Summary Report

October - December 2019

Prepared by:
Performance Management

Table of Content

Colorado Department of Human Services

Mission
Collaborating with our partners, our mission is to design and deliver high-quality human and health 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 to 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.

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.

Formally announced in June 2019, CDHS implemented C-Stat 2.0. It was felt, in the name of continuous improvement, C-Stat 2.0 would maintain the spirit and philosophy of the previous version C-Stat, while bringing greater focus, efficiency, and collaboration to the approach.

C-Stat 2.0 introduced two significant changes:
1. An improved focus on strategy. Through the implementation of skills learned from the *Four Disciplines of Execution (4DX)*, CDHS asked each Office to develop a hierarchy of Wildly Important Goals (WIGs) on both an Office and Division level. These WIGs would be tracked utilizing lead measures, which keep the Office and CDHS leadership up to date on each level of their performance and progress.
2. Executive Management C-Stat meetings would change from a monthly cycle to a bimonthly cycle.

C-Stat Meetings

C-Stat 2.0 began in July 2019 with one meeting for the Office of Behavioral Health; Children, Youth and Families; Community Access and Independence; Early Childhood; and Economic Security during a bimonthly cycle. C-Stat 2.0 meetings are held in a dedicated conference room at CDHS's central office in downtown Denver. The Directors of each of the five Offices responsible for providing direct human services, along with their respective Division Directors, meet with the C-Stat Leadership Team for their respective Office's meeting. The C-Stat Leadership Team is comprised of executive level CDHS staff, including the Executive Director and the Deputy Executive Directors for Administrative Solutions, Community Partnerships, and Health Facilities. Executive level CDHS staff facilitate the meetings, where they focus on performance measures and action items presented by each Office.

C-Stat Report

In May 2019 each Office spent time developing a WIG hierarchy that is aligned with 4DX, a performance management approach designed to increase execution and achieve strategic performance goals. This process involved Office leadership gathering feedback from program and data staff from their offices, plus members of CDHS' executive management team to select measurable, high-impact goals that align with the strategic vision of each Office.

For more information regarding the C-Stat process or information in this report, please contact **Julie James** at **303-866-3929** or **Julie.james@state.co.us**.

Introduction to the *Four Disciplines of Execution* and the Wildly Important Goal Hierarchy

The *Four Disciplines of Execution (4DX)* provide a framework for achieving important strategic goals. The four disciplines build upon one another to form a cohesive strategy to determine what is wildly important, how to measure your progress, where to take action, and how to create a culture of accountability. A brief introduction to the four disciplines:

Discipline One: Focus on the Wildly Important
- Wildly important goals (WIGs) have three key attributes. First, WIGs must align with the strategic vision and mission of the Office or Division. Second, WIGs address a focus area where the team can make a significant impact by improving their performance. Third, WIGs must require special attention to be achieved; it is not effective to choose things that are already set to happen.
- Sometimes achieving WIGs requires identifying key battles that must be won for the WIG to be achieved. These are referred to as Battle WIGs and they have the same core components as WIGs.

Discipline Two: Act on the Lead Measures
- WIGs often require a number of different behavior changes to achieve the desired impact, which can make tracking the progress of the WIGs challenging. For this reason, 4DX encourages Offices and Divisions to identify lead measures that help track the progress of the behavior changes necessary to achieve the WIG. Lead measures allow Offices and Divisions to understand their performance on a day-to-day basis in a way that helps identify points of action and influence.

Discipline Three: Keep a Compelling Scoreboard
- Once goals are set and measurements have been selected, understanding whether you are winning or losing is critical. Discipline three prompts the people doing the work, such as program staff, to develop a scoreboard to identify their progress. The scoreboard should be simple, compelling, and should be updated on a routine basis.

Discipline Four: Create a Cadence of Accountability
- Accountability in 4DX is maintained through regular team meetings. These meetings focus on discussing progress, reporting on task completion, and making commitments to new tasks to be completed before the next meeting. These meetings are held at the same time, on the same day, and focus exclusively on work relating to the WIGs.

Sample WIG Hierarchy:
The Division Wildly Important Goal Hierarchy
Office-wide or Division-wide WIGs.

> **Division Battle WIG. To achieve the Office or Division WIG, this battle WIG will need to be achieved.**

>> Lead Measures. Lead measures are intended to be predictive ways of measuring whether or not the needed behavior changes are occurring in order for the battle WIG or WIG to be successful.

How Do I Read This Report?

The Division

|	
Measure:	**What the C-Stat measure captures. (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 statement regarding how Coloradans are affected.
Goal:	The level and direction at which the Division is aiming to drive performance.

Sample Graph:

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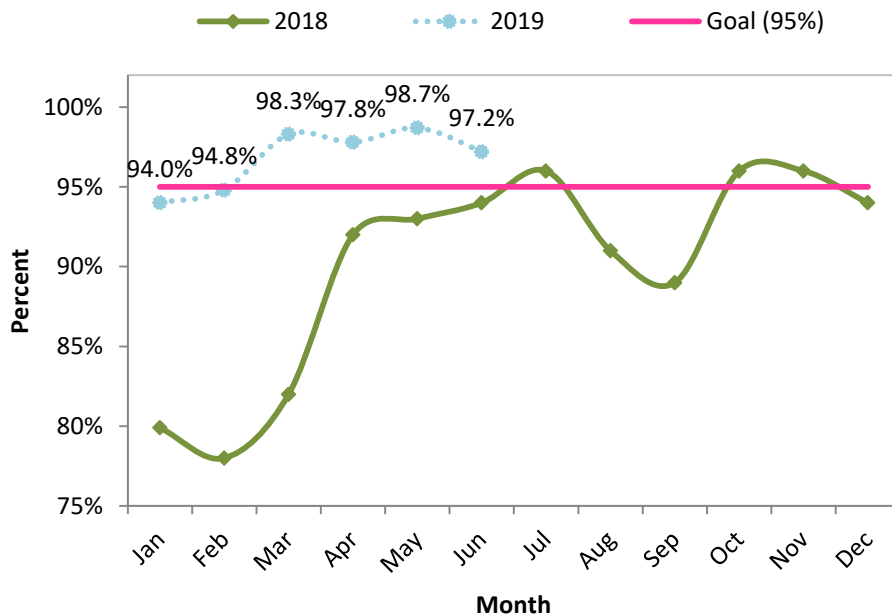
Trend:	A statement about the pattern the data are demonstrating.

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: Dr. Victoria Gallegos-Trapp

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, which manage 42 Substance Use Disorder providers.

Director: Camille Harding

Community Behavioral Health (CBH) Wildly Important Goal (WIG) Hierarchy
CBH WIG: Reform state behavioral health into one cohesive system by June 30, 2024.

CBH Battle WIG #1: **Ensure every Coloradan will have access to the behavioral health services they need, the Department will develop a blueprint to reform the behavioral health delivery system in Colorado by June 30, 2020.**

Lead Measure #1: Complete 95% of action items timely for the Children's Behavioral Health subcommittee project plan by May 31, 2020.

Lead Measure #2: Complete 95% of action items timely for the Long-Term Competency subcommittee project plan by December 30, 2019.

Lead Measure #3: Complete 95% of action items timely for the State Safety Net subcommittee project plan by May 31, 2020.

Lead Measure #4: Complete 95% of action items timely for Main Task Force subcommittee project plan by May 31, 2020.

CBH Battle WIG #2: **Expand the capacity of opioid use disorder treatment opportunities by increasing the number of Medication Assisted Treatment (MAT) service locations by 58 new sites (i.e., counties, mobile van stops, and jails) by June 30, 2020.**

Lead Measure #1: Increase the number of Colorado counties that have MAT waiver treatment providers (from 46 to 54 counties) by June 30, 2020.

Lead Measure #2: Increase the capacity to deliver MAT in Colorado using mobile vans (from 0 to 35 locations) by June 30, 2020.

Lead Measure #3: Increase the number of jails capable of delivering MAT in Colorado (from 0 to 15 jails) by June 30, 2020.

Executive Summary

- **CBH Battle WIG #1 To ensure every Coloradan will have access to the behavioral health services they need, the Department will develop a Blueprint to reform the behavioral health delivery system in Colorado by June 30, 2020:** There was a change to the methodology for this measure in this quarter. The new methodology measures percentage completion of the Blueprint to Reform, broken down by the different subcommittees and the Main Task Force, as opposed to the previous methodology that was a monthly timeliness measure of task completion. Measuring percentage completion provides a more meaningful way to communicate the progress made by the Behavioral Health task Force towards providing a high-quality, community informed Blueprint to Reform the behavioral health system to Governor Polis by June 30, 2020.
- CBH Battle WIG #2, Lead Measure #3: Increase the number of jails capable of delivering MAT in Colorado (from 0 to 15 jails) by June 30, 2020**.** Two additional county jails added the capability to deliver MAT services, which is a critical setting to combat the risk of opioid overdose. Research suggests that the risk of overdose drastically increases after incarceration, making MAT a potentially lifesaving intervention for vulnerable Coloradans.

Measures

- [Blueprint to Reform Behavioral Health Milestone Percentage Completion](#)
- [Children's Behavioral Health Subcommittee Task Completions](#)
- [Long-Term Competency Subcommittee Task Completions](#)
- [State Safety Net Subcommittee Task Completions](#)
- [Overall Task Force Task Completions](#)
- [Increasing MAT Capacity by 58 New Sites](#)
- [Increase the Number of Colorado counties with MAT Waiver Treatment Providers from 46 to 54](#)
- [Increase the Number of MAT Mobile Van Stops from 0 to 35](#)
- [Increase the Number of Jails Capable of Delivering MAT in Colorado from 0 to 15](#)

| Lead Measure #1:	**Blueprint to Reform Behavioral Health Milestone Percentage Completion**
How it is measured:	*Numerator:* Total number of BHTF milestones completed for the Long-Term Competency, Children's Behavioral Health, State Safety Net subcommittees and the main task force. *Denominator:* Total number of BHTF milestones for the Long-Term Competency, Children's Behavioral Health, State Safety Net subcommittees and the main task force; average monthly denominator: 31
Why this matters:	Completing milestones for the Behavioral Health Task Force helps ensure a high-quality, community informed Blueprint to Reform the behavioral health system will be deliver in June 2020.
Goal:	↑ 100%
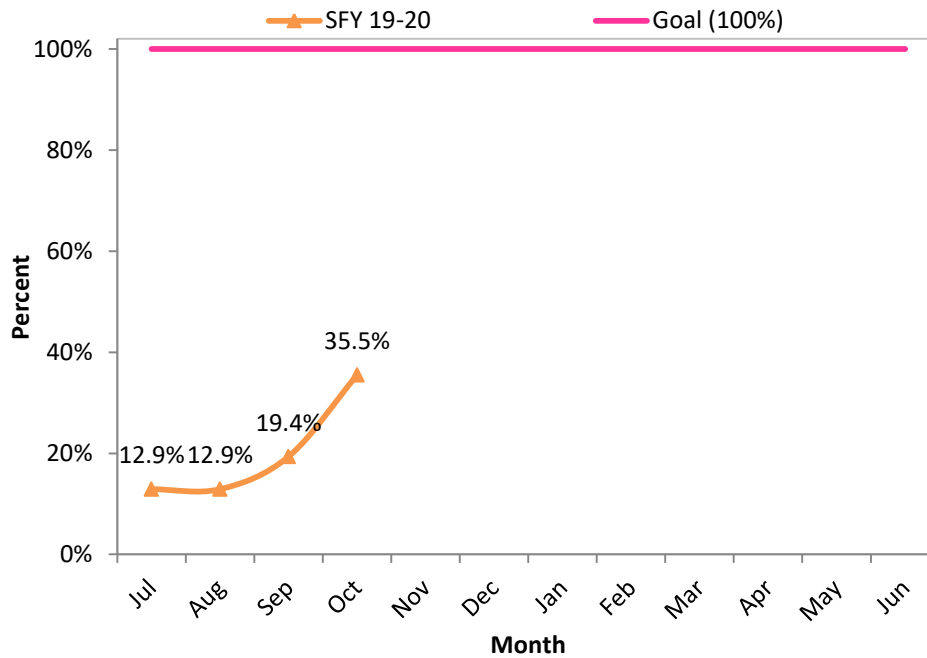
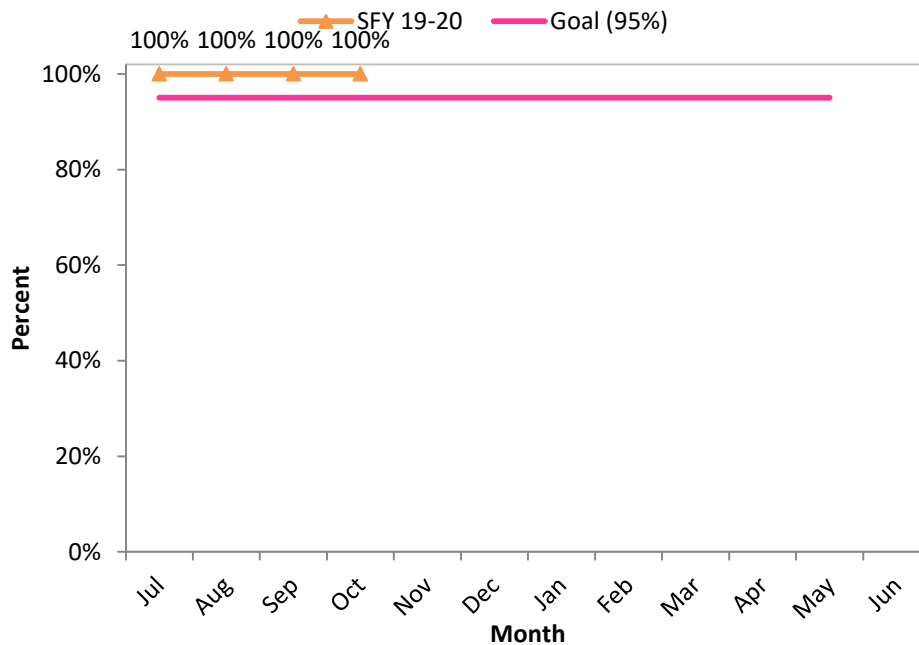| Trend:	The Division demonstrated consistent performance improvement over the quarter, improving the percentage of milestones completed from 12.9% to 35.5% during the most recent quarter.

Lead Measure #1: **Children's Behavioral Health Subcommittee Task Completions**

How it is measured: *Numerator:* Total number of completed action items for the Children's Behavioral Health subcommittee with an assigned due date in the month.
Denominator: Total number of action items for the Children's Behavioral Health subcommittee with a due date in the month.

Why this matters: Completing action items timely for the Children's Behavioral Health subcommittee is critical to ensure the overall success of the subcommittee.

Goal: ↑ 95%

Trend: The Division demonstrated consistent performance as they completed 100% of assigned action items during each month in the most recent quarter. The goal was met this quarter.

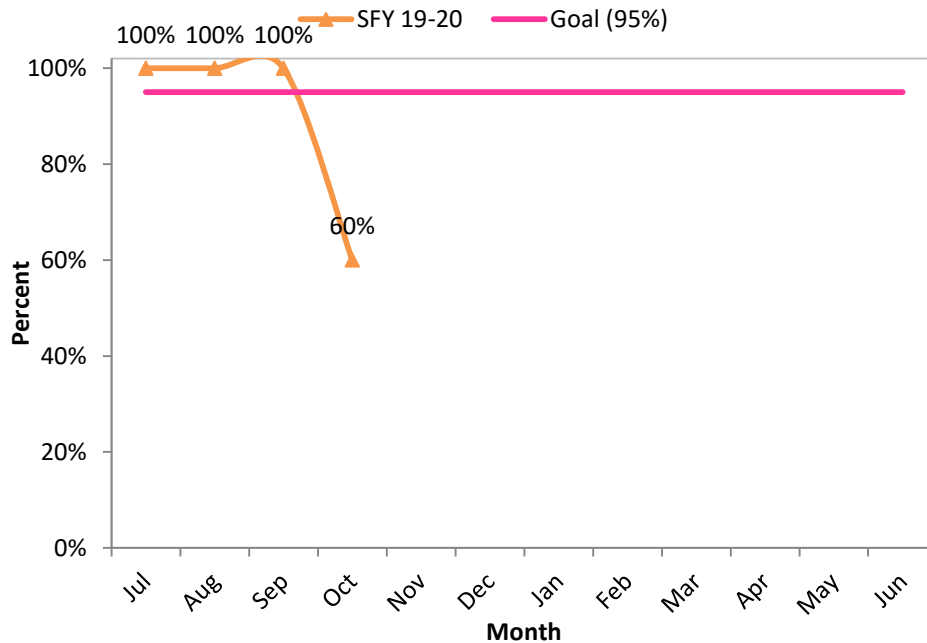| Lead Measure #2:	**Long-Term Competency Subcommittee Task Completions**

How it is measured:	*Numerator:* Total number of completed action items for the Long-Term Competency subcommittee with an assigned due date in the month. *Denominator:* Total number of assigned action items for the Long-Term Competency subcommittee with a due date in the month.
Why this matters:	Completing action items timely for the Long-Term Competency subcommittee is critical to ensure the overall success of the subcommittee.
Goal:	↑ 95%

Trend:	The Division's performance ranged from 100% to 80% during the most recent quarter. The goal was met twice in the most recent quarter.

COLORADO
Department of Human Services

Lead Measure #3:	**State Safety Net Subcommittee Task Completions**

How it is measured: *Numerator:* Total number of completed action items for the Safety Net subcommittee with an assigned due date in the month.
Denominator: Total number of completed action items for the Safety Net subcommittee with an assigned due date in the month.

Why this matters: Completing action items timely for the State Safety Net subcommittee is critical to ensure the overall success of the subcommittee.

Goal: ↑ 95%

Trend: The Division's performance ranged from 100% to 50% during the most recent quarter. The goal was met twice during the most recent quarter.
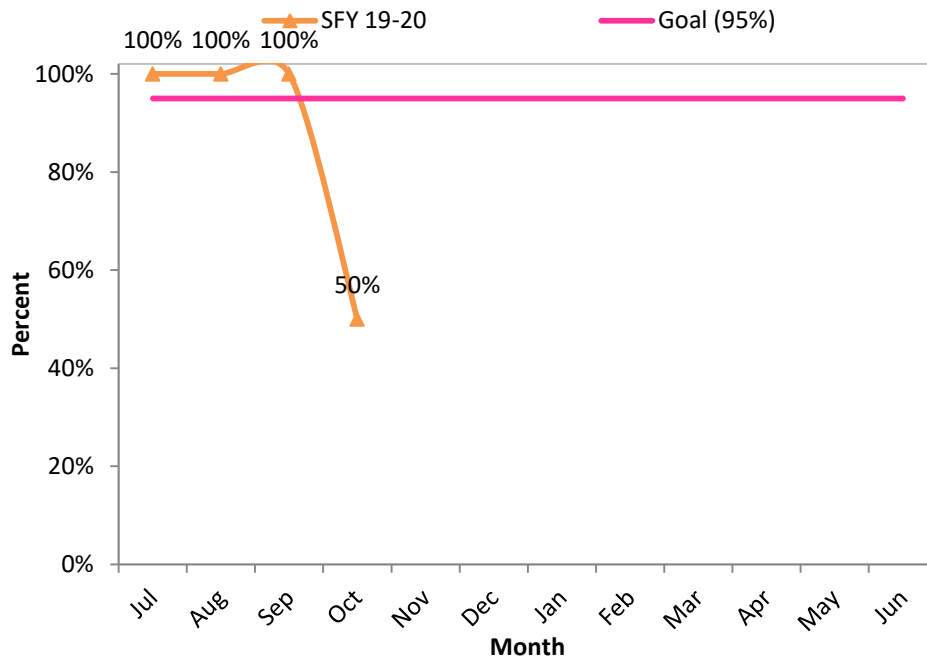
Lead Measure #4:	**Main Task Force Task Completions**
How it is measured:	*Numerator:* Total number of completed action items for the Main Task Force project plan with an assigned due date in the month. *Denominator:* Total number of completed action items for the Main Task Force project plan with an assigned due date in the month.
Why this matters:	Completing action items timely for the Main Task Force project plan is critical to ensure the overall success of the Behavioral Health Task Force.
Goal:	↑ 95%
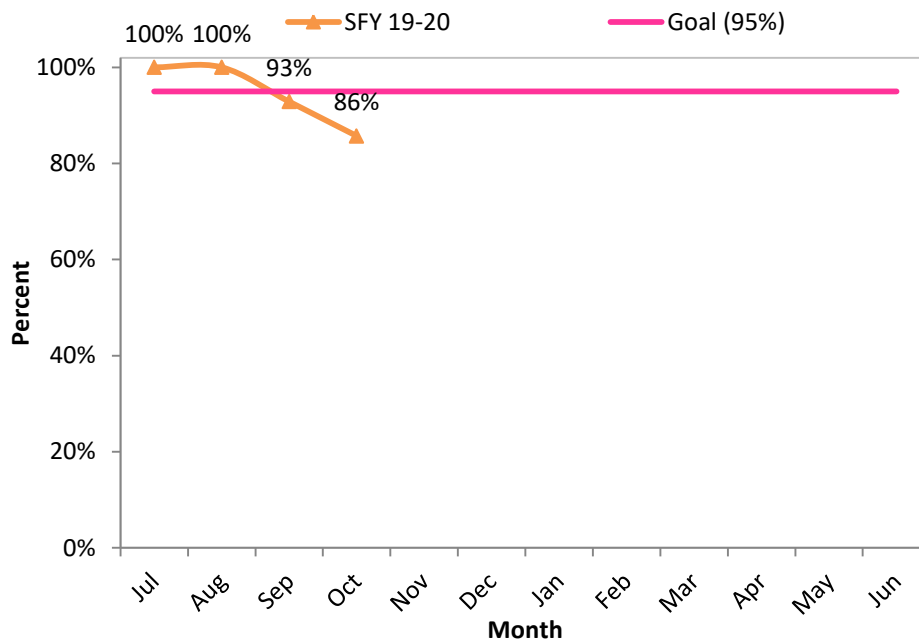
| Trend:	The Division's performance ranged from 100% to 86% during the most recent quarter. The goal was met once during the most recent quarter.

Community Behavioral Health

CBH Battle WIG #2:	**Increasing MAT Capacity by 58 New Sites**
How it is measured:	Total number of new locations that offer Medication Assisted Treatment (MAT) services across Colorado, including counties, mobile van stops, and jails.
Why this matters:	Increasing MAT treatment sites will make life-saving services for people with opioid use disorder more accessible.
Goal:	↑ 58 sites
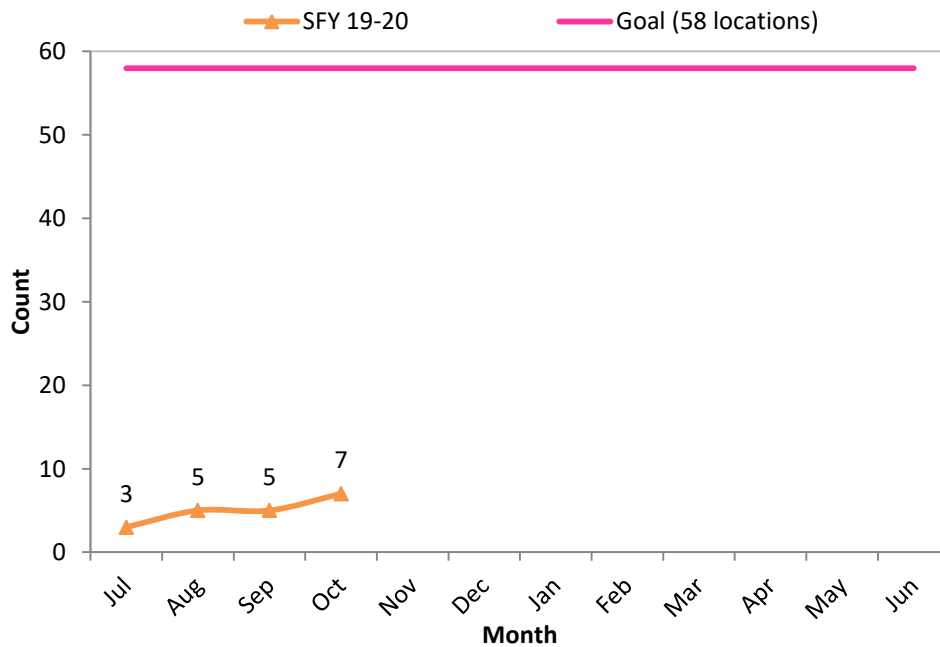
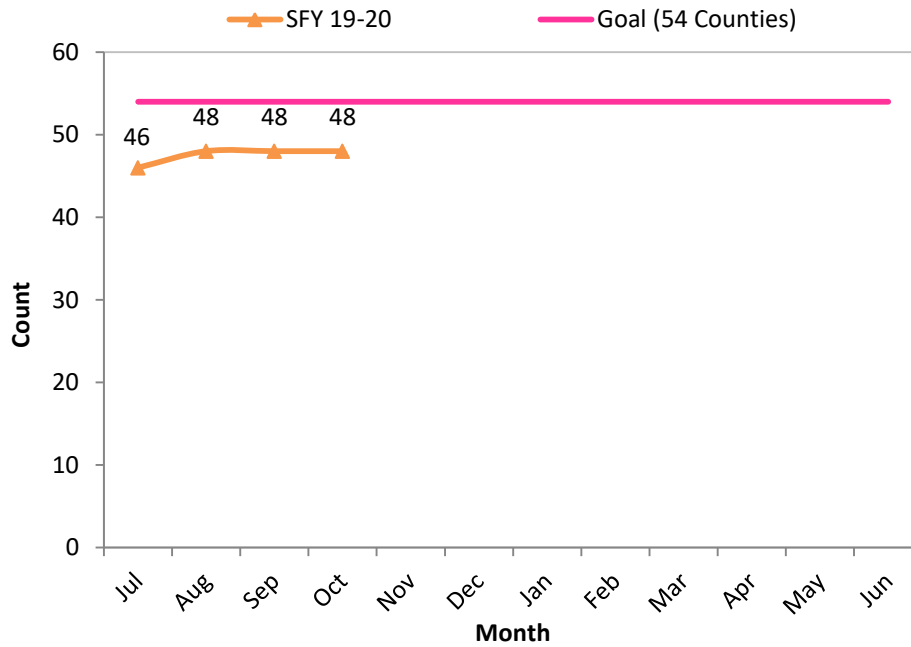| Trend:	The Division increased performance by a total of two new sites capable of delivering MAT services across Colorado in the most recent quarter.

Lead Measure #1:	**Increase the Number of Colorado counties with MAT Waiver Treatment Providers from 46 to 54**
How it is measured:	Total number of counties with an MAT waiver treatment provider.
Why this matters:	Increasing the number of counties that have MAT waiver treatment providers will ensure there is wider geographic access to MAT for Coloradans with opioid use disorder.
Goal:	↑ 54 counties

Trend:	The Division's performance in the most recent quarter remained steady at 48 Colorado counties with an MAT waiver treatment provider.

Community Behavioral Health

Lead Measure #2:	**Increase the Number of MAT Mobile Van Stops from 0 to 35**
How it is measured:	Total number of MAT mobile van stops across Colorado.
Why this matters:	Implementing mobile vans capable of delivering MAT makes service opportunities more accessible regardless of setting or location.
Goal:	↑ 35 mobile van stops
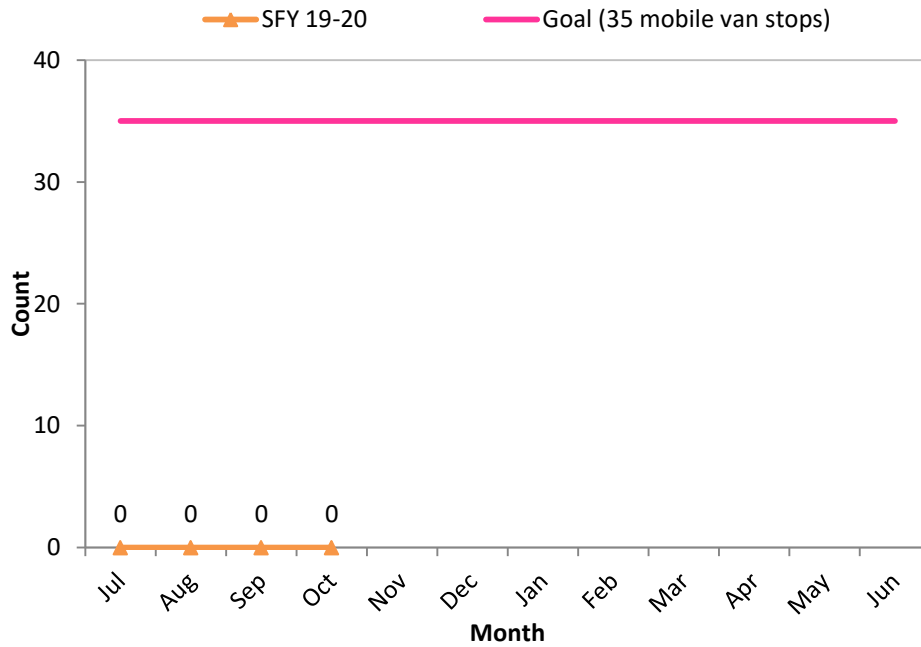
Trend:	The Division's performance in the most recent quarter stayed steady at 0 MAT mobile vans during the most recent quarter.

Community Behavioral Health

Lead
Measure #2: | **Increase the Number of Jails Capable of Delivering MAT in Colorado from 0 to 15**

How it is
measured: | Total number of jails capable of delivering MAT in Colorado.

Why this
matters: | Increasing the number of jails capable of delivering MAT services will help individuals access treatment in the settings in which they need it the most.

Goal: | ↑ 15 jails
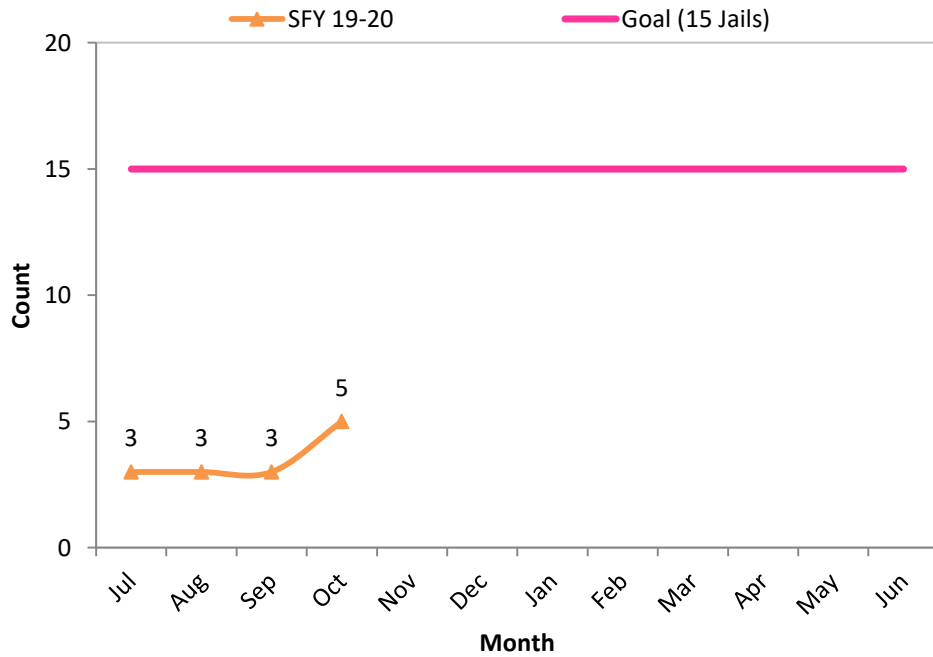
Trend: | The Division's performance improved from three jails capable of delivering MAT to five jails during the most recent quarter.

Summary

Description

The Mental Health Institutes (MHI) 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.

MHI Division Director: Vacant

CMHIFL Hospital Director: David Polunas
CMHIP Chief Executive Officer: Jill Marshall

Mental Health Institute (MHI) Wildly Important Goal (WIG) Hierarchy

MHI WIG: Reduce the number of people waiting beyond timeframes of the consent decree for inpatient restoration to 0 by November 30, 2020.

> **MHI Battle WIG #1: Reduce Incompetent to Proceed (ITP) restoration length of stay to 123 days by June 30, 2020.**
>
> > Lead Measure #1: Increase the number of individuals fast tracked from 2.6% to 10% by June 30, 2020.
> >
> > Lead Measure #2: Increase the number of fast track referrals that complete evaluation within five days of assignment to 90% by June 30, 2020.
>
> **MHI Battle WIG #2: Increase the percent of Incompetent to Proceed (ITP) referrals to community-based restoration treatment from 28.6% to 34.8% by December 31, 2019.**
>
> > Lead Measure #1: Increase the community-based restoration treatment (CBRT) availability from 84.4% to 100% by December 31, 2019.
> >
> > Lead Measure #2: Ensure 100% of judicial districts are informed about community-based restoration treatment (CBRT) by December 31, 2019.
> >
> > Lead Measure #3: Decrease the percent of Incompetent to Proceed (ITP) patients ordered with misdemeanor as the highest level charged from 21% to 15% by June 30, 2020.

Executive Summary:

- **MHI Battle WIG#1 Reduce Incompetent to Proceed (ITP) restoration length of stay to 123 days by June 30, 2020:** Reporting on this measure improved to a new low of 151.6 days in October and ended the quarter at 157.8 days. This is significant as it demonstrates that vulnerable Coloradans are receiving competency restoration services in a more appropriate timeframe, ensuring individuals move through the system in a way that matches their level of need.
- **MHI Battle WIG #2 Increase the percent of Incompetent to Proceed (ITP) referrals to community-based restoration treatment from 28.6% to 34.8% by December 31, 2019:** During the most recent quarter, reporting on this measure improved, ranging between 34.4% to 35.3%, all within a percentage point of the 34.8% goal. The goal was met in one month out of the most recent quarter. This is significant as it demonstrates that additional vulnerable Coloradans are receiving competency restoration services in the least restrictive setting, which helps minimize the disruption of their autonomy, employment, income, and housing while increasing their access to social and community supports.
- MHI Battle WIG #2, Lead Measure #3: Decrease the percent of Incompetent to Proceed (ITP) patients ordered with misdemeanor as the highest level charged from 21% to 15% by June 30, 2020: The number of Incompetent to Proceed (ITP) patients with a misdemeanor as the highest level charged fell from 23.9% to 15.1% during the most recent quarter. This is significant as it demonstrates that vulnerable Coloradans are being better matched with their most appropriate level of care.

Measures:

- [Timely Access to Restoration as Defined in the Consent Decree](#)
- [Reduce Incompetent to Proceed Restoration Length of Stay](#)
- [Increase the Percent of Individuals Fast Tracked](#)
- [Increase the Number of Fast Track Referrals that Complete Evaluation within 5 Days of Assignment](#)
- [Increase the Percent of ITP Referrals Made to Community-Based Restoration Treatment](#)
- [Increase Community-Based Restoration Treatment Availability](#)
- [Ensure 100% of Judicial Districts are Informed About Community-Based Restoration Treatment](#)
- [Decrease the Percent of Inpatient ITP Patients Ordered with Misdemeanor as the Highest Level Charged](#)

Mental Health Institutes

MHI Division-wide WIG:	**Timely Access to Restoration as Defined in the Consent Decree**
How it is measured:	Number of orders that appeared on the waitlist beyond the timeframes of the consent decree, broken down by tier.
Why this matters:	This measure helps ensure that individuals are not left waiting, longer than necessary, for the services they need before standing trial.
Goal:	⬇ 0 orders
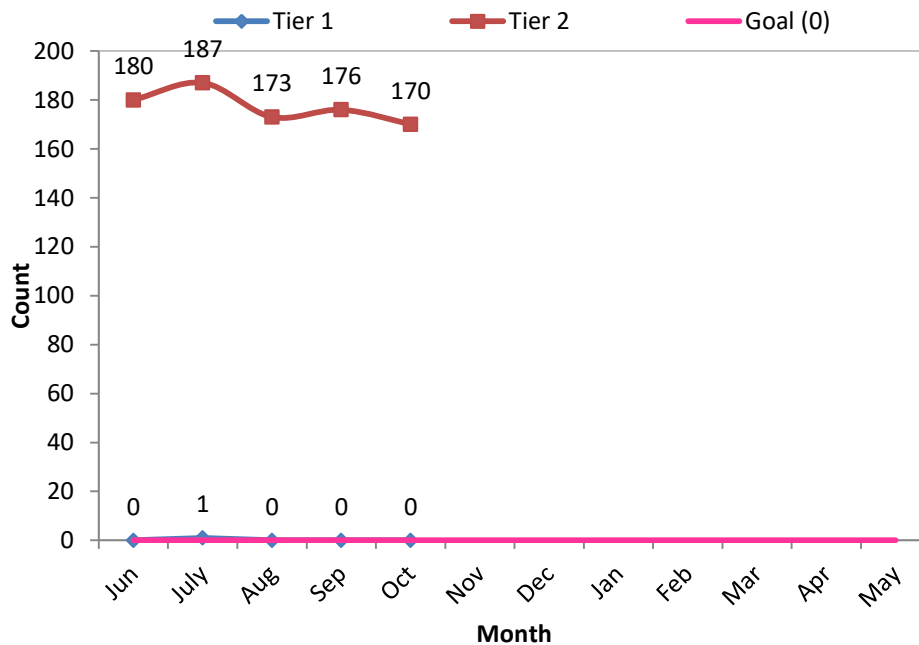
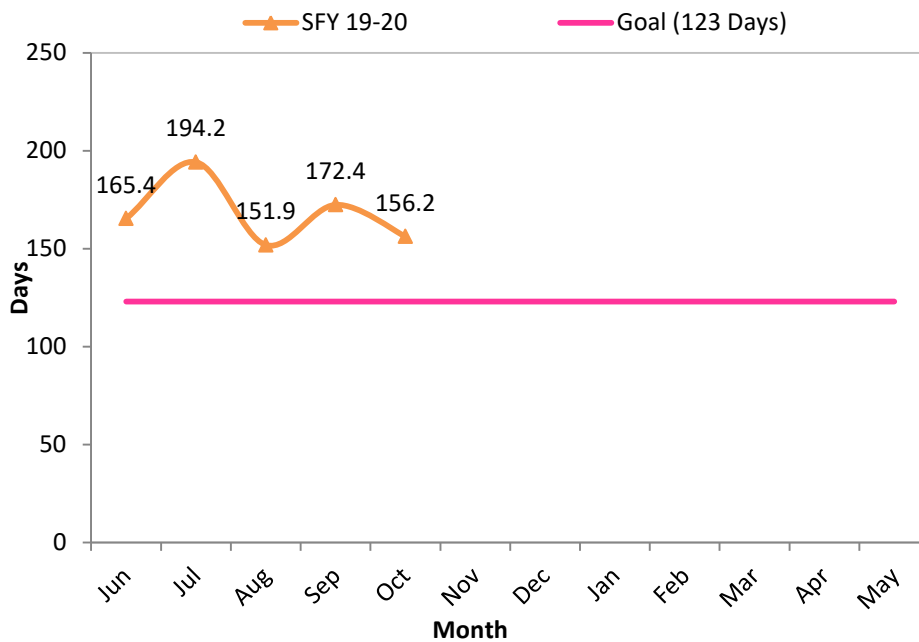| Trend:	The Division's performance in the most recent quarter ranged from 173 to 170 Tier 2 Pretrial Detainees waiting for admission to CMHIP. The Division met the performance goal every month during the most recent quarter, with zero Tier 1 Pretrial Detainees awaiting admission to CMHIP during each month.

MHI Battle WIG #1:	**Reduce Incompetent to Proceed Restoration Length of Stay**

How it is measured:

Numerator: Adult inpatient days at Colorado Mental Health Institute at Pueblo (CMHIP), RISE, and Colorado Mental Health Institute at Fort Logan (CMHIFL) while Incompetent to Proceed (ITP) or subsequently civil for those discharged in August, excluding those opined permanent ITP.

Denominator: All adult ITP inpatients discharged from CMHIP, Restoring Individuals Safely and Effectively (RISE) or CMHIFL while ITP or subsequently civil during the month, excluding those opined permanent ITP; average monthly denominator: 55 patients.

Why this matters:

If incompetent to proceed (ITP) restoration length of stay is reduced, individuals can exit inpatient treatment more quickly and individuals ordered for restoration can access services more timely.

Goal: ⬇ 123 days

Trend: The Division's performance in the most recent quarter ranged from 151.6 days to 172.4 days. The goal was not met during this quarter.

Mental Health Institutes

|	
Lead Measure #1:	**Increase the Percent of Individuals Fast Tracked**
How it is measured:	*Numerator:* The total number of individuals referred to fast track, including appropriate and inappropriate referrals, from CMHIP, CMHIFL and Restoring Individuals Safely and Effectively (RISE) during the month *Denominator:* The number individuals who were present for inpatient restoration at CMHIP, CMHIFL, and RISE during the month; average monthly denominator: 310.7
Why this matters:	Increasing the number of individuals who are fast tracked ensures that patients are receiving the most appropriate level of care on the most appropriate timeframe.
Goal:	⬆ 10%
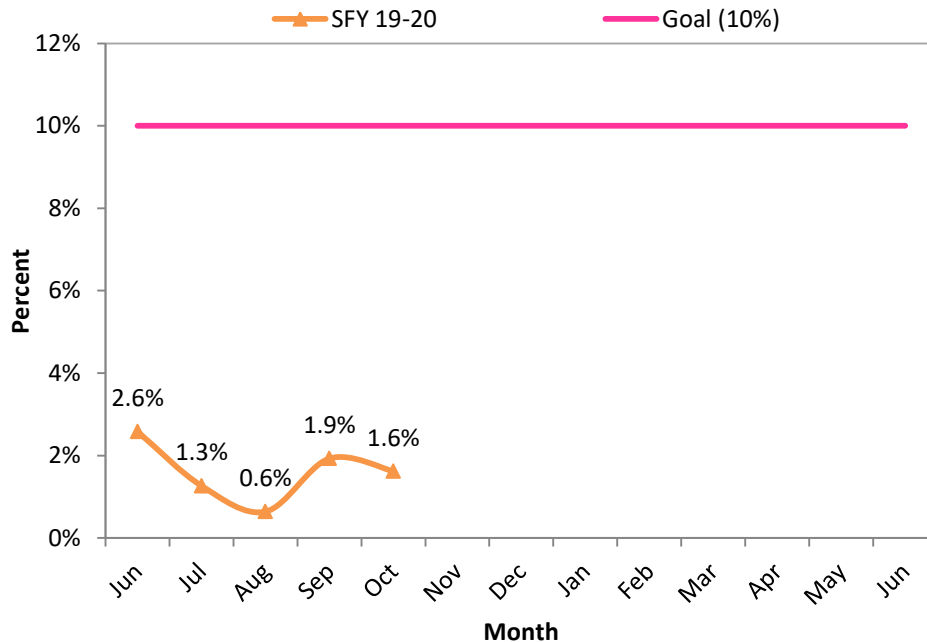
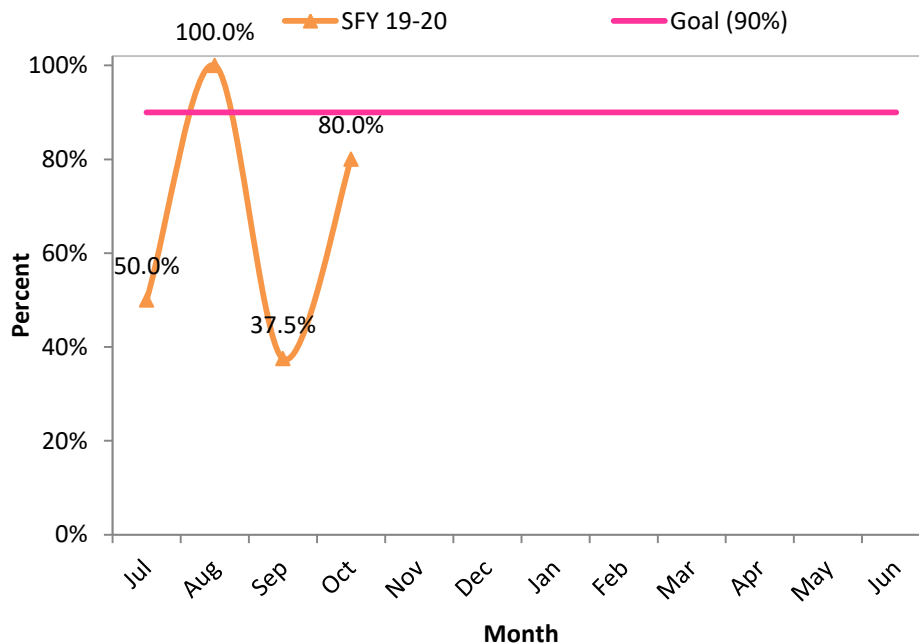|	
Trend:	The Division's performance in the most recent quarter ranged from 0.6% to 1.9% percent. The goal was not met during this quarter.

Mental Health Institutes

Lead Measure #2:	**Increase the Number of Fast Track Referrals that Complete Evaluation within Five Days of Assignment**
How it is measured:	*Numerator:* Number of individuals fast tracked who received evaluations within five days of their referrals. *Denominator:* Total number of individuals who were fast tracked during the month; average monthly denominator: 3
Why this matters:	Ensuring completed evaluations of fast tracked referrals within five days of assignment increases the probability that individuals move through the process in the most appropriate fashion.
Goal:	↑ 90%

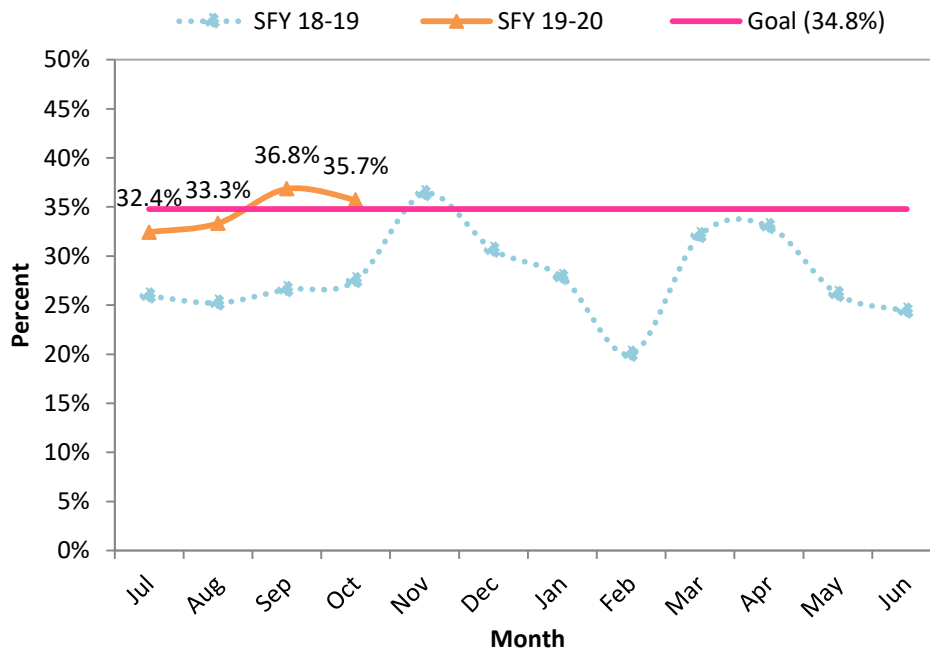| Trend:	The Division's performance during the most recent quarter ranged from 50% to 100%. The Division met the goal once during the quarter.

MHI Battle WIG #2:	**Increase the Percent of ITP Referrals Made to Community-Based Restoration Treatment**
How it is measured:	*Numerator:* The number of adult referrals made for community-based restorations. *Denominator:* The total number of adult referrals made for restoration (including both community-based and inpatient); average monthly denominator: 137
Why this matters:	Increasing the number of referrals to community-based restoration treatment ensures that Incompetent to Proceed (ITP) individuals have better access to the most appropriate level of care in the least restrictive environment.
Goal:	↑ 34.8%

Trend:	The Division's performance during the most recent quarter ranged from 34.4% to 35.3% of referrals. The Division met the goal once during the quarter, in the month of September.

Mental Health Institutes

Lead Measure #1:	**Increase Community-Based Restoration Treatment Availability**
How it is measured:	*Numerator:* Number of counties where community-based restoration treatment is available. *Denominator:* Total counties in Colorado.
Why this matters:	Increasing the number of counties capable of providing community-based restoration treatment will make this method a viable option for more communities.
Goal:	↑ 100%
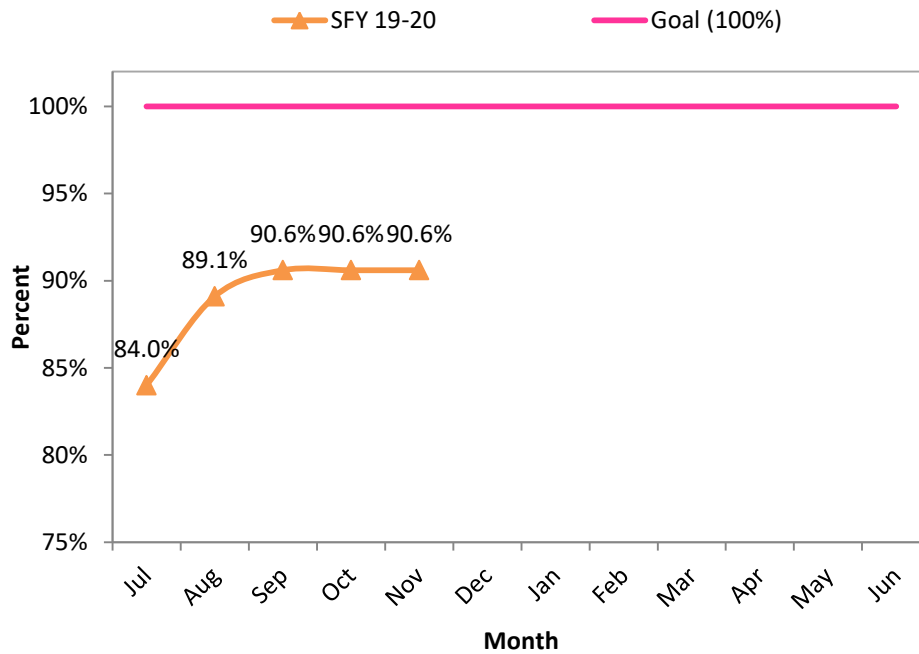
Trend:	The Division's performance during the most recent quarter remained at 90.6%. The goal was not met during the quarter.

Mental Health Institutes

Lead Measure #2:	**Ensure 100% of Judicial Districts are Informed About Community-Based Restoration Treatment**
How it is measured:	*Numerator:* Number of judicial districts that have received presentations about community-based restoration treatment. *Denominator:* Total number of judicial districts in Colorado.
Why this matters:	To increase the number of referrals to community-based restoration, judicial districts will need to be informed and confident in the efficacy of community-based restoration as a treatment option.
Goal:	↑ 100%
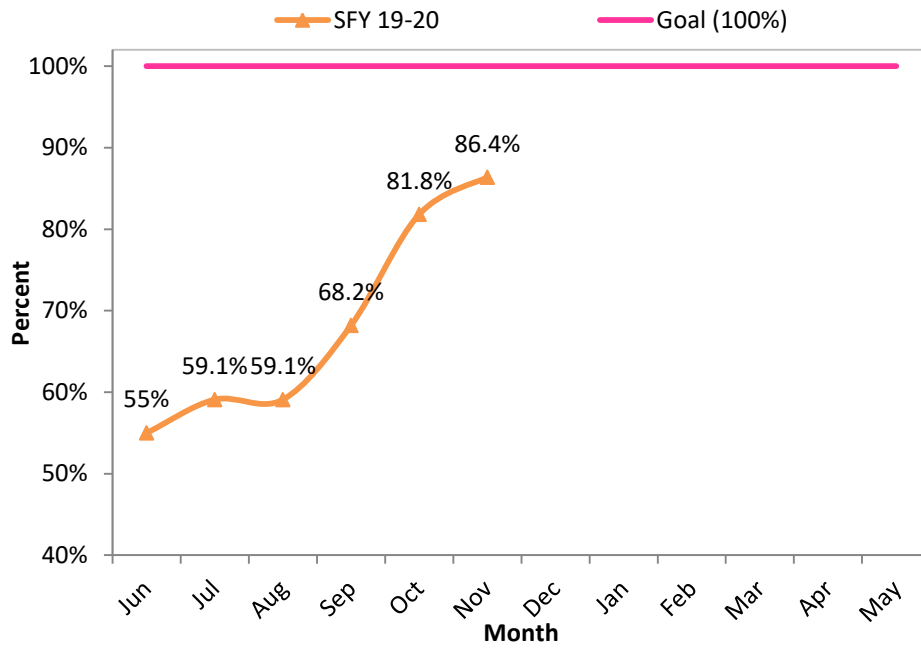
Trend:	The Division's performance during the most recent quarter continuously improved from 68.2% to 86.4%. The goal was not met during the quarter.

Mental Health Institutes

Lead Measure #3:	**Decrease the Percent of Inpatient ITP Patients Ordered with Misdemeanor as the Highest Level Charged**
How it is measured:	*Numerator:* Total patients referred for inpatient restorations for misdemeanors or lower. *Denominator:* Total patients referred for inpatient restoration. Average monthly denominator: 83.7
Why this matters:	Decreasing the percent of patients referred for inpatient restoration with a misdemeanor as their highest level charged will help better match an individual's needed level of care with the most appropriate setting.
Goal:	⬇ 15%
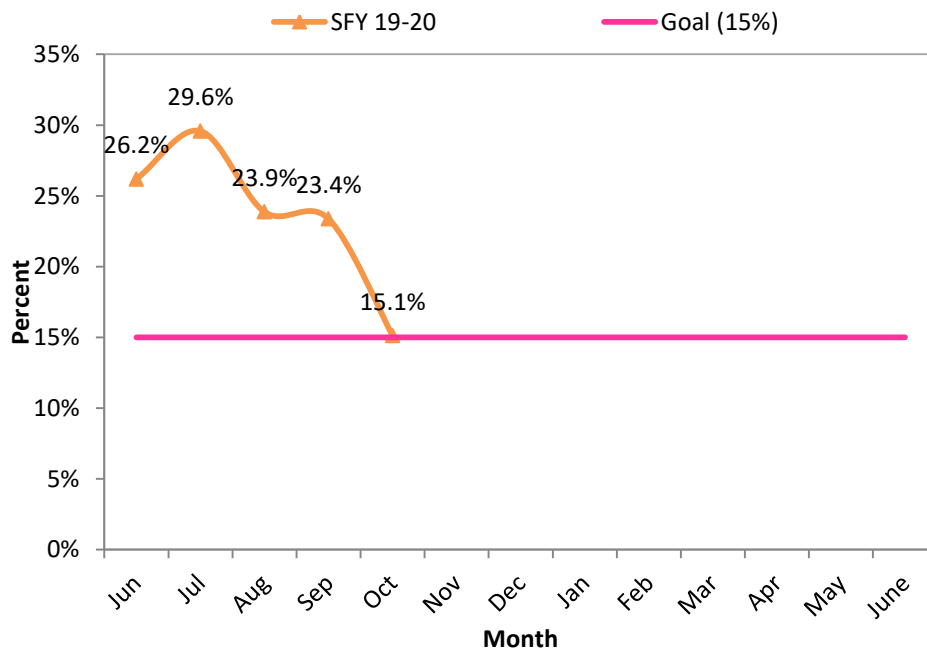
Trend: The Division's performance during the most recent quarter continuously improved from 23.9% to 15.1%. In October performance narrowly missed, at 0.1%, from the 15% goal.

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: Michael Tessean

Office of Children, Youth and Families Wildly Important Goal (WIG) Hierarchy
OCYF WIG: Stakeholders collaborate to achieve bold systems change, ensuring safety, permanency, and well-being for Colorado's children, youth, and families.

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: Joe Homlar

Division of Child Welfare (DCW) Wildly Important Goal (WIG) Hierarchy
DCW WIG: Colorado will decrease the average daily out-of-home population per 1,000 from 4.2 to 3.8 by June 30, 2024.

DCW Battle WIG #1: Increase the percentage of families who do not receive a subsequent assessment within six months from closure.

Lead Measure #1: Timely completion of the initial Colorado Family Safety Assessment Tool.

Lead Measure #2: Timeliness of initial response to allegations of abuse and neglect.

DCW Battle WIG#2: Reduce the number of children/youth who re-enter care.

Lead Measure #1: Increase the number of safety assessments completed within 15 days on either end of reunification.

DCW Battle WIG #3: Increase placement stability for youth in foster care (ages 12-17).

Lead Measure #1: Increase monthly contacts with parents in PA-4 cases.

Lead Measure #2: Maintain a high completion rate of Roadmaps to Success.

Executive Summary
- DCW Battle WIG #1, Lead Measure #1: Timely completion of the initial Colorado Family Safety Assessment Tool. This quarter, the Division conducted outreach to counties to identify barriers to the timely completion of the safety assessment tool, as well as identify underperforming counties and counties utilizing a continuous quality improvement plan to focus on timely completion of the tool.
- DCW Battle WIG #1, Lead Measure #2: Timeliness of initial response to abuse and neglect assessments. The Division is working with the county-attended Child Protection Task Group to identify areas of improvement that are quickly actionable, as well as identify long term strategies for improvement. The Division is currently focusing on strategies to increase timeliness of the 5-day response timeframe, as focusing on this will improve overall aggregate timeliness.

- DCW Battle WIG #3, Lead Measure #1: Increase monthly contacts with parents in PA-4 cases. Program Area 4 (PA-4) cases refer to those situations in which a youth is in conflict in the home. The Division is providing a New Workers' Academy training to increase awareness of the requirement to conduct face-to-face visits with parents of youth in PA-4 cases.
- DCW Battle WIG #3, Lead Measure #2: Maintain a greater than or equal to 90% completion rate of Roadmaps to Success. The Division has developed a training video on why youth engagement matters and how Roadmaps to Success set youth up for a positive transition into adulthood. The video highlights the importance of listening to youth voices when completing the Roadmaps to Success.

Measures
- [Average Daily Out-Of-Home Population](#)
- [Families Who Do Not Receive A Subsequent Assessment Within Six Months From Closure](#)
- [Timely Completion Of The Initial Colorado Family Safety Assessment Tool](#)
- [Timeliness Of Initial Response To Allegations Of Abuse And Neglect](#)
- [Number Of Children/Youth Who Re-Enter Care](#)
- [Number Of Safety Assessments Completed Within 15 Days On Either End Of Reunification](#)
- [Placement Stability For Youth In Foster Care (Ages 12-17)](#)
- [Monthly Contacts With Parents In PA-4 Cases](#)
- [Completion Rate Of Roadmaps To Success](#)

Division of Child Welfare

DCW WIG Measure:	**Average Daily Out-Of-Home Population**
How it is measured:	*Numerator:* Average daily population (ADP) of children in out-of-home care. *Denominator:* Total child population. Average monthly denominator: 1,338,737 (ratio is then multiplied by 1,000).
Why this matters:	The Division is focused on keeping children safely with their families by offering high-quality prevention services to Colorado residents.
Goal:	⬇ 3.8
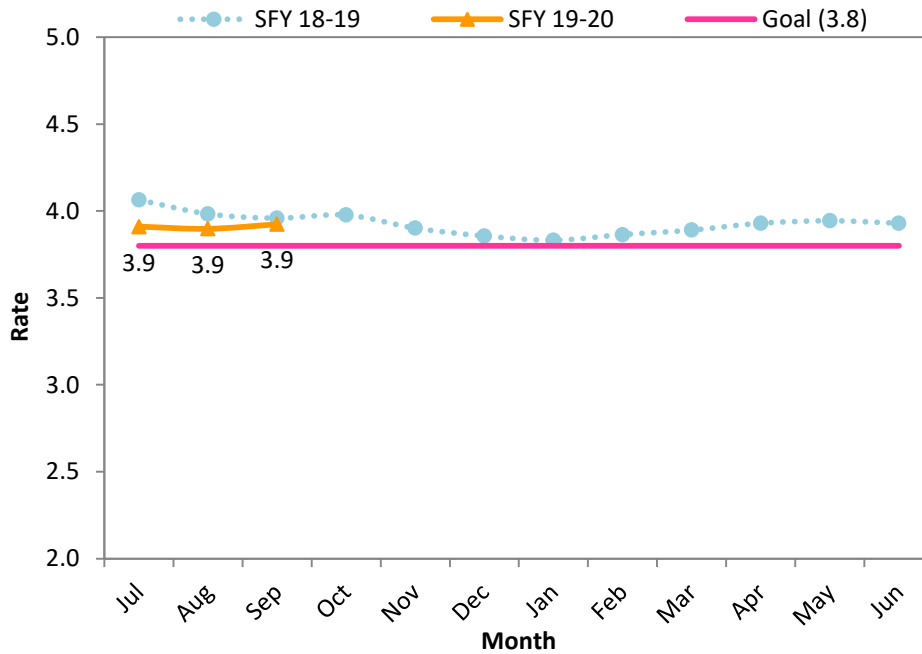
Trend:	The Division's performance remained stable at 3.9 in the most recent quarter. The goal was not attained.

DCW Battle WIG #1:	**Percentage of Families Who Do Not Receive A Subsequent Assessment Within Six Months From Closure**
How it is measured:	*Numerator:* Number of families that do not receive a subsequent assessment within 6 months of the closure. *Denominator:* Number of families who have an assessment within a rolling period. Average monthly denominator: 4,819.
Why this matters:	An assessment in and of itself is an intervention. Through the assessment process a family receives supports and services to mitigate concerns and reduce a re-referral.
Goal:	↑ 86%
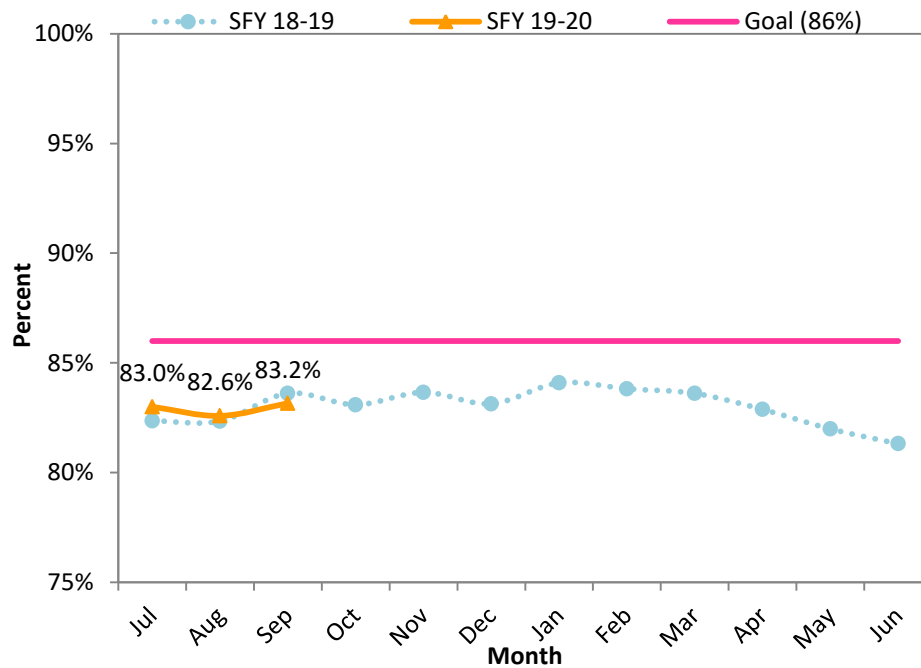
Trend:	The Division's performance ranged from 82.6% to 83.2% in the most recent quarter. The goal was not attained.

Division of Child Welfare

Lead Measure #1:	**Timely Completion Of The Initial Colorado Family Safety Assessment Tool**
How it is measured:	*Numerator:* Number of the initial Colorado Family Safety Assessment Tools completed. *Denominator:* Number of families with an open assessment during the specified month. Average monthly denominator: 4,713.
Why this matters:	Timely completion of the Colorado Family Safety Assessment Tool within 14 days of contact with a child is an important intervention to identify danger or harm concerns or to verify that there are no safety concerns. The tool helps identify family strengths and protective factors.
Goal:	↑ 42%
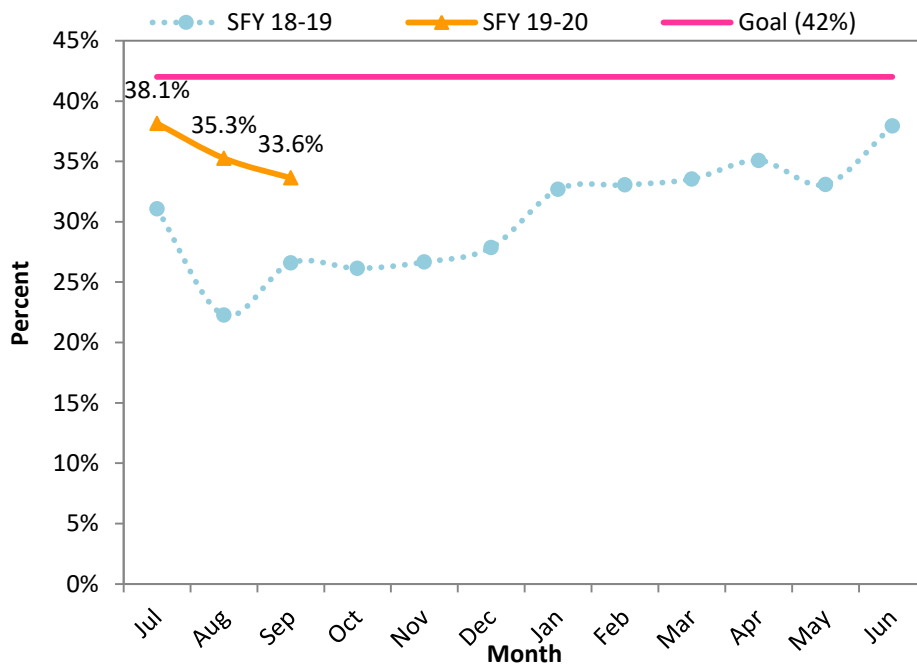
Trend:	The Division's performance ranged from 33.6% to 38.1% in the most recent quarter. The goal was not attained.

Division of Child Welfare

Lead Measure #2: **Timeliness Of Initial Response To Allegations Of Abuse And Neglect**

How it is measured: *Numerator:* Number of alleged victims with a timely face-to-face contact or attempted contact.
Denominator: Number alleged victims with a child protection assessment opened in the specified month (both Traditional and Family Assessment Response).
Average monthly denominator: 4,756.

Why this matters: Timely initial response to allegations of abuse and neglect is a crucial practice because early contact between a family and child welfare staff is known to identify or mitigate concerns. Initial response is the first contact in the continuum of services for the family.

Goal: ↑ 84.3%
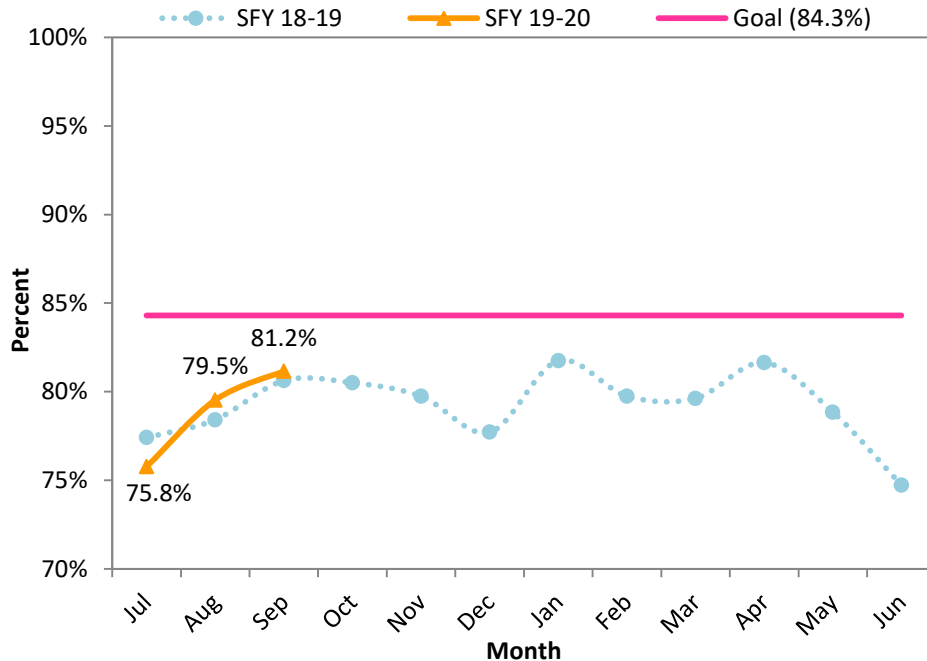
Trend: The Division's performance increased from 75.8% to 81.2% in the most recent quarter. The goal was not attained.

Division of Child Welfare

DCW Battle WIG #2:	**Number Of Children/Youth Who Re-Enter Care**
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 or adoption within a rolling 12-month period, adjusted for children who have previously re-entered in the period. Average monthly denominator: 3,677.
Why this matters:	Children deserve to remain in a safe and stable environment.
Goal:	↓ 0.8%
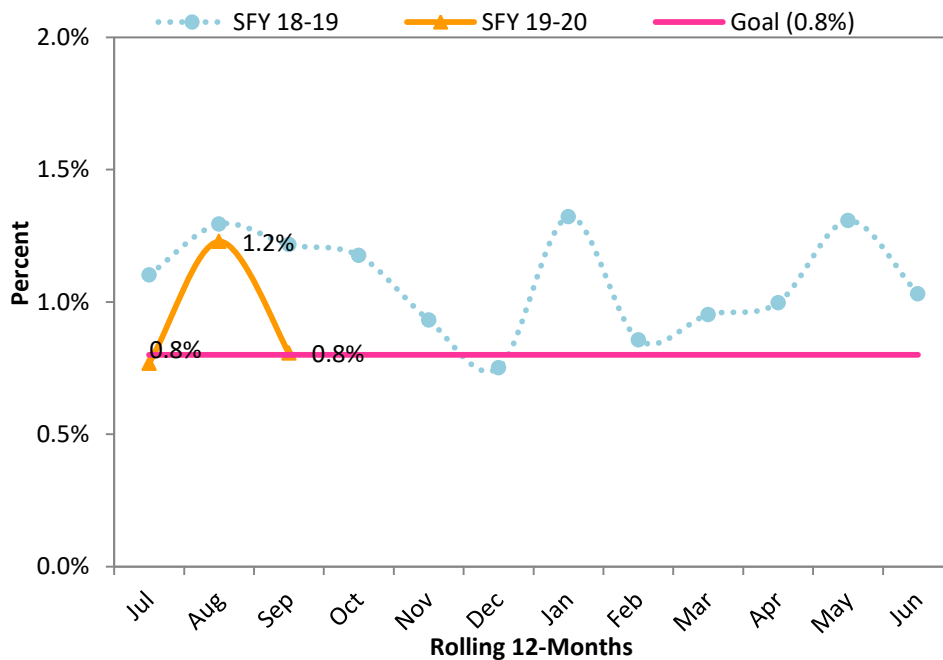
Trend:	The Division's performance ranged from 0.8% to 1.2% in the most recent quarter. The goal was attained in July and September 2019.

Division of Child Welfare

Lead Measure #1:	**Safety Assessments Completed Within 15 Days On Either End Of Reunification**
How it is measured:	*Numerator:* Number of safety assessments completed within 15 days on either end of the reunification. *Denominator:* Number of children that exited foster care via reunification during the specified month. Average monthly denominator: 146.
Why this matters:	Completing safety assessments timely before or after reunification is an important support to identify strengths and protective factors within a family, which may reduce placement instability.
Goal:	↑ 15%
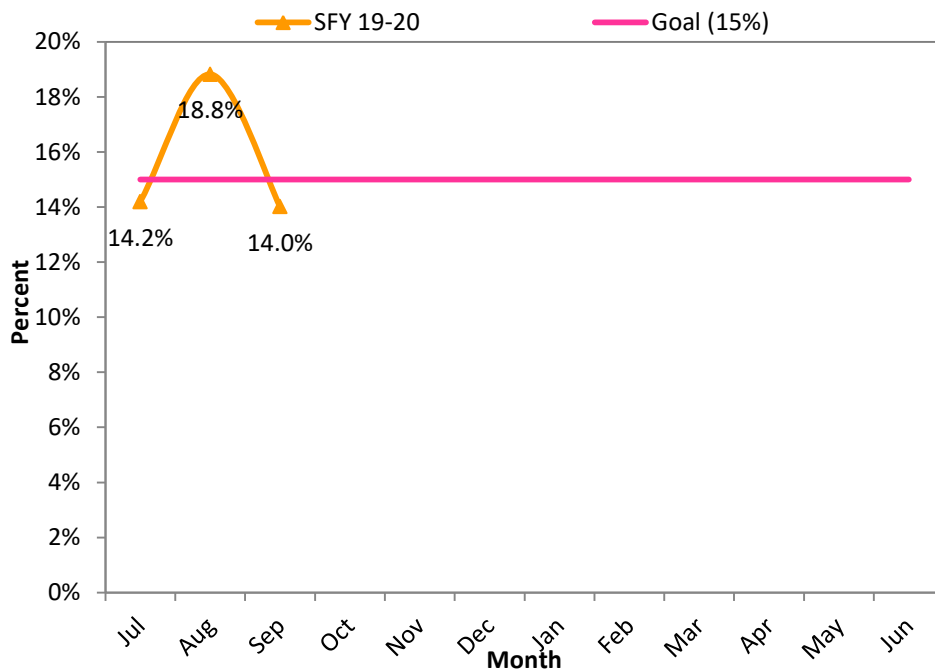
Trend:	The Division's performance ranged from 14.0% to 18.8% in the most recent quarter. The goal was attained in August 2019.

Division of Child Welfare

DCW Battle WIG #3: **Placement Stability For Youth In Foster Care (Ages 12-17)**

How it is measured: *Numerator:* Number of placement changes.
Denominator: Number of days in foster care from all youth ages 12-17.
Average monthly denominator: 43,795 (ratio is then multiplied by 1,000).

Why this matters: This age group experiences a higher rate of placement instability than the overall out-of-home population. Every youth deserves a stable home environment.

Goal: ⬇ 4.1%
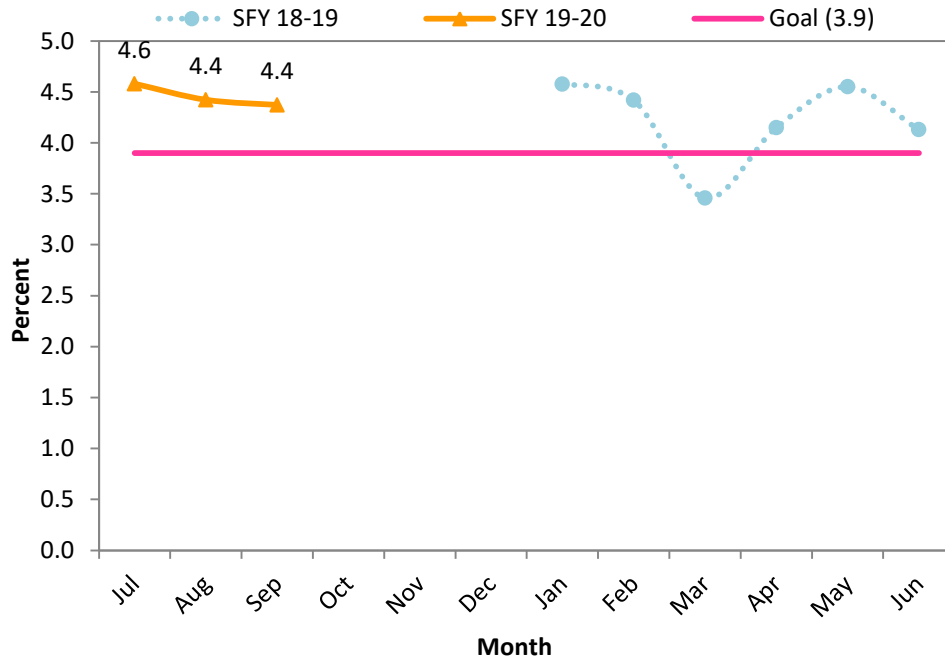
Trend: The Division's performance ranged from 4.4 to 4.6 in the most recent quarter. The goal was not attained.

Lead Measure #1:	**Monthly Contacts With Parents In PA-4 Cases**
How it is measured:	This measure methodology is in development.
Why this matters:	Face-to-face contact with parents of youth in PA-4 cases is an important intervention to support the family.
Goal:	TBD
Notes:	***Data will be available in the next Quarterly Report.***

Lead Measure #2:	**Completion Rate Of Roadmaps To Success**

How it is measured:	*Numerator:* The number of youth who have completed Roadmaps 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: 1,166.

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

Goal:	↑ 90%
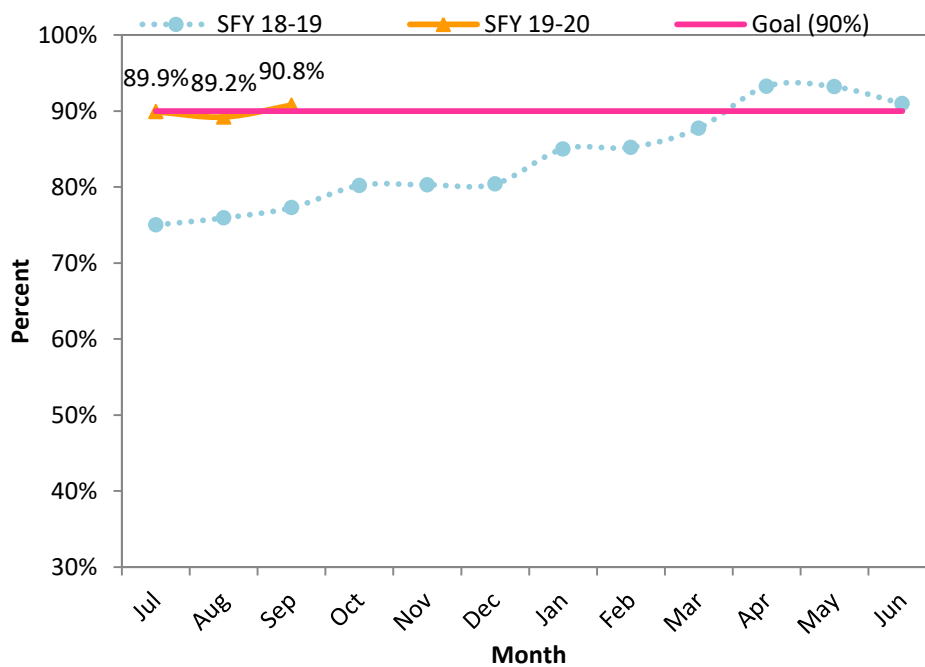
Trend:	The Division's performance ranged from 89.2% to 90.8% in the most recent quarter. The goal was attained in September 2019.

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

Division of Youth Services (DYS) Wildly Important Goal (WIG) Hierarchy
DYS WIG: *Reduce recidivism within one year of commitment discharge from 34.4% to 32.4% by June 30, 2023.*

> **DYS Battle WIG: Increase the percentage of (non-aggravated) youth released on Commitment Parole by 5%, from 36.55% to 41.55%, by June 30, 2020.**

Executive Summary
- **DYS Battle WIG: Increase the percentage of (non-aggravated) youth released on commitment parole by 5%, from 36.55% to 41.55%, by June 30, 2020.** The Division developed a length of service matrix to determine appropriate lengths of service for committed youth. The matrix considers the youth's treatment needs in determining the appropriate length of service. The Division hired a Bed Manager to oversee the length of service decision making process and manage bed utilization. The Division is also implementing a treatment services delivery model as part of the larger strategy to increase behavioral health interventions that prepare youth for transitioning out of commitment.

Measures
- [Recidivism Within One Year Of Commitment Discharge](#)
- [Percentage Of (Non-Aggravated) Youth Released On Commitment Parole](#)

Division of Youth Services

DYS WIG Measure:	**Recidivism Within One Year Of Commitment Discharge**
How it is measured:	*Numerator:* Number of youth who were discharged in SFY 2016-2017 who were found guilty of one or more recidivist acts within one year of discharge from DYS. *Denominator:* Number of youth that discharged from DYS in SFY 2016-2017.
Why this matters:	The Division is focused on supporting youth through successful community reintegration, and preventing the re-occurrence of delinquent and criminal behavior.
Goal:	⬇ 32.4%
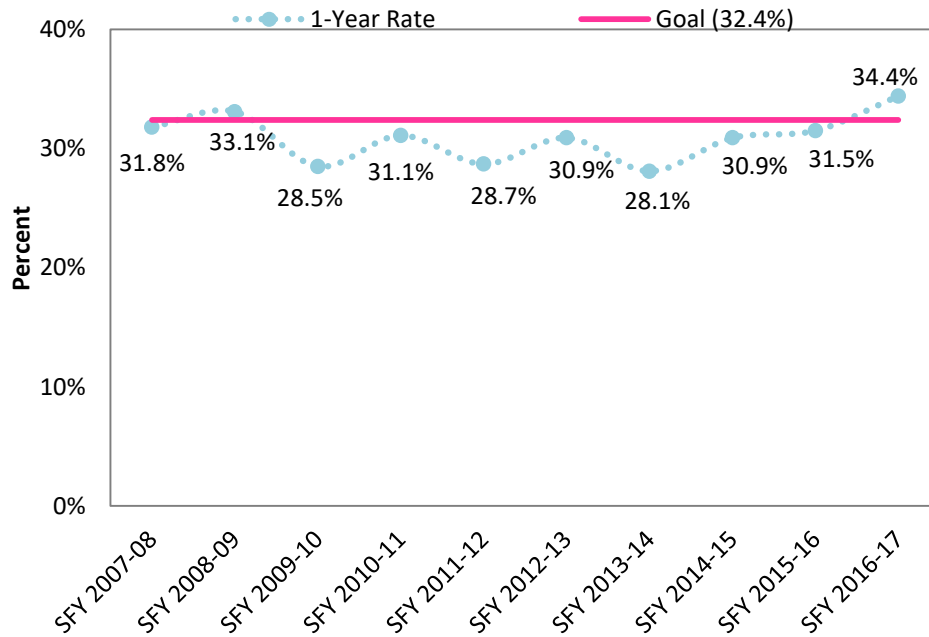
Trend:	The Division's performance for those youth discharged in SFY 2016-2017 was 34.4%.
Notes:	This is an annual measure. As such, performance on this measure will not be updated until SFY 2019-2020 ends (to account for all youth who recidivated in SFY 2019-2020) and until a data matching and quality control process with judicial data occurs.

Division of Youth Services

DYS Battle WIG:	**Percentage Of (Non-Aggravated) Youth Released On Commitment Parole**
How it is measured:	*Numerator:* Number of non-aggravated and non-violent offenders released on commitment parole within the month. *Denominator:* Total number of youth released on parole within the month. Excludes aggravated and violent offenders. Average monthly denominator: 7.
Why this matters:	Releasing youth onto commitment parole reduces their time spent in a youth facility. When appropriate, reducing a youth's time spent incarcerated may positively impact recidivism.
Goal:	↑ 41.55%
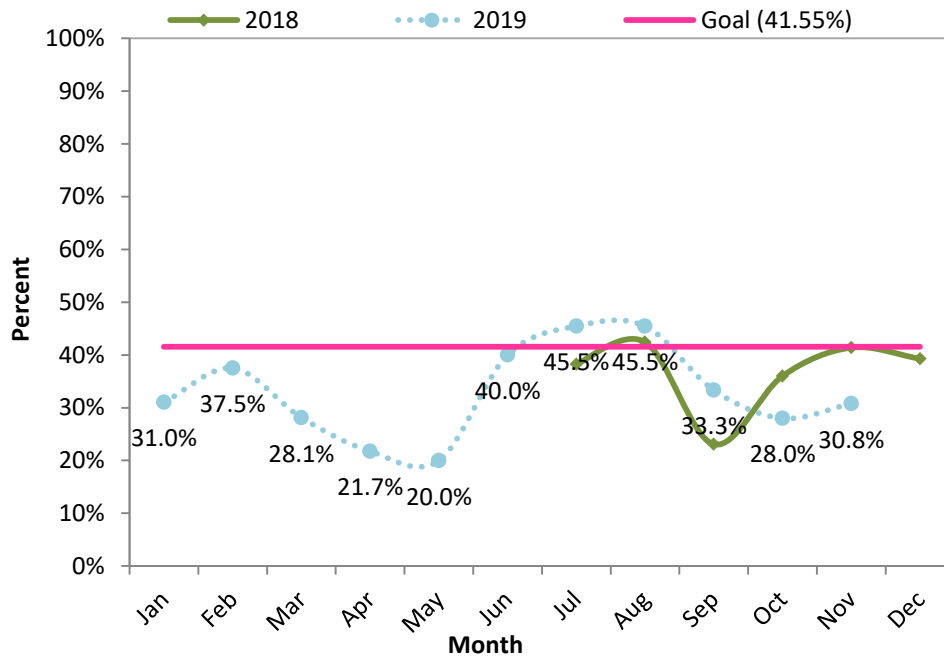
Trend:	The Division's performance ranged from 28.0% to 33.3% in the most recent quarter. The goal was not attained.

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: Yolanda Webb

Deputy Director: Mindy Gates

Office of Community Access and Independence Wildly Important Goal (WIG) Hierarchy

Office of Community Access and Independence WIG: Coloradans served in OCAI Programs are safe and receive the services of their choice in a timely manner.

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 are "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

Disability Determination Services (DDS) Wildly Important Goal (WIG) Hierarchy
Office of Community Access and Independence WIG: Coloradans served in OCAI Programs are safe and receive the services of their choice in a timely manner.

DDS Battle WIG: Increase customer satisfaction.

Lead Measure #1: Reduce the mean number of days to process initial eligibility decisions.

Lead Measure #2: Reduce the Examiner Processing Time.

Lead Measure #3: Increase the percent of accurate initial eligibility decisions.

Executive Summary
- DDS Battle WIG, Lead Measure #1: Reduce the mean number of days to process initial eligibility decisions . Due to an increase in the number of claims being initiated and staffing shortages earlier in the year, the Division's performance on this measure significantly decreased during the most recent quarter—starting the quarter at 85.1 days to process initial eligibility decisions to 104.6 days by the end of the quarter. Thus, it is taking longer for Coloradans with disabilities to receive a medical determination for disability benefits.
- DDS Battle WIG, Lead Measure #2: Reduce the Examiner Processing Time. During the most recent quarter, the Division's performance on this measure decreased, ending the quarter at an average of 44.8 days for examiners to process a claim. Despite this decline in performance, the Division met the 45-day goal in every month during this recent quarter. Although, it is taking longer for Coloradans with disabilities to receive a medical determination for disability benefits, examiners are processing claims—after the claim has been assigned—in an appropriate amount of time.
- DDS Battle WIG, Lead Measure #3: Increase the percent of accurate initial eligibility decisions. During the most recent quarter, the Division did not meet the goal in any month during this recent quarter; however,

performance is trending upward, demonstrating improvement in accuracy in determining initial eligibility decisions.

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

Disability Determination Services

|	
Lead Measure #1:	**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: 3,069.
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)
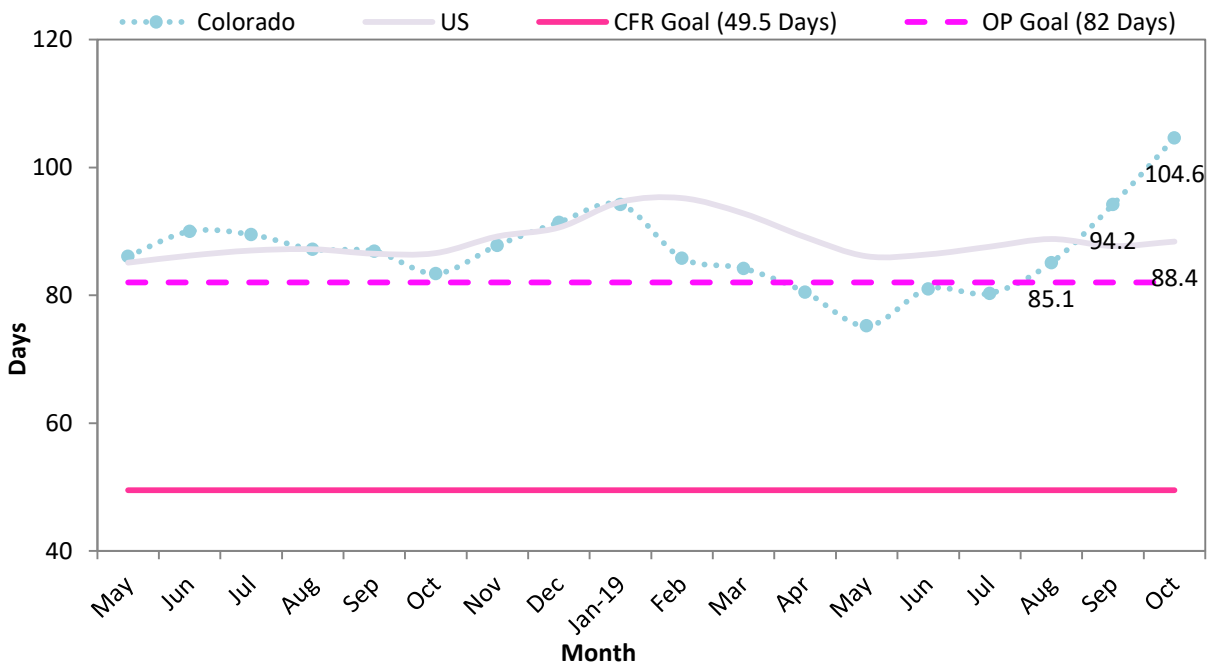
Trend:	The Division's performance ranged from 104.6 to 88.4 days. The goal was not attained for any month within the quarter.
Notes:	This measure utilizes data from the SSDI program only. The 49.5 day federal goal (solid pink line) is based on the Code of Federal Regulations (CFR). The Social Security 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.

COLORADO
Department of Human Services
CDHS

Lead Measure #2:	**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*: 2,360.
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
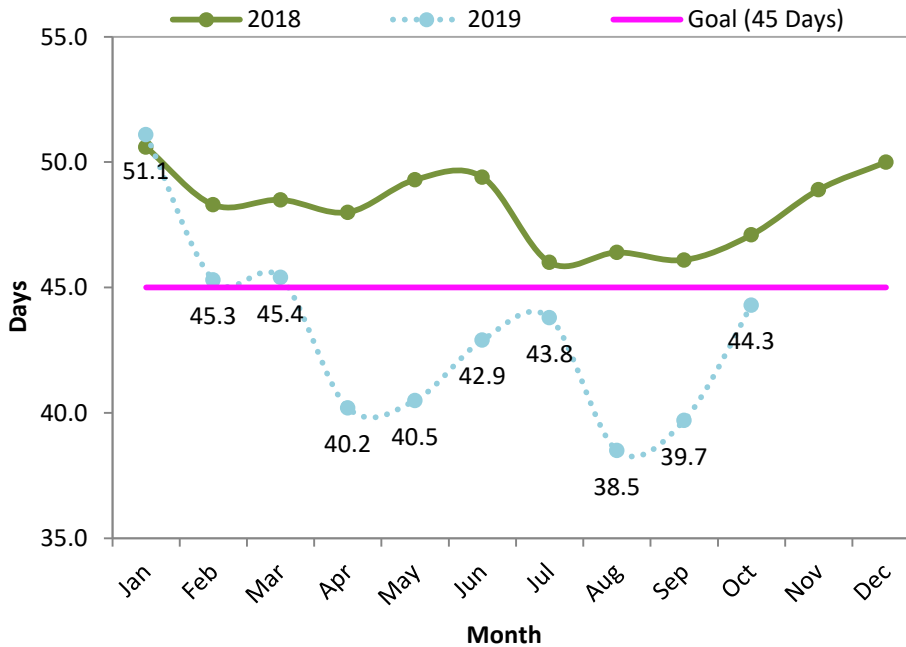
Trend:	The Division's performance ranged from 44.3 to 38.5 days. The goal was attained for all three months within the quarter. Overall, the Division has attained the goal for every month since April 2019.

Disability Determination Services

| Lead Measure #3:	**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: 159.
Why this matters:	Accurate processing of initial eligibility decisions as it increases the accessibility of financial assistance to vulnerable populations and ensures eligibility decisions are in alignment with federal policies and standards.
Goal:	↑97% (Federal Goal)
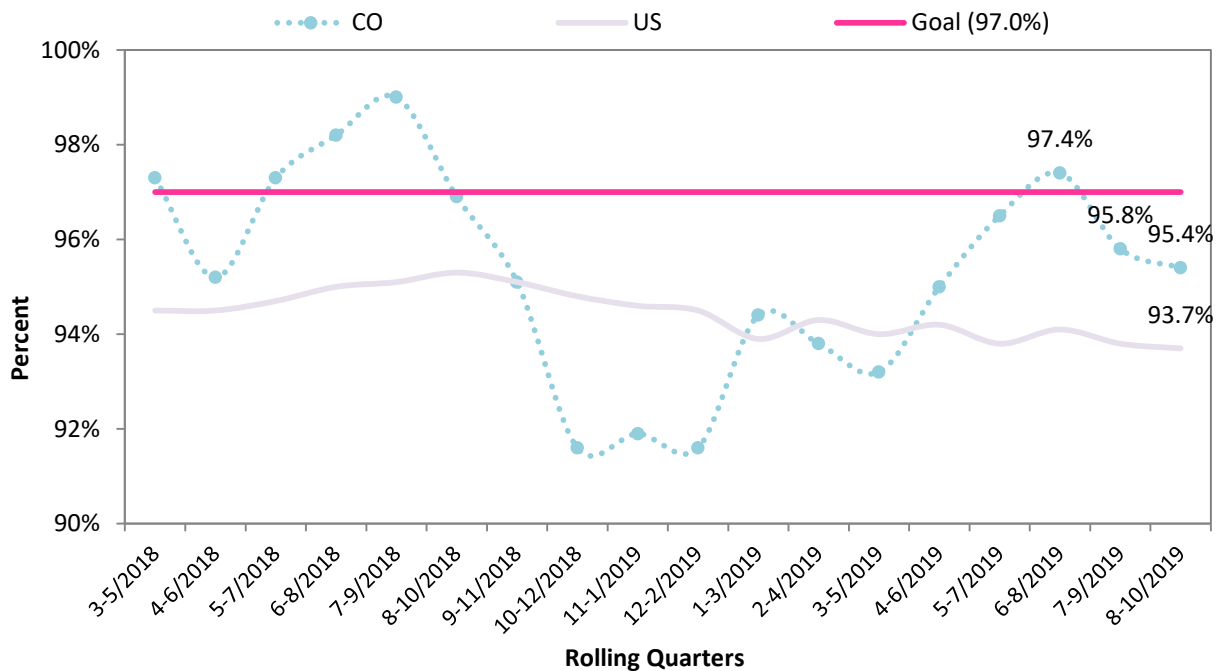
Trend:	The percent of accurate initial decisions varied throughout the quarter, ranging from 95.4% to 97.4%. Performance has been worsening (trending downward) since 6-8/2019. The Division met the goal for one month this quarter.
Notes:	This measure includes data from both the SSDI and SSI programs. 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 intellectual and 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.

Acting Director: Amanda Lighthiser

Division of Regional Center Operations (DRCO) Wildly Important Goal (WIG) Hierarchy
OCAI WIG: Coloradans served in OCAI Programs are safe and receive the services of their choice in a timely manner.

> **DRCO Battle WIG: Increase the percent of individuals meeting transition criteria from 10% in SFY 19-20 to 20% by SFY 21-22.**
>
> Lead Measure #1: Increase the percent of transition goals met in the month.
>
> Lead Measure #2: Increase the percent of individual criteria reviewed each month.

Executive Summary
- DRCO Battle WIG, Lead Measure #1: Increase the Percent of Transition Goals Met in the Month. Although a goal has not been established yet, performance was trending upward during the most recent quarter, demonstrating some improvement.
- DRCO Battle WIG, Lead Measure #2: Increase the Percent of Individual Criteria Reviewed Each Month. During the most recent quarter, the Division exceeded the 90% goal in every month during this recent quarter.

Measures
- Percent of Transition Goals Met in the Month
- Percent of Individual Criteria Reviewed Each Month

Lead Measure #1:	**Percent of Transition Goals Met In The Month**

How it is measured:	*Numerator:* Number of transition goals met this month. *Denominator:* Total number of transition goals for the month. Average transition goals per month: Grand Junction (GJRC): 146, Pueblo (PRC): 113, Wheat Ridge (WRRC): 257, Division: 516.

Why this matters:	Increasing the percent of transition goals met in the month ensures that an individual is meeting the conditions established for them to be determined ready to transition to a less restrictive setting in the community.

Goal:	↑ To be determined.
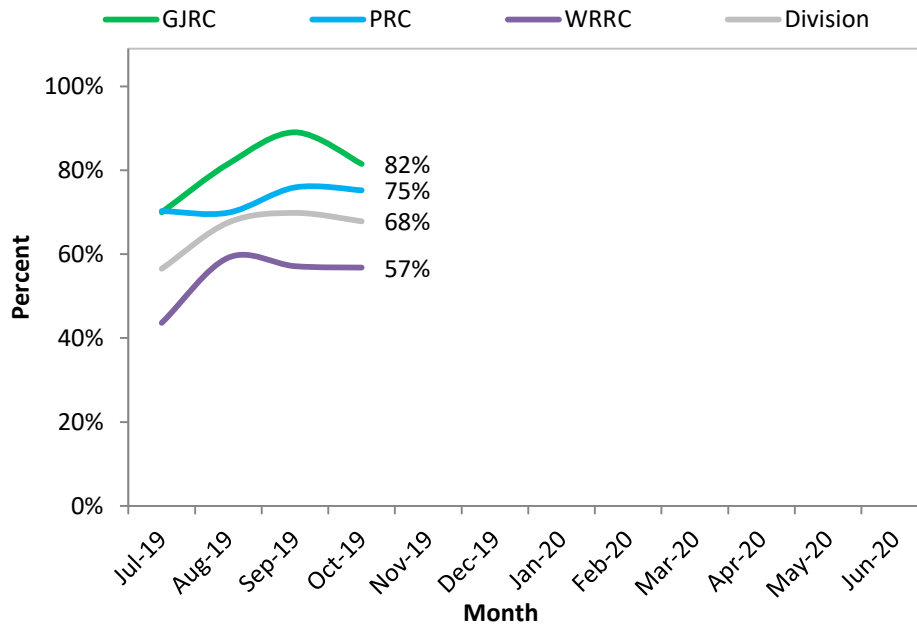
Trend:	PRC had slight increase in performance in the current quarter, while GJRC and WRRC remained stagnant.

## Division of Regional Center Operations

Lead Measure #2:	**Percent of Individual "Transition Criteria" Reviewed Each Month**
How it is measured:	*Numerator:* Number of individual "Transition Criteria" reviewed this month. *Denominator:* Total number of transition criteria for the month. Average transition criteria for the month: Grand Junction (GJRC): 39, Pueblo (PRC): 20, Wheat Ridge (WRRC): 73, Division: 132.
Why this matters:	Reviewing Transition Criteria each month ensures that when individuals are determined ready, they can transition to a less restrictive setting in the community.
Goal:	↑ 90%
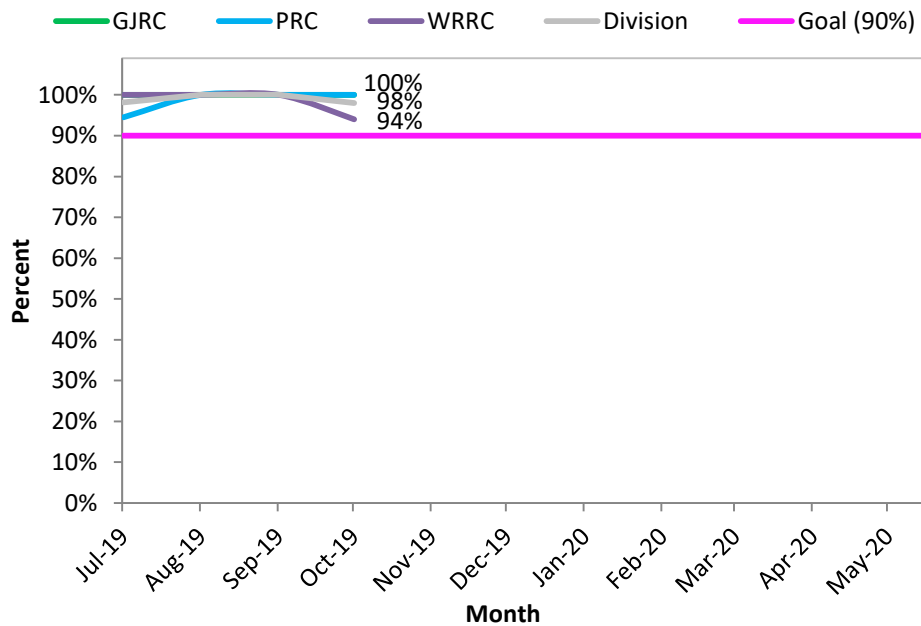
Trend:	Both GJRC and PRC were able to exceed the 90% goal for the current quarter, while WRRC had a decline in performance. Despite the decline in WRRC's performance, all three regional centers met the goal every month this quarter.

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: Elizabeth Mullins

State Veteran Community Living Centers (SVCLC) Wildly Important Goal (WIG) Hierarchy
OCAI WIG: Coloradans served in OCAI Programs are safe and receive the services of their choice in a timely manner.

> **SVCLC Battle WIG: Increase resident safety**

>> Lead Measure #1: Reduce the fall rate

>> Lead Measure #2: Reduce the percent of residents with a urinary tract infection (UTI)

Executive Summary
- SVCLC Battle WIG, Lead Measure #1: Reduce the Fall Rate. Division-wide performance on this measure did not meet the goal in any month during this recent quarter; however, performance is trending downward, demonstrating some improvement.
- SVCLC Battle WIG, Lead Measure #2: Reduce the Percent of Individuals with a Urinary Tract Infection. There was a slight change to the methodology for this measure in this quarter. The new methodology excludes residents who were admitted into the facility with a urinary tract infection (UTI). This allows for the Division to see the percentage of individuals who incur a UTI while under our care. The Division recognizes that reducing the percent of individuals with a UTI ensures that residents within the Community Living Centers receive safe, high-quality care.

Measures
- Fall Rate
- Percent of Residents with A Urinary Tract Infection (UTI)

State Veterans Community Living Centers

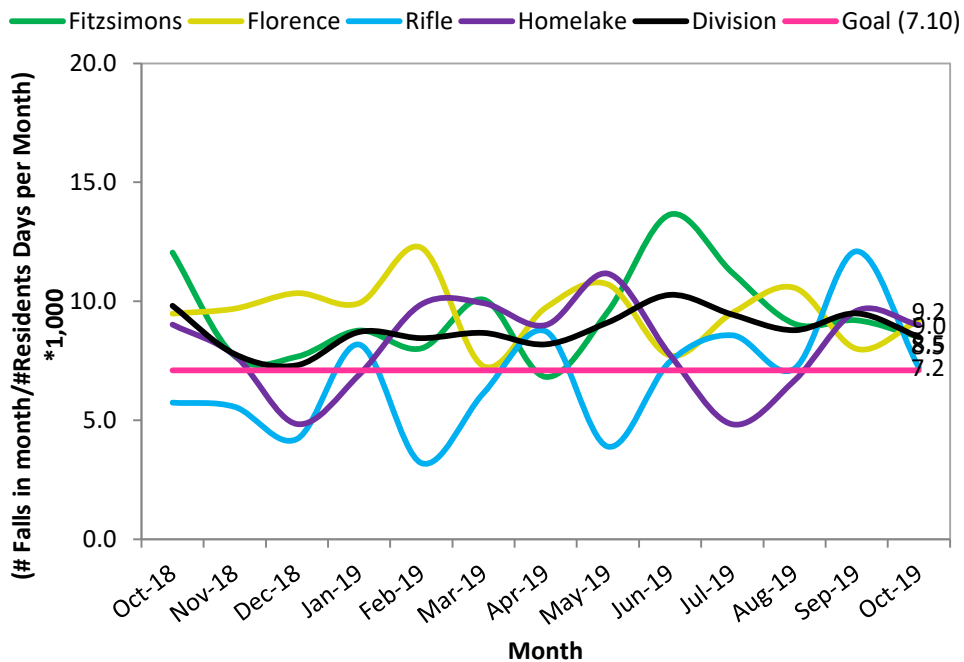**Lead Measure #1:** **Fall Rate**

How it is measured:
Numerator: Number of falls.
Denominator: Per 1,000 resident days. Average resident days by month: Fitzsimons: 4,913, Florence: 2,925, Rifle: 2,096, Homelake: 1,665, Division: 11,599.

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:
The Division's performance in July improved slightly to 8.5, but did not meet the goal. Florence (yellow line) demonstrated increases in their falls at 9.2. Rifle (blue line), Homelake (purple line), and Fitzsimons (green line) improved in performance, but did not meet the goal.

State Veterans Community Living Centers

Lead Measure #2:	**Percent of Residents with A Urinary Tract Infection (UTI)**
How it is measure:	*Numerator:* Number of residents with a UTI. *Denominator:* Number of residents residing at the center (Census). Average Census by month: Fitzsimons: 161, Florence: 95, Rifle: 67, Homelake: 53, Division: 376.
Why this matters:	Finding the cause and getting early treatment for a UTI can keep the infection from spreading and becoming more serious, or causing complications like delirium.
Goal:	⬇ 2.8
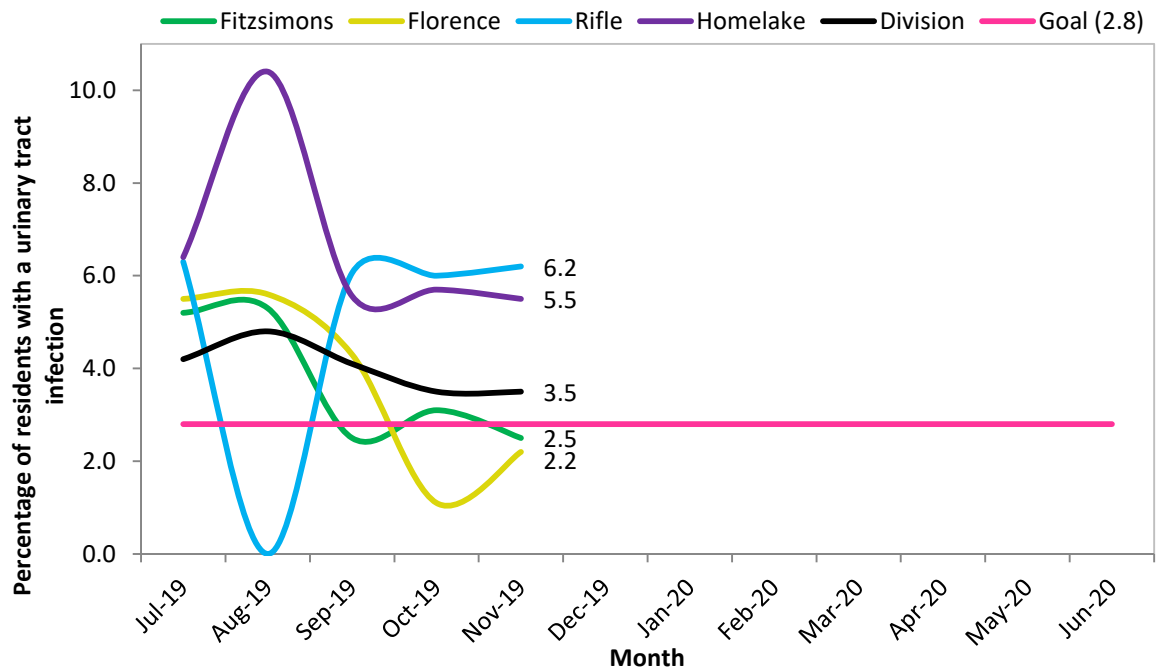
Trend: The Division's performance in October improved slightly to 3.5, but did not meet the goal. Florence (yellow line) demonstrated improvement in their performance at 1.1, respectively meeting the goal. Rifle (blue line) slightly improved in performance, while Homelake (purple line), and Fitzsimons (green line) slightly worsened; these centers did not meet the goal.

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.

Acting Director: Greg Smith

Aging and Adult Services (AAS) Wildly Important Goal (WIG) Hierarchy
OCAI WIG: Coloradans served in OCAI Programs are safe and receive the services of their choice in a timely manner.

AAS Battle WIG: Develop a program evaluation plan by June 30, 2020 to identify key indicators for Aging Services that help older adults receiving their services remain independent in their home/community of choice.

Lead Measure #1: Complete 95% of evaluation work plan activities timely by June 30, 2020.

Description

The Office of Early Childhood (OEC) 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: Vacant

Office of Early Childhood (OEC) Wildly Important Goal (WIG) Hierarchy
OEC WIG: Increase the number of children and families who are ready for school when entering kindergarten.

> **OEC Battle WIG: Measure the child-level impact of early childhood programs on school readiness for children and families participating in publicly funded early childhood programs**
>
> > Lead Measure #1: By September 30, 2019, complete Early Childhood IT Strategic Roadmap to identify needed enhancements to support measurement of long-term outcomes of children and families.
> >
> > Lead Measure #2: Design and begin implementation of at least one pilot to measure the child-level school readiness impact of early childhood programs by June 30, 2020.

Executive Summary
- OEC Battle WIG, Lead Measure #1: By September 30, 2019 complete Early Childhood IT Strategic Roadmap to identify needed enhancements to support measurement of long-term outcomes of children and families. The Office was able to complete this lead measure by September 30, 2019.
- OEC Battle WIG, Lead Measure #1: Design and begin implementation of at least one pilot to measure the child-level school readiness impact of early childhood programs by June 30, 2020. The Office is currently establishing partnerships with local school districts to achieve this lead measure. Once these partnerships are created the Office will be able to launch a pilot study.

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

Division of Early Care and Learning (DECL) Wildly Important Goal (WIG) Hierarchy
OEC WIG: Increase the number of children and families who are ready for school when entering kindergarten.

DECL Battle WIG: Increase the number of children in high-quality early childhood care and education environments.

Lead Measure #1: Increase the number of licensed child care providers who achieve a high rating from 24.4% to 28.0% by June 30, 2020.

Lead Measure #2: Increase the number of Professional Development Information System (PDIS) courses completed by child care providers in rural counties from 81,176 to 143,590 by June 30, 2020.

Lead Measure #3: Increase the percent of Quality Rating and Improvement System (QRIS)-eligible child care providers with CCCAP fiscal agreements.

Executive Summary
- DECL Battle WIG, Lead Measure #1: Increase the number of licensed child care providers who achieve a high rating from 24.4% to 28.0% by June 30, 2020. The Division is working with local school districts to increase high quality providers. Getting school districts licensed will help expand the number of providers that accept subsidized child care. This will also help schools fund more childcare services.
- DECL Battle WIG, Lead Measure #3: Increase *the percent of QRIS-eligible child care providers with CCCAP fiscal agreements.* A statewide goal was set at 47% and the Division is working with counties to set equitable regional goals.

Measures
- [Number of Licensed Child Care Providers Who Achieve a High Rating](#)
- [Number of Professional Development Information System (PDIS) Courses Completed by Child Care Providers in Rural Counties](#)
- [Percent of QRIS-Eligible Child Care Providers with CCCAP Fiscal Agreements](#)

Division of Early Care and Learning

|	
Lead Measure #1:	**Number of Licensed Child Care Providers Who Achieve a High Rating**
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: 3,783.
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:	↑ 28.0%
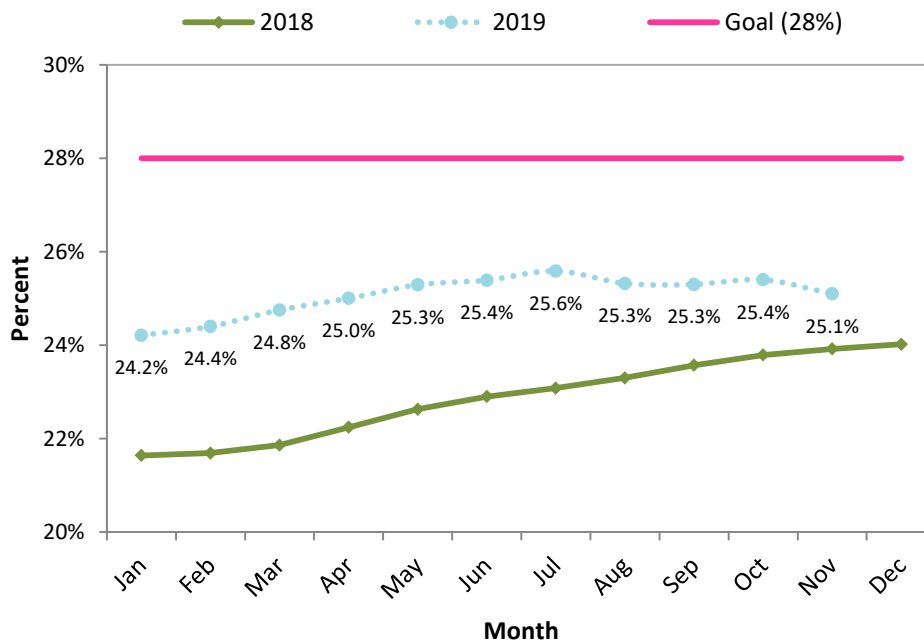
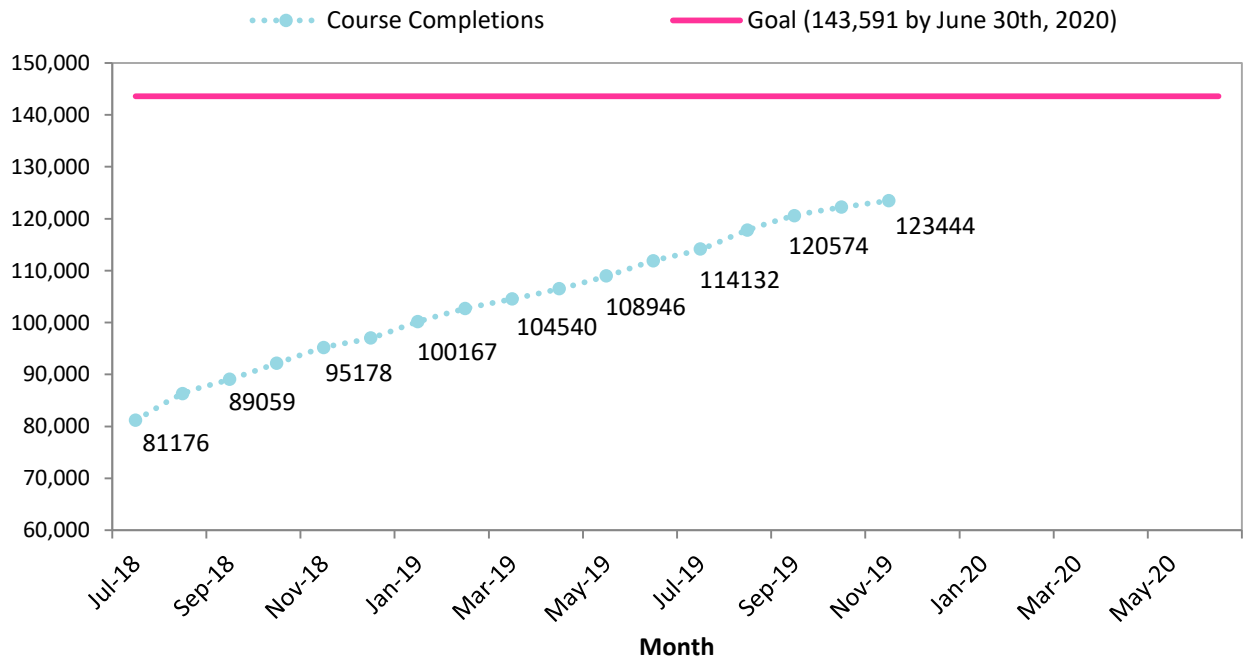|	
Trend:	The Division's performance in the most recent quarter ranged from 25.3% to 25.1%. The goal was not met.

Division of Early Care and Learning

Lead Measure #2:	**Number of Professional Development Information System (PDIS) Courses Completed by Child Care Providers in Rural Counties**
How it is measured:	Total number of course completions (cumulative) in the PDIS system by child care providers in rural counties.
Why this matters:	Expanding the number of providers in rural communities who have access to professional development helps to increase the number of children in high-quality education environments.
Goal:	↑ 143,590

Trend:	The Division's performance in the most recent quarter ranged from 120,574 to 123,444. The goal was not attained.

Division of Early Care and Learning

| Lead Measure #3:	**Percent of QRIS-Eligible Child Care Providers with CCCAP Fiscal Agreements**
How it is measured:	*Numerator:* Licensed facilities eligible for a Colorado Shines rating that hold a current CCCAP fiscal agreement. *Denominator:* Licensed facilities eligible for a Colorado Shines rating; average monthly denominator: 3,783.
Why this matters:	Increasing the number of providers that have current fiscal agreements, increases options for parents to choose high-quality care settings for their children.
Goal:	↑ 47%
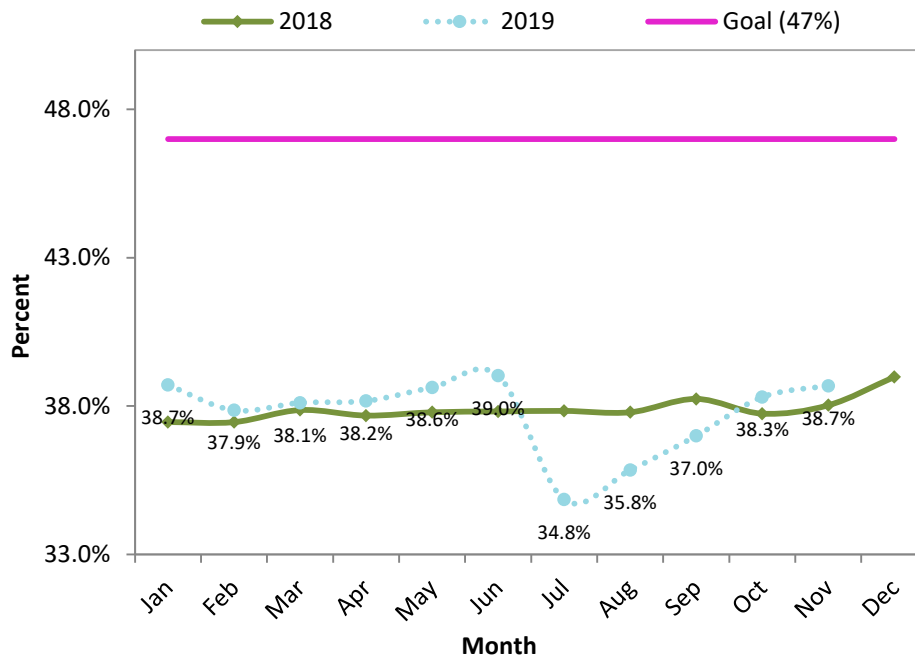
Trend:	The Division's performance in the most recent quarter ranged from 37.0% to 38.7%. Over the quarter the Division was able to improve to similar performance earlier this year. The goal was not met.

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 Alice Cohen

Division of Community and Family Support (DCFS) Wildly Important Goal (WIG) Hierarchy
OEC WIG: Increase the number of children and families who are ready for school when entering kindergarten.

DCFS Battle WIG: Increase the number of communities with right-sized access to family support services.

Lead Measure #1: Create 14 program-specific work plans identifying school readiness indicators by January 1, 2020.

Lead Measure #2: By January 1, 2020, complete Preschool Development Grant Needs Assessment and Statewide Strategic Plan to identify the gaps in family support services statewide.

Executive Summary
- DCFS Battle WIG, Lead Measure 1: Create 14 program-specific work plans identifying school readiness indicators by January 1, 2020. Logic models were created to show how each program contributes to school-readiness. These models will be used by the Division to create performance metrics that will demonstrate how the Division will achieve their WIG.
- DCFS Battle WIG, Lead Measure 1: By January 1, 2020, complete Preschool Development Grant Needs Assessment and Statewide Strategic Plan to identify the gaps in family support services statewide. The Preschool Development Grant application is complete. The Division will learn if they receive the grant in late December. If the grant is received, the Division will move forward with the Needs Assessment and Strategic Plan.

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 (CSS), the Employment and Benefits Division (EBD), and the Food and Energy Assistance division (FEAD). EBD includes Colorado Works/Temporary Assistance for Needy Families (TANF), Colorado Refugee Services Program (CRSP), and Adult Financial Programs. FEAD includes the Food Assistance/Supplemental Nutritional Assistance Program (SNAP), the Low-Income Energy Assistance Program, and Food Distribution Programs.

Director: Ki'i Powell
Deputy Director: Barry Pardus

Office of Economic Security (OES) Wildly Important Goal (WIG) Hierarchy
OES WIG: Improve the economic security of Coloradans.

Child Support Services Division
Summary

Description

The Child Support Services Division (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

Child Support Services (CSS) Wildly Important Goal (WIG) Hierarchy
OES WIG: Improve the economic security of Coloradans.

CSS Battle WIG: Increase the percent of current child support collected from 64.7% as of December 31, 2018 to 65.02% by December 31, 2019.

Lead Measure #1: Improve timeliness of initiation from 67.9% to 80% by June 30, 2020.

Lead Measure #2: Improve timeliness of Administrative Process Action (APA) review and adjustment from 89.4% to 95% by June 30, 2020.

Executive Summary

- CSS Battle WIG, Lead Measure #1: Improve timeliness of initiation from 67.9% to 80% by June 30, 2020. This quarter, the Division determined that a methodology change specifically targeting identified date fields used to calculate timelines was necessary for this measure. The newly identified date fields allow for more accurately understanding case time frames, which is critical to developing effective improvement activities and allocating state and county resources to improve child support case initiation services for Coloradans.
- CSS Battle WIG, Lead Measure #2: Improve timeliness of Administrative Process Action (APA) review and adjustment from 89.4% to 95% by June 30, 2020. The Division of Child Support Services refined their second lead measure in November 2019 to focus on timeliness for Administrative Process Action (APA) cases, as opposed to judicial cases. Case types may require different interventions, so targeting improvement activities by case type and focusing on one case type at a time will increase the probability of collecting a larger portion of child support obligations and better connect Coloradan families with the financial means to support their children's needs.

Measures

- [Percent of Current Child Support Collected, Cumulative](#)
- [Timeliness of Initiation](#)
- [Timeliness of Review and Adjustment](#)

Child Support Services Division

CSS Battle WIG Measure: **Percent of Current Child Support Collected, Cumulative (Federal Measure)**

How it is measured: *Numerator*: Cumulative current support dollars collected year to date.
Denominator: Cumulative current support dollars owed year to date.
Average monthly denominator: $329,993,131.

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

Goal: ↑65.02%
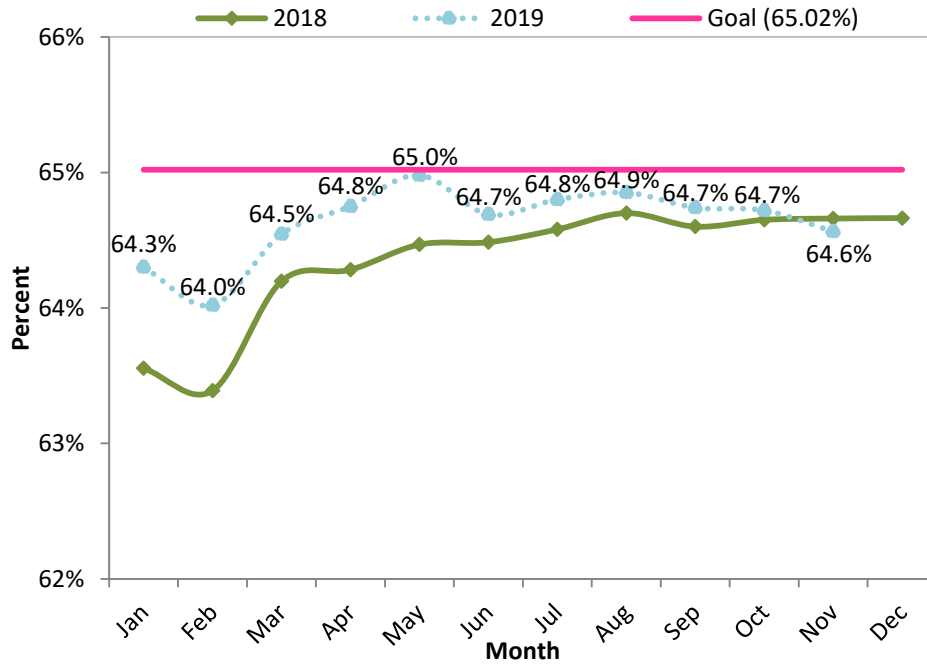
Trend: The Division's performance ranged from 64.7% to 64.6% in the most recent quarter. The Division demonstrated performance above the previous year's trend, with the exception of the month of November. The goal was not met.
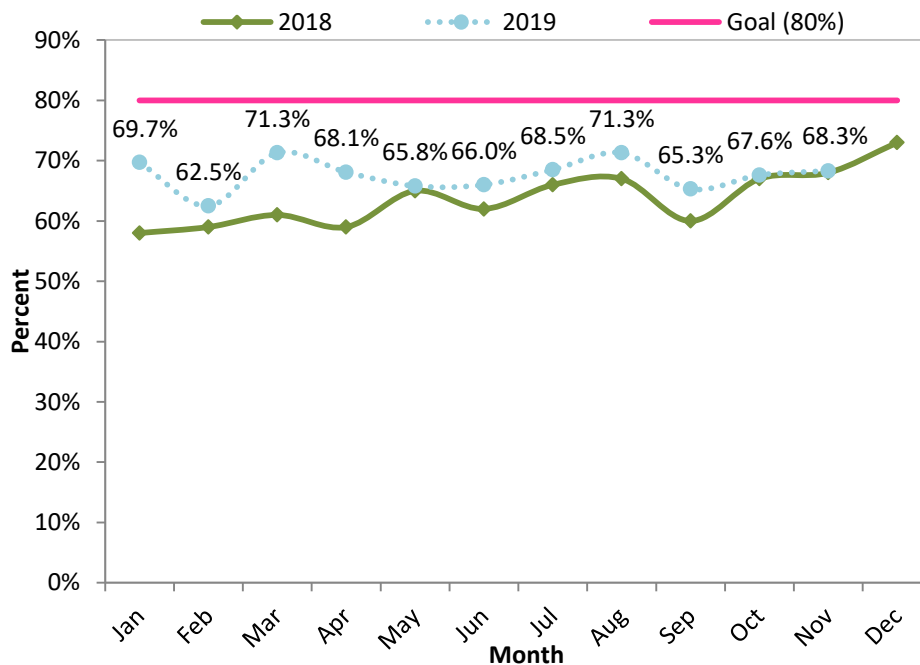
Child Support Services Division

Lead Measure #1:	**Timeliness of Initiation**

How it is measured:	*Numerator*: Number of cases initiated timely (within 20 days) in the reporting month. *Denominator*: Total number of cases initiated in the month. Average monthly denominator: 2,092.

Why this matters:	Increasing timeliness will both improve (1) relationships between the customer and CSS staff and (2) the accuracy and reliability of case information, leading to better child support payment outcomes. Improving child support payment behavior contributes to the achievement and maintenance of economic security and stability for Colorado families.

Goal: ↑80%

Trend:	The Division's performance in the most recent quarter ranged from 65.3% to 68.3% and has remained above the previous year's trend. The goal was not met.

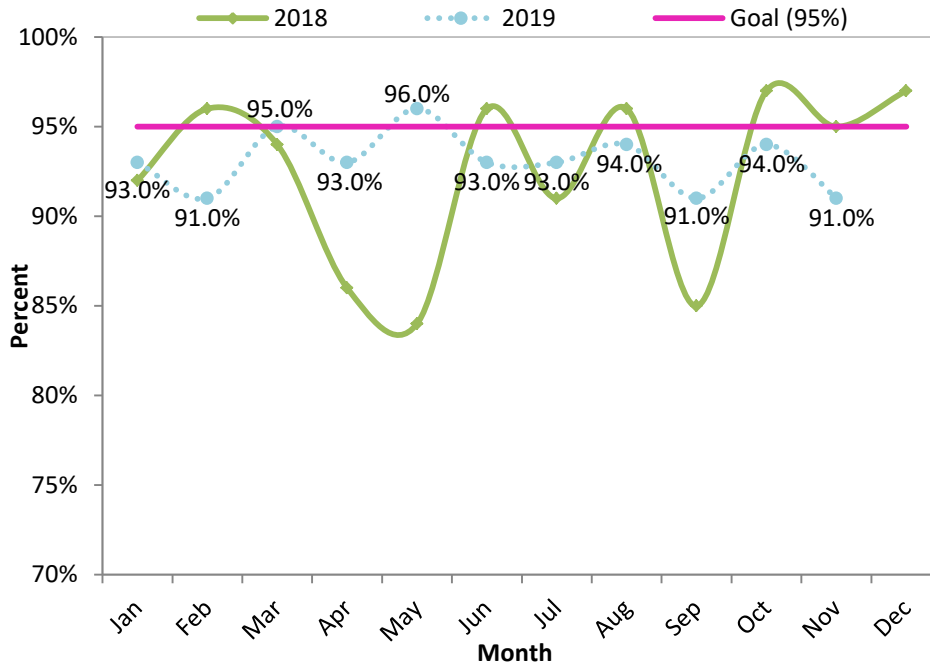| Notes:	A change in methodology, specifically targeting identified dates in data analysis, was implemented this quarter. Updated methodology is reflected for both 2019 and 2019 performance.

Child Support Services Division

Lead Measure #2:	**Timeliness of Review and Adjustment – Administrative Process Action (APA)**
How it is measured:	*Numerator*: Number of APA modifications completed timely (within 180 days) in the reporting month. *Denominator*: Total number of APA modifications completed in the month; average monthly denominator: 59.
Why this matters:	Increasing timeliness will (1) improve relationships between the customer and CSS staff, because it demonstrates more responsive service delivery, and (2) result in order amounts that are attainable for a parent's current financial circumstances, leading to better child support payment outcomes. Improving child support payment behavior contributes to the achievement and maintenance of economic security and stability for Colorado families.
Goal:	↑95%

Trend:	The Division's performance in the most recent quarter ranged from 91.0% to 94.0%. The goal was not met.
Notes:	A change in methodology, specifically focusing on APA cases, was implemented this quarter. Updated methodology is reflected for both 2019 and 2019 performance.

Employment and Benefits Division
Summary

Description:

The Employment and Benefits Division (EBD) administers the State's cash assistance programs for families and older adults, as well as the Colorado Refugee Services Program (CRSP). 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, 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: Katherine Smith
Deputy Director: Danielle Dunaway

Employment and Benefits (EBD) Wildly Important Goal (WIG) Hierarchy
OES WIG: Improve the economic security of Coloradans.

EBD Battle WIG: Increase Colorado Works entered employment from 35% to 40% by June 30, 2020.

Lead Measure #1: Increase the percent of individuals engaged in work-based learning activities from 16% to 18% by June 30, 2020.

Executive Summary
- EBD Battle WIG, Lead Measure #1: Increase the percent of individuals engaged in work-based learning activities from 16% to 18% by June 30, 2020. The Division has focused on providing work-based learning information to county staff at all levels, including the evidence for why these activities lead to desired employment outcomes. The Division recognized that increasing the share of Colorado Works participants who are engaged in work-based learning activities will increase their employability and lead to better employment outcomes. Ultimately, gaining employment is the most likely way that Colorado Works families can achieve and maintain economic security and stability.

Measures
- [Colorado Works Entered Employment, Cumulative](#)
- [Colorado Works Percent of Individuals Engaged In Work-Based Learning Activities, Cumulative](#)
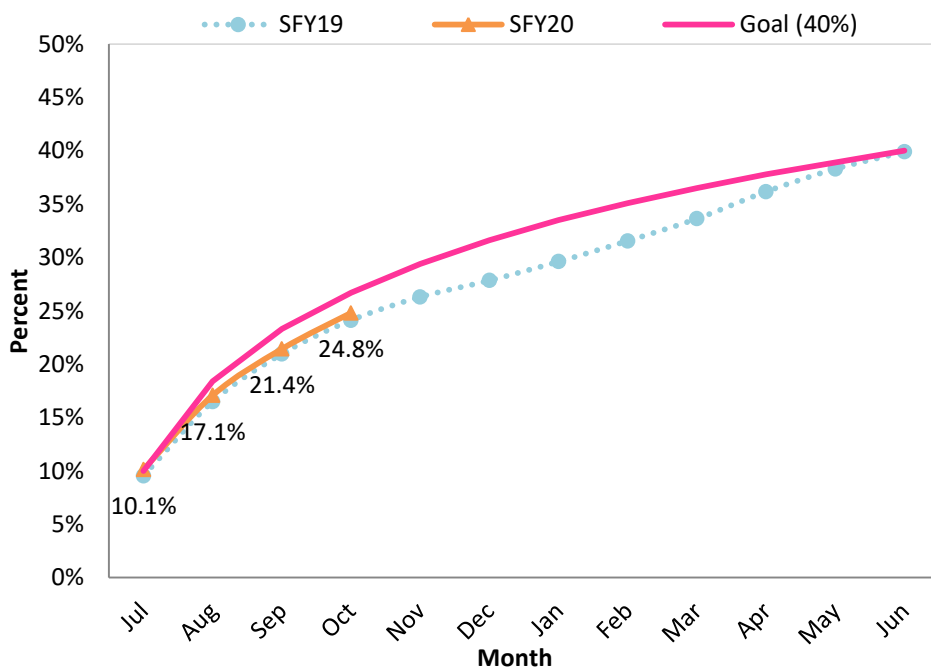
Employment and Benefits Division: Colorado Works

EBD Battle WIG Measure:	**Colorado Works Entered Employment, Cumulative**
How it is measured:	*Numerator*: Number of individuals who gained employment year to date. *Denominator*: Number of individuals enrolled in Workforce Development year to date who are not in the same employment activity continuously year to date (i.e., not already employed). Average monthly denominator: 14,011.
Why this matters:	Gaining employment enables Coloradans to increase their economic security.
Goal:	↑40%

| Trend:	The Division demonstrated performance below the goal in the most recent quarter, with the entered employment rate of 24.8% below the goal of 26.7% for the month of October 2019.
Notes:	The state fiscal year begins July 1st, resetting the cumulative measurement.

Employment and Benefits Division: Colorado Works

Lead Measure #1:	**Colorado Works Percent of Individuals Engaged in Work-Based Learning Activities, Cumulative**
How it is measured:	*Numerator*: Adults on the Colorado Works caseload with one hour in a work-based learning activity in any month state-fiscal-year-to-date. *Denominator*: Adults on the Colorado Works caseload with an open activity in any month state-fiscal-year-to-date. Average monthly denominator: 15,518.
Why this matters:	Increasing the share of participants who are engaged in work-based learning activities will increase their employability and lead to better employment outcomes. Ultimately, gaining employment is the most likely way that Colorado Works families can achieve and maintain economic security and stability.
Goal:	↑ 18%
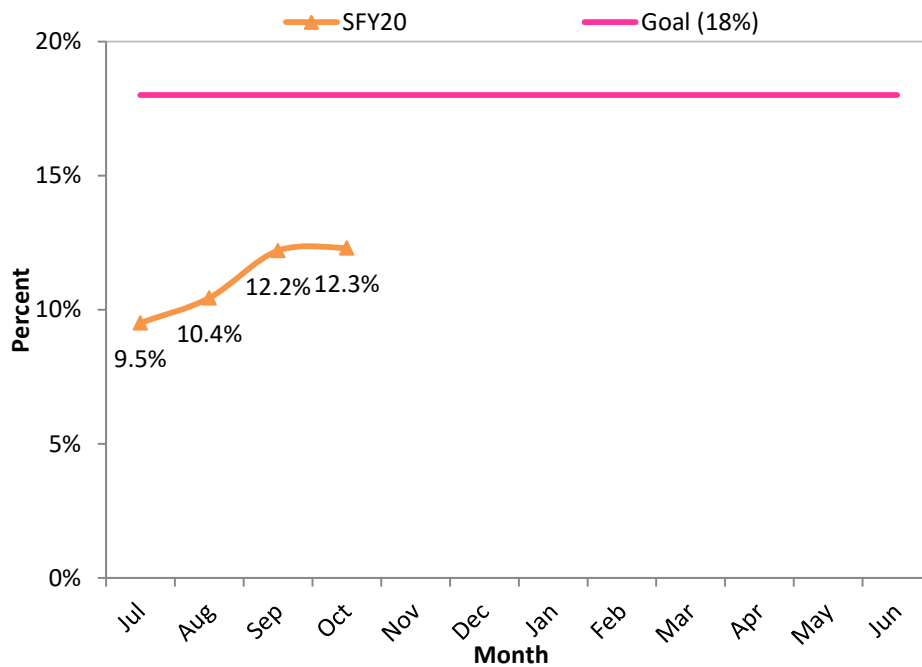
Trend:	The Division's performance in the most recent quarter ranged from 10.4% to 12.3%. The goal was not met.
Notes:	The state fiscal year begins July 1st, resetting the cumulative measurement.

Food and Energy Assistance Division
Summary

Description

The Food and Energy Assistance Division (FEAD) administers 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 (LEAP).

Director: Karla Maraccini

Food and Energy Assistance Division (FEAD) Wildly Important Goal (WIG) Hierarchy
OES WIG: Improve the economic security of Coloradans.

FEAD Battle WIG: Increase the percent of Medicaid enrollees with a corresponding enrollment in SNAP from 31.6% to 35.6% by June 30, 2020.

Lead Measure #1: Outreach partners will submit 12,000 SNAP applications.

Lead Measure #2: County offices will increase the new SNAP application approval rate from 69% to 73% by June 30, 2020.

Executive Summary

- **FEAD Battle WIG: Increase the percent of Medicaid enrollees with a corresponding enrollment in SNAP from 31.6% to 35.6% by June 30, 2020.** The Division has been working closely with the Colorado Department of Health Care Policy and Financing (HCPF) to align the methodology of this measurement, which is tied to county incentives, and ensure consistent reporting moving forward. Data will be available in the next Quarterly Report.
- FEAD Battle WIG, Lead Measure #2: County offices will increase the new application approval rate from 69% to 73% by June 30, 2020. Over the most recent quarter, the Division has been working on communicating eligibility requirements for the interview process and application verification to counties with the intention of improving customer service and reducing rework by county technicians. The Division recognized that improving the application approval process will ensure that more Coloradans receive the assistance they need.

Measures

- [Percent of Medicaid Enrollees with a Corresponding Enrollment in SNAP](#)
- [Outreach Partner Application Volume](#)
- [New SNAP Application Approval Rate](#)

FEAD Battle WIG Measure:	**Percent of Medicaid Enrollees with a Corresponding Enrollment in SNAP**
How it is measured:	*Numerator*: Number of Colorado Medicaid enrollees with a corresponding enrollment in SNAP. *Denominator*: Number of Medicaid participants determined eligible for SNAP.
Why this matters:	Increasing the number of individuals who are enrolled in both programs will increase overall food security and decrease the likelihood of households utilizing other, more costly, health interventions. This will lead to improved quality of life and capacity for upward economic mobility and self-sufficiency.
Goal:	↑ 35.6%
Notes:	***Data will be available in the next Quarterly Report.***

Food and Energy Assistance: Food Assistance

| Lead Measure #1:	**Outreach Partner Application Volume**

How it is measured:
Numerator: Number of applications submitted year-to-date.
Denominator: Annual contract number of applications.

Why this matters:
Utilizing innovative and expanded partner outreach opportunities to increase the number of individuals who apply for SNAP will likely increases enrollment in the program, therefore leading to improved quality of life and capacity for upward economic mobility and self-sufficiency.

Goal:
Benefits Data Trust: 6,100 applications (FFY19-20)
Care & Share: 1,850 applications (FFY19-20)
Hunger Free Colorado: 9,204 applications (FFY19-20)
Benefits in Action: 610 applications (FFY19-20)
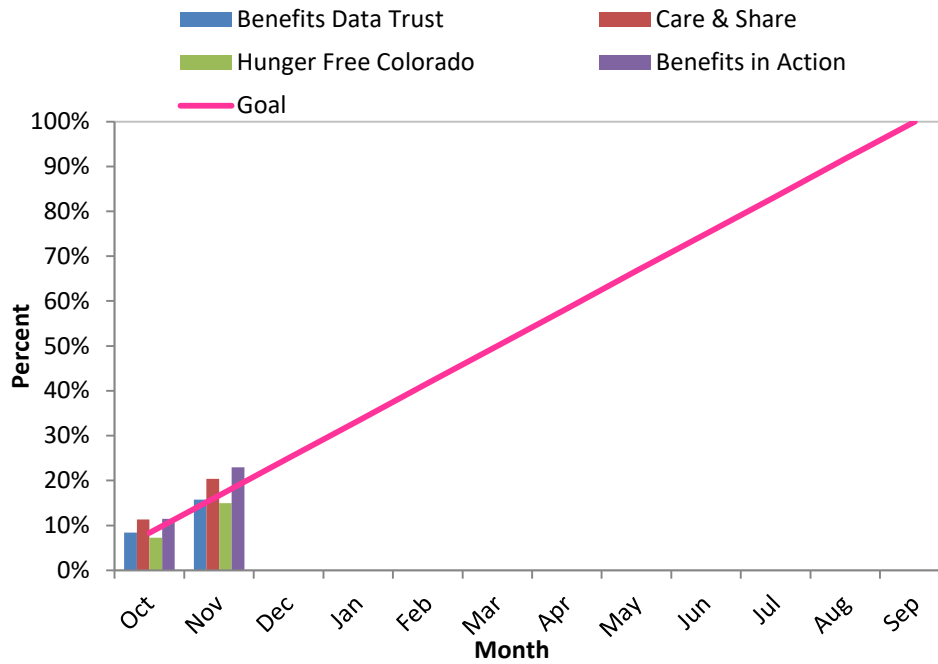
Trend:
The Division's performance in the most recent quarter varied by provider. Benefits Data Trust (blue), Care & Share (red), and Benefits in Action (purple) exceeded their cumulative targets for the months of October and November, while Hunger Free Colorado (green) was under their target during the most recent quarter.

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

Food and Energy Assistance: Food Assistance

Lead Measure #2:	**New SNAP Application Approval Rate**
How it is measured:	*Numerator*: Number of new SNAP applications approved in the month. *Denominator*: Number of new SNAP applications processed in the month. Average monthly denominator: 22,331.
Why this matters:	Increasing the approval rate of SNAP applications will result in more Coloradans receiving the assistance they need.
Goal:	↑ 73%
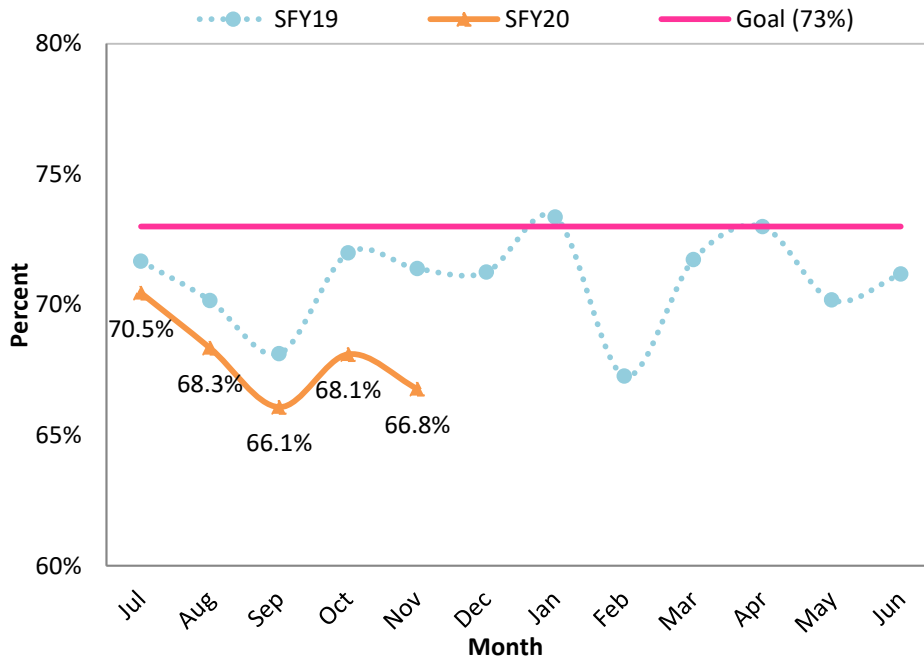
Trend:	The Division's performance in the most recent quarter ranged from 66.1% to 68.1%, with a downward trend since July 2019. Performance in SFY20 was consistently below that of the previous state fiscal year. The goal was not met.