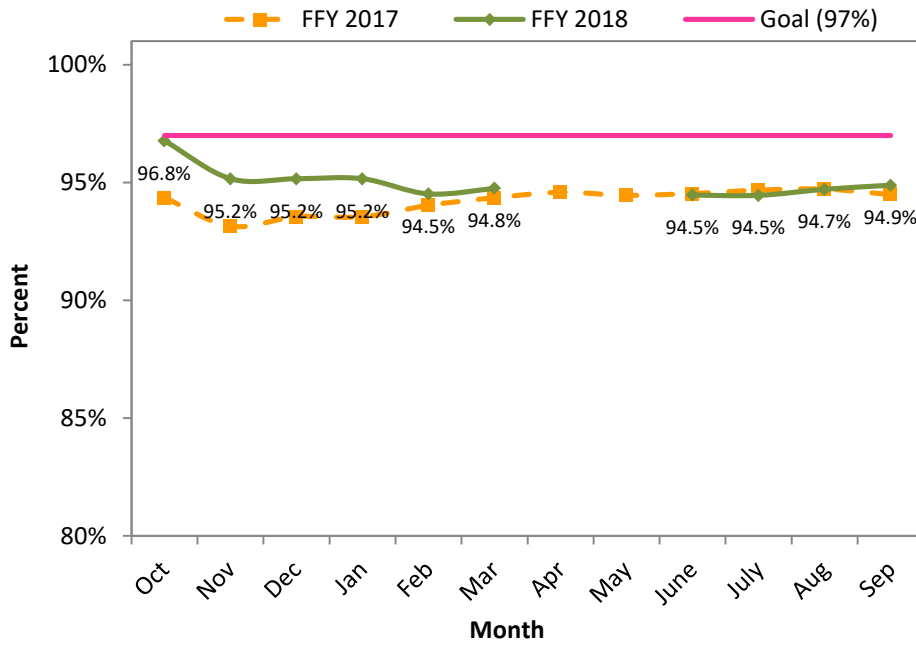
Division of Early Care and Learning (DECL)

Measure: **Colorado Child Care Assistance Program Income Verification Accuracy Rate**

How it is measured: *Numerator:* Number of Income Verification Elements without a found error
Denominator: Total number of Income Verification Elements reviewed; cumulative denominator: 1,232

Why this matters: With a finite amount of money available to families across Colorado seeking subsidized child care, it is important to be accurate through the eligibility process to ensure the right families are enrolled and the amount of dollars allocated are correct.

Goal: **↑ 97%**



Trend: The Division’s performance in the most recent quarter ranged from 94.5% to 94.9%. The annual goal was not met.

Notes: Due to an upgrade to the CHATS software system, this measure was put on hold for two months, April and May 2018, thus the reintroduction with June 2018 data.





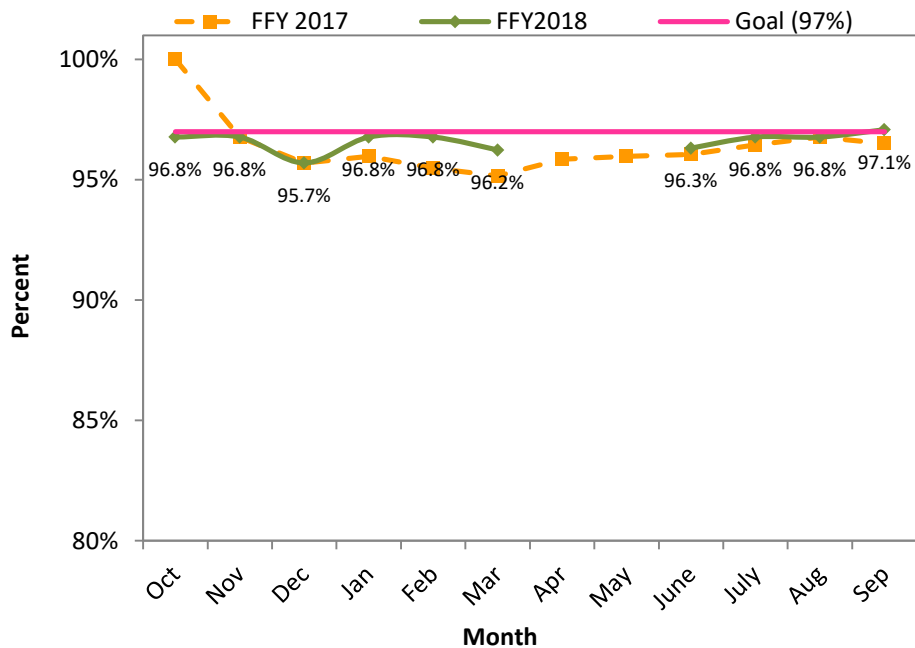
Division of Early Care and Learning (DECL)

Measure: **Colorado Child Care Assistance Program Eligibility Activity Accuracy Rate**

How it is measured: *Numerator:* Number of Eligibility Activity Elements without a found error
Denominator: Total number of Eligibility Activity elements reviewed; cumulative denominator: 308

Why this matters: With a finite amount of money available to families across Colorado seeking subsidized child care, it is important to be accurate through the eligibility process to ensure the right families are enrolled.

Goal: **↑ 97%**



Trend: The Division’s performance in the most recent quarter ranged from 96.8% to 97.1%. The annual goal was met in September 2018.

Notes: Due to an upgrade to the CHATS software system, this measure was put on hold for two months, April and May 2018, thus the reintroduction with June 2018 data.



Division of Community and Family Support

Summary

Description

The Division of Community and Family Support (DCFS) is made up of 12 distinct programs. All DCFS programs share objectives in alignment with at least one of two shared themes: 1) Reduced Child Abuse through Family Supports and 2) Increased Number of Children Ready for Kindergarten. These programs and services benefit families in need by strengthening collaboration and coordination between the state-level early childhood system and local delivery systems. The Division works with various partners, including parents, schools, child care providers, early intervention services and programs, businesses, community organizations and other stakeholders to provide high-quality early childhood programs and effective prevention strategies to mitigate challenges faced by families that affect school readiness and academic success.

Director: Mary Martin

Executive Summary

- *Child Abuse Protection and Treatment Act (CAPTA) Referrals to Early Intervention (EI) Who Complete the Eligibility Process:* In order to improve the eligibility completion rate, DCFS is collaborating with the Division of Child Welfare (DCW) to determine potential strategies to increase the EI developmental screening completion rate for ongoing Child Welfare cases. The Division is focused on decreasing the number of contact attempts to families by CCBs which are unsuccessful. To do so, they are collaborating with DCW to update caseworker contact information at the time of referral.
- *Percent of Healthy Steps Clients Who Had Six or More Well-Child Checks after 15 Months:* The Division worked with the Office of Performance and Strategic Outcomes to identify Percent of Healthy Steps Clients Who Had Six or More Well-Child Checks after 15 Months as a new performance measure. This measure was first introduced in the December 2018 C-Stat meeting. This measure will support the Division's efforts to track growth and development, prevention, raising parental concerns, and creating a team approach to care.
- *Parents as Teachers (PAT): Percent of Families Who Received One or More Visits in the Month:* Due to a consistently high performance this measure has been moved to the CDHS C-Stat Dashboard in January 2019, therefore it is not detailed in this C-Stat Quarterly Report. The C-Stat Dashboard is distributed along with the monthly C-Stat data and reviewed by Executive Management on a monthly basis, but is not reported as a part of the C-Stat Quarterly Report.

Measures

- [Child Abuse Protection and Treatment Act \(CAPTA\) Referrals to Early Intervention \(EI\) Who Complete the Eligibility Process](#)
- [Achieved Individualized Outcomes in Early Intervention](#)
- [Colorado Community Response \(CCR\): Percent of Families with Positive Movement on the Economic Self-Reliance Scale](#)
- [Colorado Community Response \(CCR\): Percent of Families Who Have Economic Self Sufficiency Goal within One Month of Assessment Completion](#)
- [Home Instruction for Parents of Preschool Youngsters \(HIPPY\): Percent of Families Who Received All Expected Visits/Packets in the Month](#)

[Percent of Healthy Steps Clients Who Had Six or More Well-Child Checks After 15 Months](#)



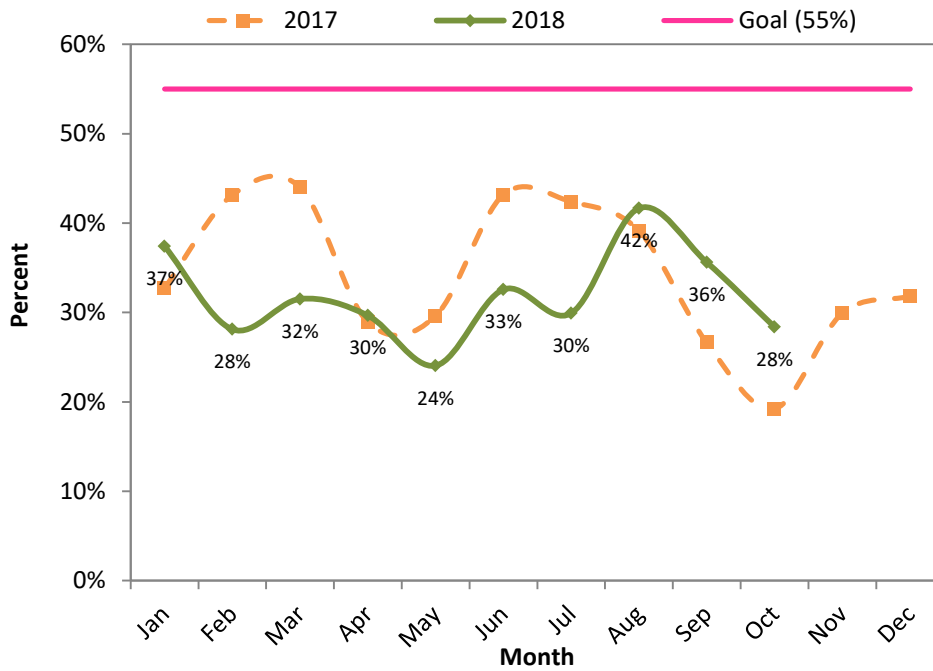
Division of Community and Family Support (DCFS)

Measure: **Child Abuse Protection and Treatment Act (CAPTA) Referrals to Early Intervention (EI) Who Complete the Eligibility Process**

How it is measured: *Numerator:* Number of CAPTA referrals to EI who complete the EI eligibility process
Denominator: Number of CAPTA referrals received by EI, "Pending" statuses removed; average monthly denominator: 70

Why this matters: Early Intervention services help infants and toddlers with disabilities or delays to catch up in their development. Research has shown that children who are abused or neglected may be a greater risk of developmental delays in the domains of: physical, cognitive communication, social/emotional and or adaptive development. Providing early intervention services to support the healthy development of young children can have positive effects that last throughout childhood and into adulthood.

Goal: **↑55%**



Trend: The Division’s performance in the most recent quarter ranged from 28% to 42%. The goal was not met.

Notes: The four-month reporting lag allows for children and families to move through the Early Intervention eligibility process. Data for this measure is updated each month to include cases that were previously in a pending status. This potentially changes past data points, but also provides a more accurate picture of the Division’s performance.





Division of Community and Family Support (DCFS)

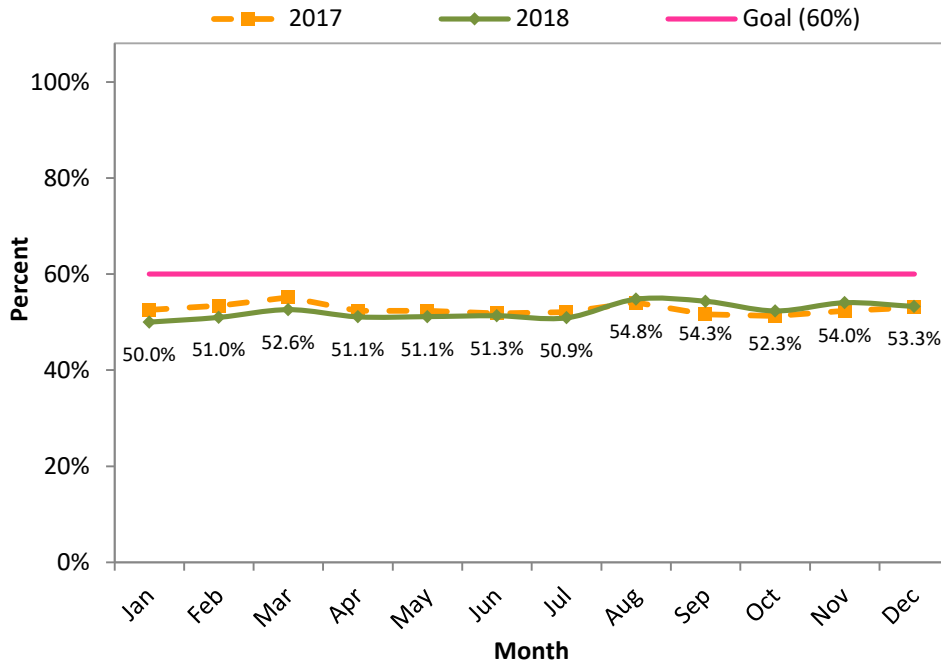
Measure: **Achieved Individualized Outcomes in Early Intervention**

How it is measured: *Numerator:* Number of individualized outcomes met at Individualized Family Service Plan (IFSP) review

Denominator: Number of individualized outcomes reviewed in a given month; average monthly denominator: 2,114

Why this matters: Research shows that the first three years are the most important time for developing and learning in a child’s life. Early Intervention helps families to assist their children with special needs to develop to their full potential and possibly decrease or prevent the need for specialized care later during school age years.

Goal: **↑ 60%**



Trend: Performance in the most recent quarter ranged from 52.3% to 54.0%. The goal was not met in this quarter. Performance continued to align with the 2017 performance.





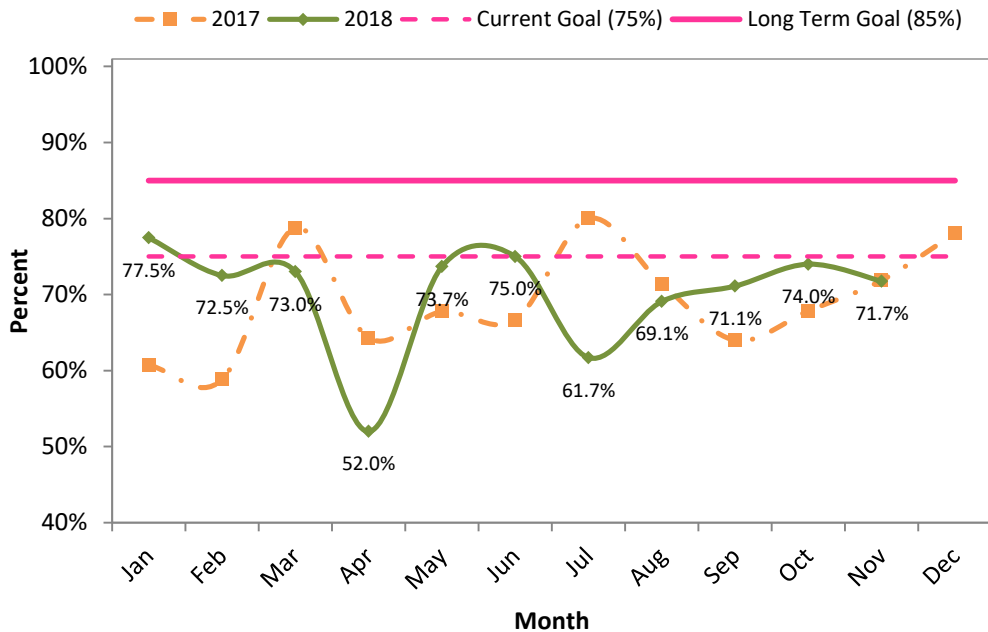
Division of Community and Family Support (DCFS)

Measure: **Colorado Community Response (CCR): Percent of Families with Positive Movement on the Economic Self-Sufficiency Scale**

How it is measured: *Numerator:* Number of families showing positive movement between entry and exit scores on the Economic Self-Sufficiency scale from the Colorado Family Support Assessment v2.0 (CFSA v2.0)
Denominator: Number of families who exited the CCR program in the given month with a matching entry and exit CFSA v2.0; average monthly denominator: 47

Why this matters: Economic self-sufficiency refers to an individual being able to supply their own needs without external assistance. Understanding the impact CCR has on increasing a family’s economic self-sufficiency allows the program to potentially adjust their services to be more impactful.

Goal: **↑ 85%**



Trend: The Division’s performance in the most recent quarter ranged from 71.1% to 74.0%. The goal was not met during the quarter.



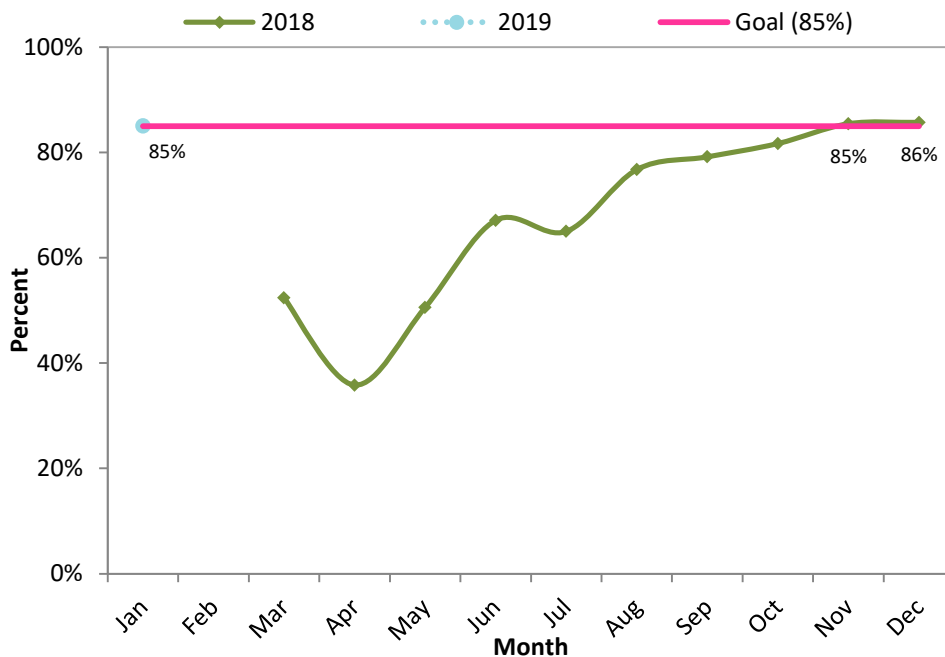
Division of Community and Family Support (DCFS)

Measure: **Colorado Community Response (CCR): Percent of Families Who Have Economic Self-Sufficiency (ESS) Goal within One Month of Assessment Completion**

How it is measured: *Numerator:* Families have an ESS related goal recorded within one month of completing the CCR assessment
Denominator: Families who have completed the CCR assessment; average monthly denominator: 74

Why this matters: Economic Self-Sufficiency refers to an individual being able to supply their own needs without external assistance. Understanding the impact CCR has on increasing a family’s economic self-sufficiency allows the program to potentially adjust their services to be more impactful.

Goal: **↑ 85%**



Trend: The Division’s performance in the most recent quarter ranged from 85% to 86%. The goal was met each month during the quarter.





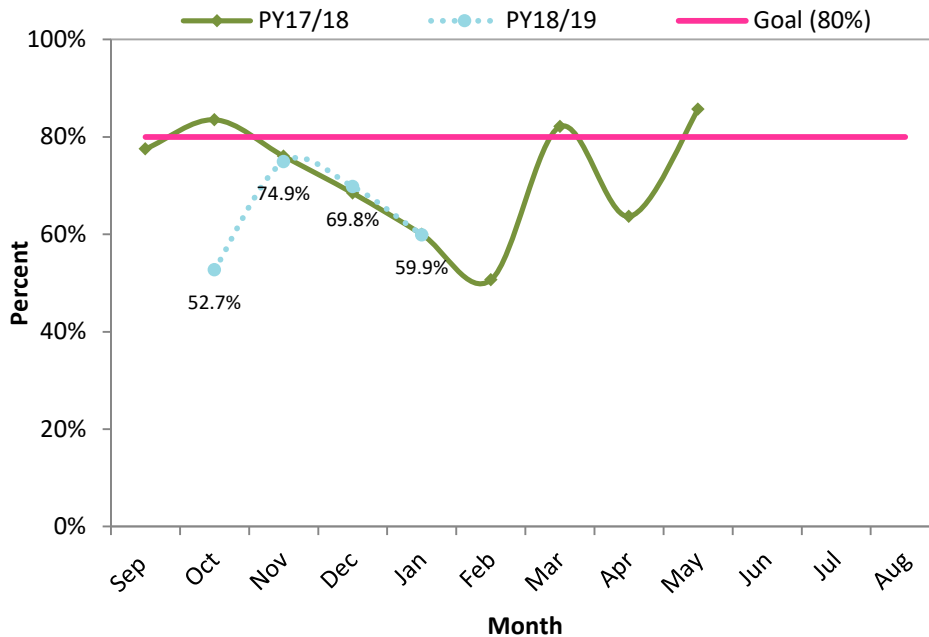
Division of Community and Family Support (DCFS)

Measure: **Home Instruction for Parents of Preschool Youngsters (HIPPY): Percent of Families Who Received All Expected Visits/Packets in the Month**

How it is measured: *Numerator:* Number of families who received all expected visits/packets within the month
Denominator: Number of families enrolled for the entire month; average monthly denominator: 304

Why this matters: Home Visitors provide weekly home visits to parents to encourage their involvement in their local schools and communities, while empowering and training them to act as the primary educator for their children. This maximizes a child’s chances at a successful early school experience. Monthly group meetings provide an opportunity for families to build social capital by meeting other families in their community and discover potential resources to meet their specific needs.

Goal: **↑ 80%**



Trend: The Division’s performance in the most recent quarter ranged from 59.9% to 74.9%. The goal was not met in this quarter. Performance is closely aligned with that of 2017.



Office of Economic Security

Description

The Office of Economic Security (OES) administers programs that provide financial, employment, energy, and nutritional supports to Coloradans. The Office of Economic Security consists of three divisions: the Child Support Services Division; the Employment and Benefits Division, which includes Colorado Works/Temporary Assistance for Needy Families, the Colorado Refugee Services Program, and Adult Financial Programs; and the Food and Energy Assistance Division, which includes the Food Assistance/Supplemental Nutritional Assistance Program, the Low-Income Energy Assistance Program, and Food Distribution Programs.

Director: Ki'i Powell

Deputy Director: Barry Pardus

Child Support Services

Summary

Description

The Division of Child Support Services (CSS) exists to ensure that all children in single-parent households receive financial and medical support from both parents. This is accomplished by locating non-custodial parents, establishing paternity, and when required, establishing child support obligations. Child Support Services enforces the payment of those obligations through the collection of current support and/or arrears payments. Services are provided at the county level to Colorado families.

Director: Larry Desbien

Executive Summary

- The Division has worked closely with Deloitte, a consulting firm, to complete a final report on a project called the Child Support Discovery Lab. This project included county partners and other child support stakeholders in the discussion of current business and system priorities, and the alignment of those priorities with the CSS strategic plan. The intent of the project was to provide a better sense of the strategic priorities for the Division and ACSES (child support data management system). The Division will continue to work closely with county partners on the proper integration of these priorities into the strategic plan.

Measures

- [Percent of Current Child Support Collected](#)
- [Percent of Cases with an Arrears Payment](#)



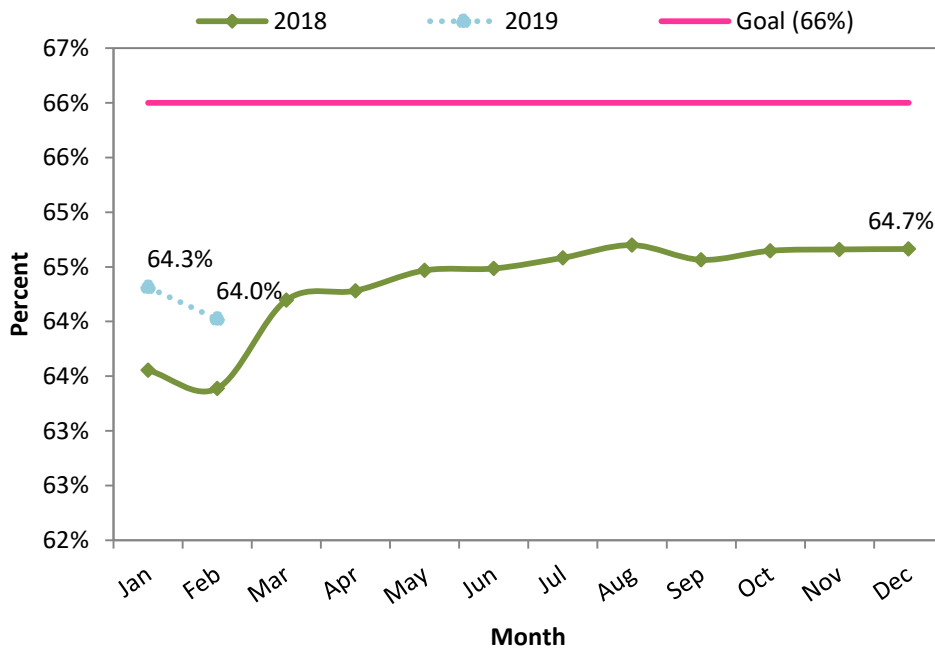
Child Support Services (CSS)

Measure: **Percent of Current Child Support Collected (Federal Measure)**

How it is measured: *Numerator:* Cumulative current support dollars collected year to date
Denominator: Cumulative current support dollars owed year to date; cumulative denominator for monthly support owed through February 2019: \$66,130,314.82

Why this matters: Collecting child support increases the economic security of families.

Goal: **↑66%**



Trend: The Division’s performance in the most recent quarter ranged from 64.0% to 64.7% and has begun 2019 above the previous year’s trend.

Child Support Services (CSS)

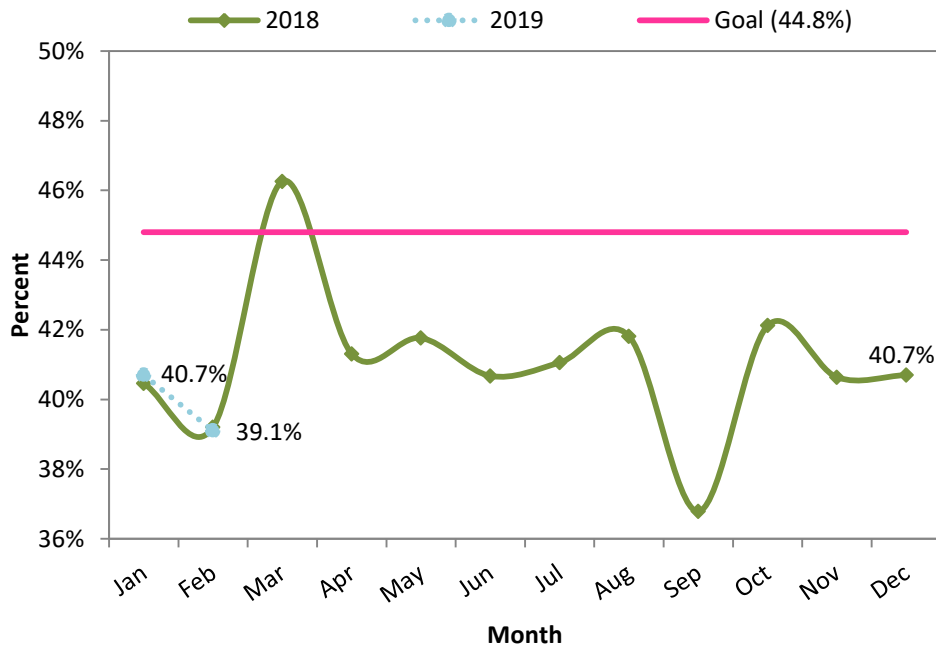
Measure: **Percent of Cases with an Arrears Payment**

How it is measured: *Numerator:* Cases where an arrears balance was owed and at least some portion of that obligation was paid in the month

Denominator: Number of cases with arrears owed in the month; average monthly denominator: 101,948

Why this matters: Collecting arrears payments increases the economic security of families.

Goal: **↑44.8%**



Trend: The Division's performance in the most recent quarter ranged from 39.1% to 40.7%. The goal was not met.

Employment and Benefits Division

Summary

Description:

The Employment and Benefits Division administers the State's cash assistance programs for families and older adults, as well as the Colorado Refugee Services Program. Adult Financial has programs that encompass several types of assistance that provide financial support for adults with low income or with disabilities and includes the following programs: Aid to the Needy and Disabled and Aid to the Blind, Old Age Pension, Home Care Allowance, Adult Foster Care, Burial Assistance, and Repatriation. A second program, Colorado Works, is federally known as Temporary Assistance for Needy Families (TANF). Colorado Works provides financial assistance, employment and supportive services, and case management to eligible low-income families with minor children in the home. Cash assistance is provided either through recurring cash benefit payments to eligible families, for no more than 60 combined months, or through lump-sum diversion payments intended to offset deeper economic instability that might necessitate ongoing cash benefits. Clients who are job-ready are required to participate in work activities in order to receive ongoing cash assistance payments. Colorado Works and Adult Financial programs are administered through county human service offices across the state. The Colorado Refugee Services Program (CRSP) ensures effective resettlement of officially designated refugees and promotes refugee self-sufficiency. The Colorado Refugee Services Program works through local volunteer agencies and supports an array of activities that include resettlement, education, employment, health, legal/citizenship, financial, and housing services.

Director: Katie Griego

Executive Summary

- *Colorado Works Payment Accuracy Rate:* Due to consistently high performance, this measure was moved to the CDHS C-Stat Dashboard in January 2019; therefore, this will be the last time it is detailed in the Quarterly Report. The C-Stat Dashboard is distributed along with the monthly C-Stat data and reviewed by Executive Management on a monthly basis.
- *Colorado Works Entered Employment Cumulative:* The Division remains committed to increasing the economic security of Coloradans through employment. Therefore, in March 2019, the goal for Colorado Works Entered Employment was increased from 35% to 40%.
- *Colorado Works All-Family Work Participation Rate:* The Division has continued to provide technical assistance and training to counties. As a result, overall performance remains above the previous year and achieved a high of 48.4% in December 2018.

Measures

- [Adult Financial Payment Accuracy Rate](#)
- [Colorado Works Payment Accuracy Rate](#)
- [Colorado Works Entered Employment](#)
- [Colorado Works All-Family Work Participation Rate](#)
- [Colorado Refugee Services Program 90-Day Employment Retention](#)
- [Colorado Refugee Services Program Wages](#)



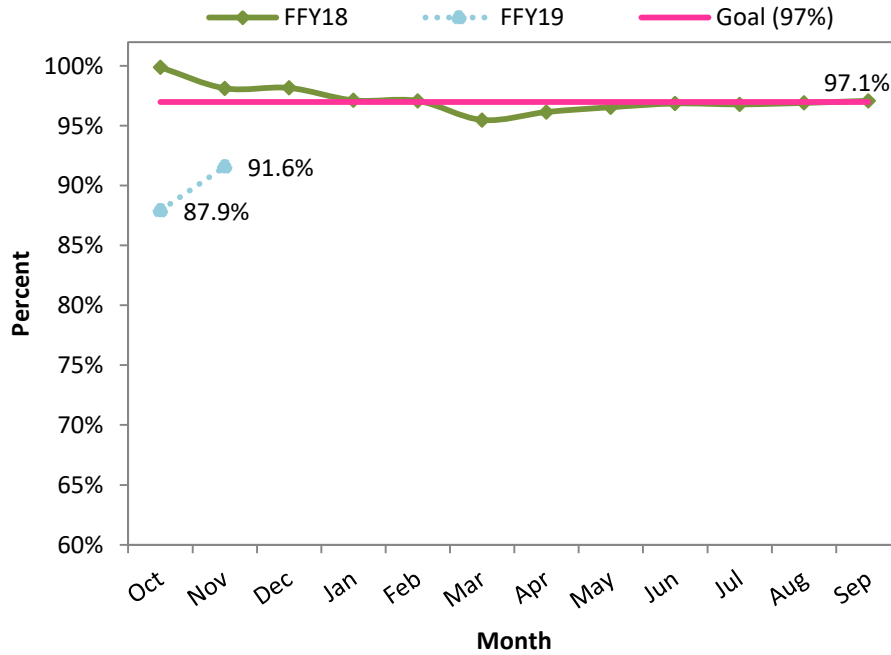
Employment and Benefits Division: Adult Financial (AF)

Measure: **Adult Financial Payment Accuracy Rate**

How it is measured: *Numerator:* Cumulative amount of accurately authorized dollars in the sample
Denominator: Cumulative amount of authorized dollars in the sample: \$21,966

Why this matters: Processing applications accurately ensures Coloradans have access to resources that increase their economic security.

Goal: **↑97%**



Trend: The Division’s performance in the most recent quarter ranged from 87.9% to 97.1% and met the goal in September 2018.

Notes: The federal fiscal year begins each year on October 1st, resetting the cumulative measurement.



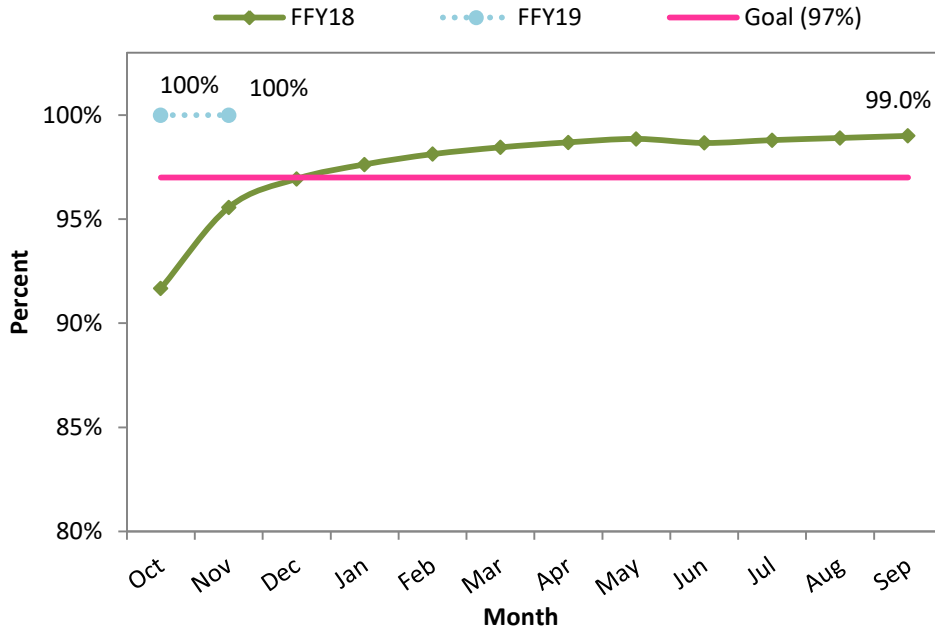
Employment and Benefits Division: Colorado Works (CW)

Measure: **Colorado Works Payment Accuracy Rate**

How it is measured: *Numerator:* Cumulative amount of accurately authorized dollars in the sample
Denominator: Cumulative amount of authorized dollars in the sample: \$29,486

Why this matters: Processing applications accurately ensures Coloradans have access to resources that increase their economic security.

Goal: **↑97%**



Trend: The Division’s performance in the most recent quarter ranged from 99.0% to 100.0% and has remained above the goal for 11 consecutive months.

Notes: The federal fiscal year begins each year on October 1st, resetting the cumulative measurement.



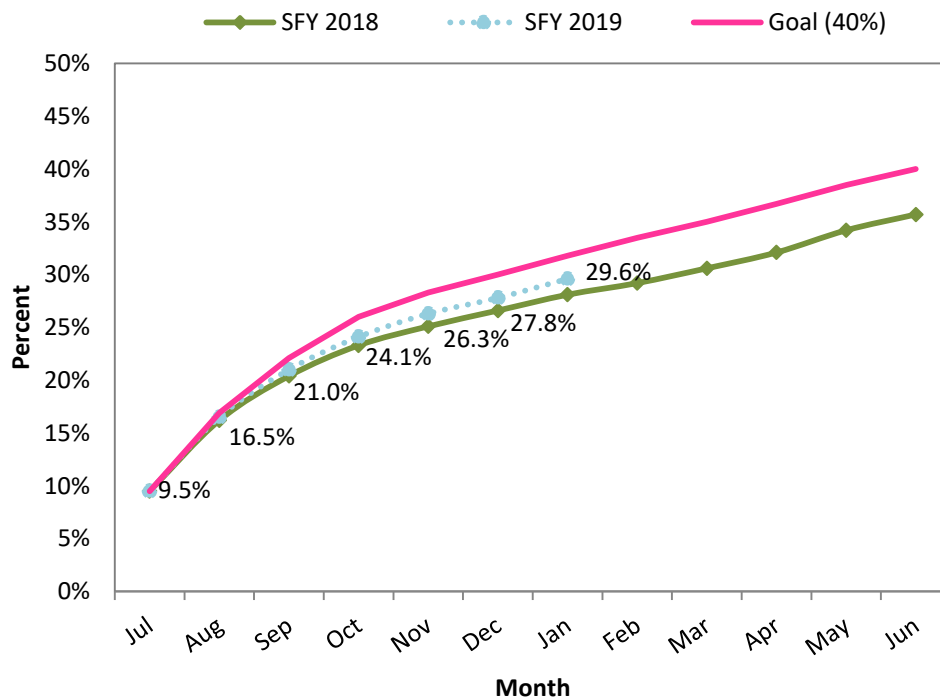
Employment and Benefits Division: Colorado Works (CW)

Measure: **Colorado Works Entered Employment, Cumulative**

How it is measured: *Numerator:* Number of individuals who gained employment in the year to date
Denominator: Number of individuals enrolled in Workforce Development year to date who are not in the same employment activity continuously: 21,289

Why this matters: Gaining employment enables Coloradans to increase their economic security.

Goal: **↑40%**



Trend: The entered employment rate for state fiscal year 2019 is below the goal at 29.6%.

Notes: The goal for this measure was increased from 35% to 40% in March 2019.

The state fiscal year begins July 1st, resetting the cumulative measurement.



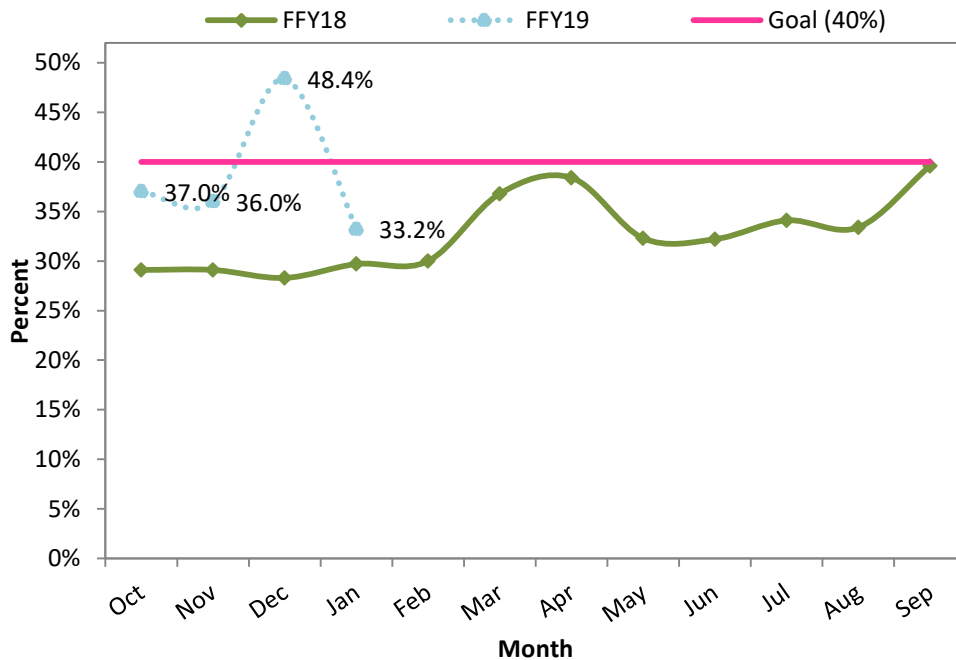
Employment and Benefits Division: Colorado Works (CW)

Measure: **Colorado Works Work Participation Rate, All-Family Sample (Federal Measure)**

How it is measured: *Numerator:* Weighted number of families in the month’s All-Family sample participating in countable work activities for the minimum number of hours, as federally determined
Denominator: Weighted number of families in the month’s All-Family sample subject to federal work participation requirements; average monthly denominator: 7,427.13

Why this matters: The Work Participation Rate is a federal measure that tracks families who are participating in federally-defined work activities.

Goal: **↑ 40%**



Trend: The Division’s performance in the most recent quarter ranged from 33.2% to 48.4% and met the goal in December 2018.

Notes: The Work Participation Rate is a process measure that tracks the number of hours individuals spend in specified employment activities. Colorado operates as a Sampling State in that 314 cases are selected monthly, and the sample’s weighted rates are reported to the federal Administration for Children and Families.

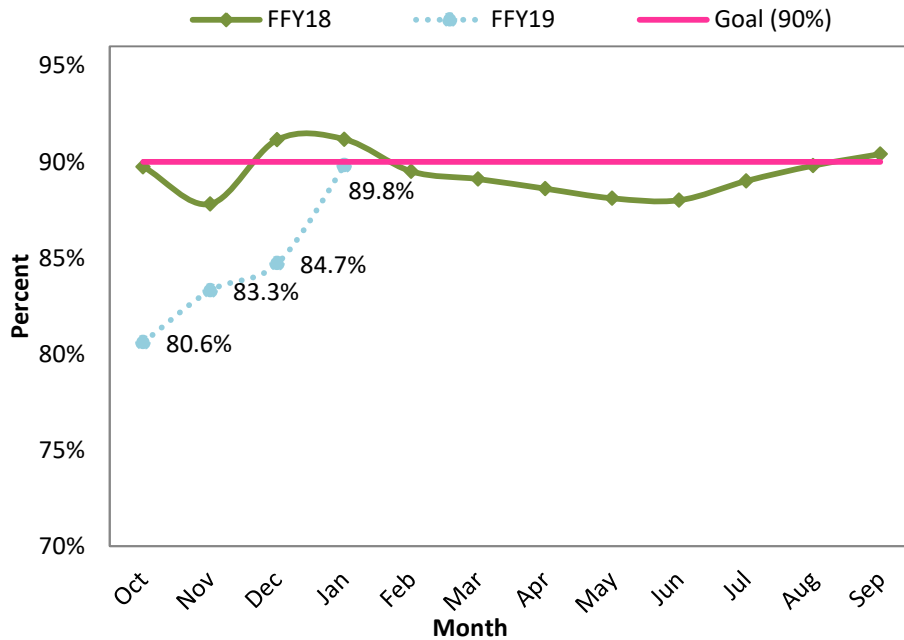
Employment and Benefits Division: Colorado Refugee Services Program (CRSP)

Measure: **90-Day Employment Retention (Federal Measure)**

How it is measured: *Numerator:* Cumulative number of individuals who have retained employment for 90 days after initial employment placement
Denominator: Cumulative number of individuals who have entered employment federal fiscal year to date; cumulative denominator: 98

Why this matters: Maintaining employment increases a person’s likelihood of long-term economic security.

Goal: **↑90%**



Trend: The Division’s performance in the most recent quarter ranged from 83.3% to 89.8%.

Notes: The federal fiscal year begins each year on October 1st, resetting the cumulative measurement.

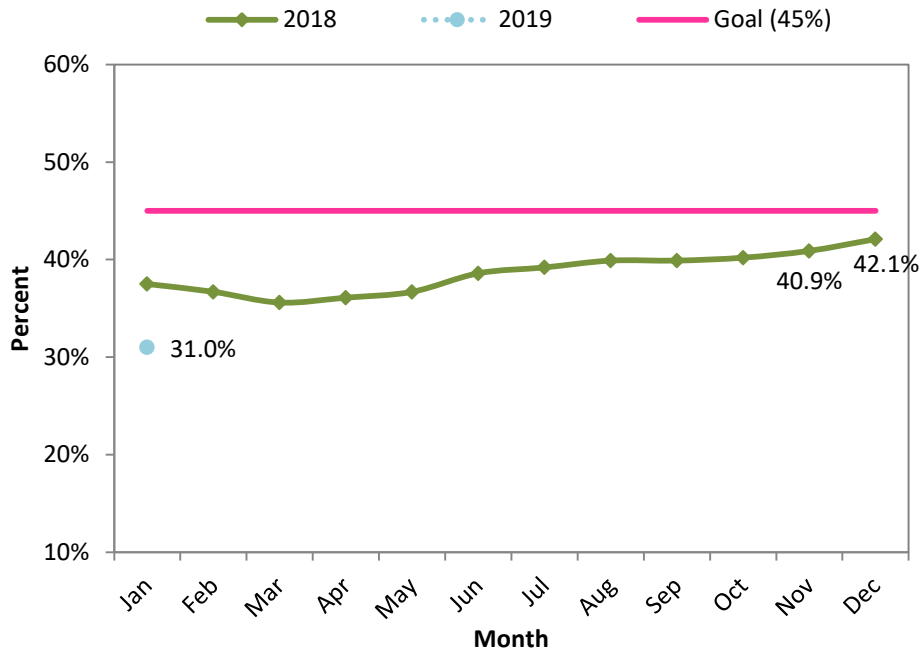
Employment and Benefits Division: Colorado Refugee Services Program (CRSP)

Measure: **Colorado Refugee Services Program Wages**

How it is measured: *Numerator:* Cumulative number of individuals with jobs that are at least 35 hours a week and have a wage of \$13.20 or greater
Denominator: Cumulative number of individuals with jobs that are at least 35 hours per week; cumulative denominator: 42

Why this matters: Increases in client wages will increase the likelihood of long-term economic security.

Goal: **↑45%**



Trend: The Division’s performance in the most recent quarter ranged from 31.0% to 42.1% and did not meet the goal.

Food and Energy Assistance

Summary

Description

Food Assistance is Colorado's nutritional safety net program, federally referred to as the Supplemental Nutrition Assistance Program (SNAP), and formerly known as Food Stamps. Food Assistance administers non-cash food benefits to eligible low-income households to purchase the food needed for a nutritionally adequate diet. In addition to benefits, Food Assistance administers the Employment First program, helping able-bodied adults without dependent children engage in activities that will improve their employability. Food Assistance is administered through county offices. This Division also houses the Food Distribution Program and the Low-Income Energy Assistance Program.

Director: Lena Wilson

Executive Summary

- *Food Assistance Case and Procedural Error Rate and Payment Error Rate:* The Division has continued to provide technical assistance to counties and pursue data system enhancements to make improvements on these measures.
- *Food Assistance Claim Rate:* The Division conducted an extensive review of the Claim Rate measure in collaboration with the Performance Management Division. As a result, new insights were gained on policy and procedure enhancements that may allow additional progress on this measure.

Measures

- [Food Assistance Case and Procedural Error Rate](#)
- [Food Assistance Payment Error Rate](#)
- [Food Assistance Claim Rate](#)
- [Food Assistance Impact Estimate](#)



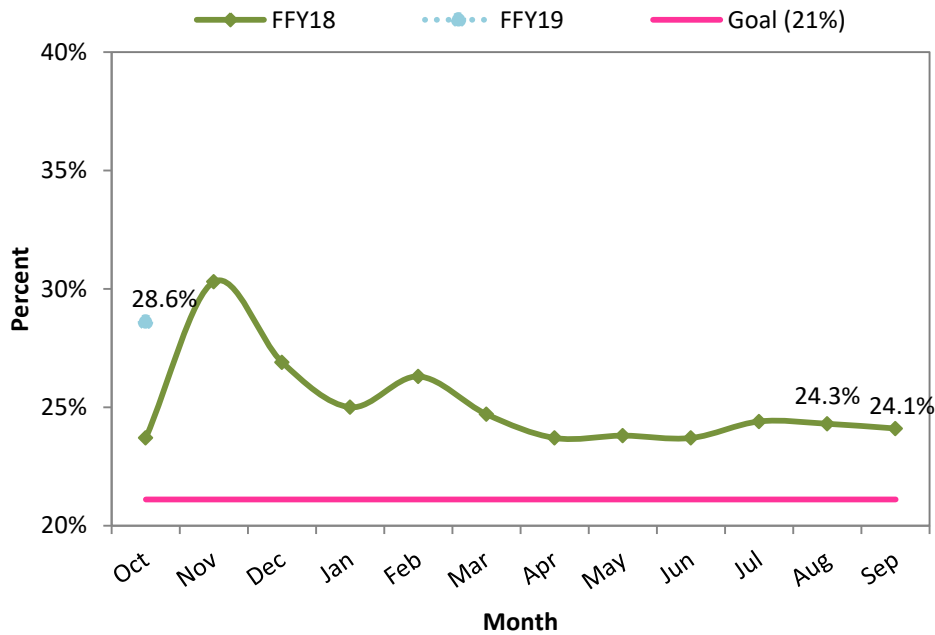
Food and Energy Assistance: Food Assistance (FA)

Measure: **Food Assistance Case and Procedural Error Rate (CAPER) (Federal Measure)**

How it is measured: *Numerator:* Cumulative number of incorrect negative actions sampled through the month
Denominator: Cumulative number of negative actions sampled federal fiscal year to date; cumulative denominator: 49

Why this matters: Processing applications accurately ensures that Coloradans receive the level of benefits for which they are eligible.

Goal: **↓ 21%**



Trend: The Division’s performance in the most recent quarter ranged from 28.6% to 24.1%. The goal was not met.

Notes: A case and procedural error can occur anytime an adverse action is taken against a participant (e.g., benefits are terminated or denied). Data runs in arrears, as the sample must be taken from completed months, and the Quality Assurance Division has 115 days to complete necessary review elements before reporting a final decision. This is a federal measure compiled by Quality Assurance staff within CDHS. The federal fiscal year begins each year on October 1st, resetting the cumulative measurement.



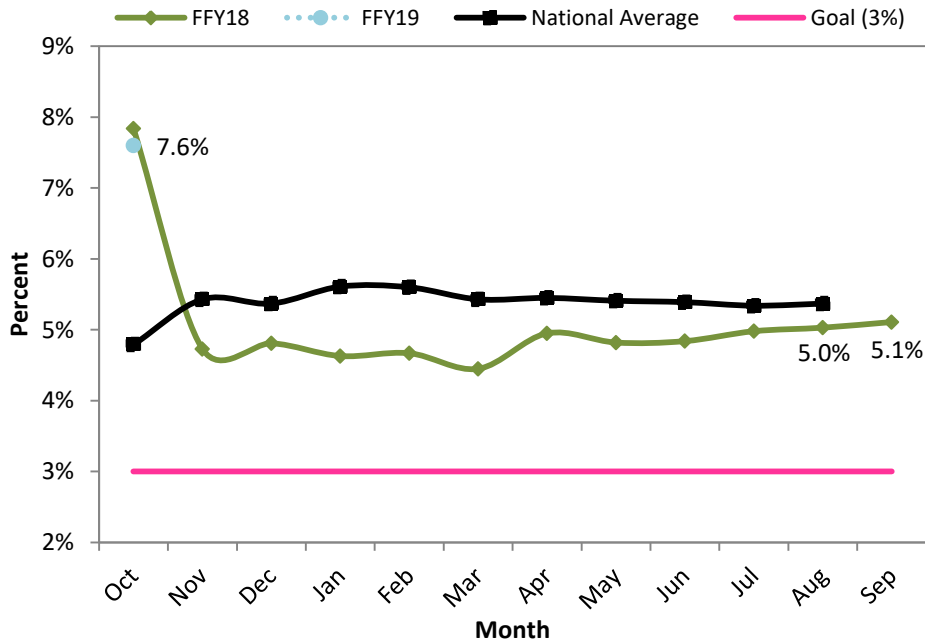
Food and Energy Assistance: Food Assistance (FA)

Measure: **Food Assistance Payment Error Rate (PER) (Federal Measure)**

How it is measured: *Numerator:* Cumulative amount of misauthorized dollars in the sample through the month
Denominator: Cumulative amount of authorized dollars in the sample federal fiscal year to date; cumulative denominator: \$18,340

Why this matters: Processing applications accurately ensures Coloradans have access to resources that increase their economic security.

Goal: ↓ 3%



Trend: The Division’s performance in the most recent quarter ranged from 7.6% to 5.0%. The goal was not met.

Notes: The Payment Error Rate (PER) is a federal measure of misauthorized payments above an allowable threshold (\$37 as of 2017). The National Average data runs two months further in arrears than state data.

CDHS Quality Assurance staff compiles the data for this measure. The federal fiscal year begins each year on October 1st, resetting the cumulative measurement.





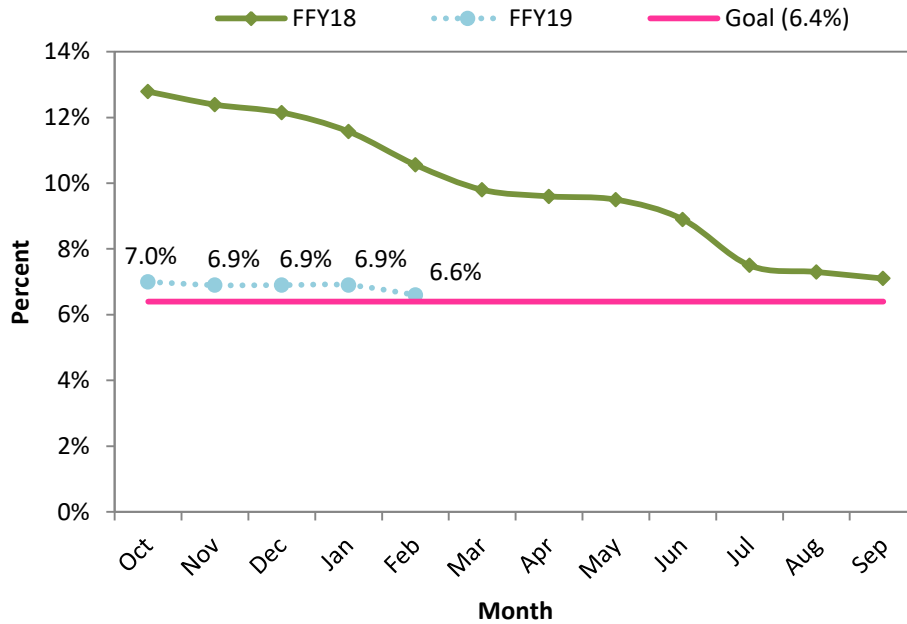
Food and Energy Assistance: Food Assistance (FA)

Measure: **Food Assistance Claim Rate**

How it is measured: *Numerator:* Number of open and active SNAP claims
Denominator: Number of open SNAP cases; average monthly denominator: 228,911

Why this matters: Reducing the number of Food Assistance claims requires accurate processing of applications, which ensures that Coloradans receive the appropriate level of benefits and also eliminates the related claims processing rework by counties.

Goal: **↓ 6.4%**



Trend: The Division’s performance in the most recent quarter ranged from 6.9% to 6.6% and did not meet the goal.



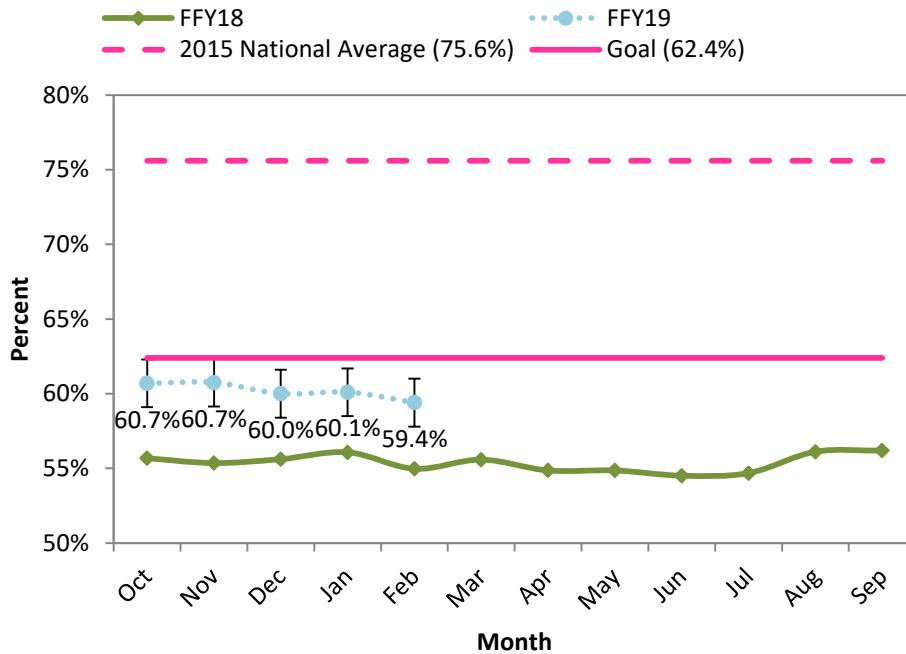
Food and Energy Assistance: Food Assistance (FA)

Measure: **Food Assistance Impact Estimate**

How it is measured: *Numerator:* Number of clients receiving SNAP benefits in the month
Denominator: Number of Coloradans below 125% of the federal poverty level in 2017; denominator: 760,632

Why this matters: Increases in the impact estimate will improve food security in Colorado, an important social determinant of health.

Goal: **↑ 62.4%**



Trend: In the most recent quarter performance ranged from 59.4% to 60.1%. The goal was not met.

Notes: The numerator reflects the current caseload data. The denominator is based on the 2017 American Community Survey conducted by the U.S. Census Bureau, as this is the most recent poverty estimate available.

The graph shows a margin of error of +/- 1.6%.