

COLORADO

**Department of Human Services
Office of Child and Family Services
Division of Child Welfare**



**Child and Family Services Review
Program Improvement Plan
Quarterly Report**

**January 1, 2004 through March 31, 2004
Submitted June 1, 2004**

**Program Improvement Plan
Report of Progress and Status
January – March 2004**

Overview

This is Colorado's second quarterly report of progress on the State Program Improvement Plan. As Colorado continues to track outcome data, the accomplishments at both the state and county level are more evident. As practice is reflected in the data, Colorado has found areas that are no longer relevant to when the PIP was approved. This report provides a narrative regarding Colorado's performance with regard to the National data indicators, information regarding performance from the statewide data collected from reviews by the Administrative Review Division, information about the county PIP process, and the matrix of action steps.

Renegotiation Request

- The approved baseline for Item 3, "Services to family to protect children in home and prevent removal" was established based upon services being provided for children in foster care. There is currently information to establish a baseline for children receiving services to prevent out of home placement. The current baseline for family service plans that reflect a description of services to protect the child in his/her home is 83.9%. Colorado would propose the following goal for Item 3: By October 2005, 88% of Family Services Plans contain a description of specific services that protect children in their homes and prevent removal.
- The approved baseline for Item 19, "Worker visits with child" was established based upon a rule that required monthly face-to-face contact only with children in foster care. There is currently information to establish a baseline for face-to-face contact with both children in foster care and those living in their own homes. The current baseline for monthly face-to-face visits with children open to social services is 86.1%. Colorado would propose the following goal for Item 19: By October 2005, 90% of monthly visits with the child will be face to face.

National Data Indicators

- Recurrence of Maltreatment – Colorado continues to be in compliance with the National Standard. The point in time data shows that only 3.0% of Colorado's children have another substantiated report of neglect or maltreatment within a six-month period. This is an improvement of .07% from the first quarter report.
- Incidence of Abuse or Neglect in Foster Care – At the time of the review, .75% of the children in foster care had experienced an incident of abuse or neglect. Since the first quarter report of .59% the percentage has increased to .62%. Although this is still below the baseline and .01% from the hoped for benchmark, discussion with the county departments will occur to weigh if this is a negative trend thus requiring some additional training.
- Reunification in less than 12 months from the time of the latest removal - Colorado continues to be in compliance with the National Standard. The point in time data shows that 81.4% of Colorado Children are reunified with their parents or caretakers within 12 months from the time of their latest removal. This has improved from 77.08% reported in the first quarter report.
- Finalized adoption within 24 months from the time of the latest removal from home – Again Colorado continues to be in compliance with the National Standard. The point in time data shows that finalized adoptions within 24 months of last coming into care occurs for 59.3% of Colorado's adopted children. This is up from 39.1% at the end of December, 2003. The large percentage change is due to data analysis changes, which include all children with multiple identities. The high rate of adoption may be in part due to the rollout of the new tracking system and the present inability within the system to discern multiple identities of children. Those children who attained a new identity prior to the rollout of the new information tracking system will not have their entire length of time in care reflected. The system is in a state of

modification in order to capture this data with greater accuracy and it is anticipated that this percentage may decrease.

- Stability of foster care – With the last quarterly report, Colorado had fallen below the National Standard to 80.45%. With this report, Colorado has come back into compliance to 91%. Much work was done statewide to provide training and support for foster parents as well as working with county departments around the recruitment of family foster homes that are within the child’s community and available for the provision of extended care.
- Re-entry into foster care – Colorado continues to be out of compliance on this standard. However, as counties have continued to be trained on accurate data input, the re-entry rate continues to improve. At the time of the review, Colorado had a re-entry rate of 19.3%. The first quarter report reflected 13.84% re-entry and at this time the number of children who re-enter foster care within 12-months of a prior foster care episode is 10.8%

Statewide Data

Colorado utilizes data collected from Trails, the statewide automated information system, and data provided by the Administrative Review Division (ARD). As counties continue to improve their data entry through Trails, a more accurate report of program performance is seen. Statewide data provided by ARD has been valuable in providing longitudinal feedback to counties about caseworker practice. Together, the data from Trails and ARD provides a comprehensive, statewide picture of where Colorado needs to focus for outcome improvement.

County Program Improvement Plans

Colorado Child Welfare is state supervised and county administered. As such, each of the 64 counties address the issues of safety, permanency, and child and family well-being from their own perspectives. Each county must also address systemic issues locally, as many of the other public serving agencies and the courts are regionally based.

In order for each county to address their own issues, they are provided with county specific data on the various items included in Colorado’s State Program Improvement Plan. From their data, they are asked to address areas that are most out of compliance. Although data is provided for every county, only 21 have been asked to submit formalized county specific program improvement plans. These plans were submitted in December 2003 and final approval occurred in early January 2004. Each of the 21 counties are held accountable to the national data indicators as well as the 24 items tracked by ARD and Trails.

As the counties have only been implementing their county specific PIPs, for 3 months, their county specific data does not reflect changes in their practice. More information will be provided with the third quarterly report.

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Program Improvement Plan
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**January 1, 2004 through March 31, 2004
Submitted June 1, 2004**

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	Benchmarks Toward Achieving Goal	Benchmarks Dates of Achievement Goals Projected	Benchmarks Dates of Achievement Goals Actual	Date of Goal Achievement Projected	Date of Goal Achievement Actual	Barriers Or Discussion	Other PIP Related Activities
Outcomes S1 Children are first and foremost protected from abuse and neglect									
Item 1: Timeliness of initiating investigations of reports of maltreatment	85% of report will receive a face-to-face observation of child within assigned timeframe. Baseline 81%.		Statewide County data will indicate attainment of benchmark at 83%	Aug, 2004		Oct, 2005	Mar., 2004 – 85.6%%	This is the second quarter that this measure has achieved the goal.	
		1. In order to mandate a face-to-face observance of the child when initiating an investigation on both new referrals and referrals on open cases. a. Submit a rule change request to state board b. Announce the change to counties via agency letter. c. Assure that counties implement this practice change	1a. Rule change approved. 1b. Agency ltr. Sent.	1a.Feb, 2004 1b.March, 2004			1c Jan., 2004	The rules package regarding this rule change has been delayed.	An agency letter (see attached addendum 1) has been sent informing county directors of proposed rule changes and that they will be reviewed to the proposed rule immediately.
Incidence of Child Abuse and/or Neglect in Foster Care (Statewide data indicator relating to Item 2)	.57% or less of children in foster care will experience abuse or neglect- Baseline .73%.		Rate for abuse or neglect in foster care will decrease to .61%	Aug, 2004		Oct, 2005		This measure has fallen .01% under the proposed benchmark of .61%	
		1. The 24-hour monitoring team will continue to provide over-sight and technical assistance to facilities that are determined to be at risk or where there has been an allegation of child abuse/neglect in order to correct situations that put children at risk and to increase the level of quality of care. a. receive referrals b. conduct site visits c. document findings and provide to county department and state staff. d. provide oversight and technical assistance	1. Completion of assessment, oversight and T/A to facility	1.Ongoing	December, 2003				See Addendum 3 A report from the 24 Hour Monitoring Unit.
		2. Statewide training will be provided for county staff and child placement agency staff on Confirming Safe Environment (assessing safety of the foster home prior to and during placement).	2a Training started 2b. Training completed		2a Aug, 2003	2b. June, 2004		To be reported next quarter	
		3. Statewide foster parent training curriculum (Core and Advanced) will provide information and suggestions to ensure that needs and behaviors of special needs children are addressed to prevent inappropriate or abusive treatment. a. Review and revise curriculum. b. Begin delivery of revised curricula. c. Assess training effectiveness via evaluation.	3a. Review and revision 3b. Deliver training. 3c. Evaluation	3a. Sep, 2003 and ongoing 3b. Dec. 2003 3c. April 2004 and ongoing	3a Sep, 2003 3b Dec. 2003 3c. April 2004 and ongoing	3a Sep 2003 3b Dec 2003 3c. April 2004 and ongoing	3a Sep.. 2003 3b Dec. 2003 3c. April 2004 and ongoing		
		4. Foster Family Assessment training will be provided to county and CPA staff to improve their ability to assess and certify appropriate foster homes.	4a. Training started. 4b. Training completed		4a. Aug, 2003	4b. Oct, 2004		4b. Training completed	

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Outcome S2 Children are safely maintained in their homes whenever possible and appropriate									
Item 3: Services to family to protect child(ren) and prevent removal.	95% of Family Services Plans (FSP) contain a description of specific services that address the needs of the child(ren). Baseline 95%.		Maintenance of 95% statewide compliance	Jan, 2004		Oct, 2005		83.9% of children receive services to protect them in their homes. This quarter's report reflects services to protect the child and his/her home, or to protect the community. Previous measures were a reflection of services provided for children in out of home care..	This is an item that the state would like to re-negotiate. The original baseline was established based upon services being provided for children in foster care. There is currently information to establish a baseline for children receiving services to prevent out of home placement. Colorado would propose that the baseline be 83.9% with a goal of 88% by October, 2005.
		1. In order to insure that appropriate services are provided, County Department's will conduct reliable assessments of families open to child welfare to provide them an appropriate array of prevention, support and Core services to protect children in their own homes and prevent removal a. Counties have been notified that the use of the Colorado Assessment Continuum (CAC) is now required in Trails. b. State will provide technical assistance to counties on the use of the CAC upon request.	1a .Counties notified. 1b. T/A started and ongoing	1a April 2003	1b June 2003	1b. June, 2004	1a. April, 2003	1a. Child Welfare published the Desk Top Trails User Guide in April 2003 that includes the CAC instruments among the required fields. 1b. Pueblo County's request for T/A regarding the CAC scheduled for October 2003 was rescheduled to January 15, 2004.	January, 2004 – Meeting of approx. 80 Pueblo DSS staff to discuss the effective use of the CAC and provide Trails data on Pueblo's use to date of the CAC. January, 2004 - Meeting is scheduled with the relevant CAC staff and consultants to plan for the next 2 Colorado sites to receive T/A re. the CAC.
		2. Use of Team Decision Making (TDM) to consider removal decisions will be expanded beyond Denver and El Paso Counties a. Present Family to Family strategies (including use of TDM) to Metro Child Welfare Administrators and County Directors b. Conduct statewide forum to provide information regarding implementation and support for Family to Family strategies c. Additional counties self-select to implement these strategies (Projected: three additional counties) d. The State will provide technical assistance and support to counties as they implement TDM for this purpose.	2a. Presentations made. 2b. Forum conducted. 2c Counties self-selected. 2d. T/A started and ongoing.	2c. March, 2004 2d March 2004	2a Aug, 2003 2b. Oct, 2003 2c. Mar, 2004 2d Mar, 2004	2c. June, 2004 2d. Dec, 2004	2a Aug, 2003 2b Aug, 2003 2c Mar, 2004 2d Mar, 2004 and ongoing	Technical assistance has been provided to 5 additional counties toward implementing Family-to-Family Strategies in their child welfare practice.	

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Item 4: Risk of harm to child(ren)	75% of Safety plans will address the issues identified in the safety assessment Baseline 71%.		Statewide county data will indicate that attainment of goal at 73%	Aug, 2004		Oct, 2005	Mar., 2004 – 81.6%	This is the second quarter that this measure has achieved the goal.	
		Core Caseworker Statewide training will provide training on how to incorporate the Safety Assessment into a Safety Plan. a. Review and revise curriculum. b. Deliver revised curriculum. c. Assess training effectiveness via evaluation and/or supervisor surveys.	a. Review and revision. b. Deliver training. c. Evaluation	c. Jan, 2004 and ongoing	a. July, 2003 b. Sept, 2003 & ongoing c. Jan, 2004 and ongoing	a Jul 2003 b Sept 2003 c. Jan, 2004 and ongoing	a Jul. 2003 b Sept. 2003 c. Jan, 2004 and ongoing		
Outcome P1: Children have permanency and stability in their living situations									
Item 5: Foster care re-entries	No more than 17% of children will experience re-entry into foster care within a 12-month period Baseline was 19.3%		Re-entry rate will decrease to 18%	Aug, 2004		Oct, 2005	Mar., 2004 - 10.8%	This is the second quarter that this measure has achieved the goal.	
		1. Post re-unification services will be available for families statewide: a. County departments submit Core Services and PSSF plans that address the post-reunification needs of a family.	1. Plans submitted and reviewed	1. Dec 2003	1. PSSF plans were submitted, reviewed and implementation beginning in October 2003	1. June, 2004			In January 2004, Counties technical assistance by the CDHS staff on the inclusion of reunification services into the Core Services Plan for SFY, 2005
		2. Family to Family practice of Team Decision Making (TDM) will occur in Denver and El Paso Counties. a. Denver and El Paso counties expand the use of TDM to include delivering a TDM meeting prior to return of a child home. These TDMs will address post-reunification needs of the family. The current staff in these county TDM units will manage this expansion b. Additional counties will be identified to deliver TDM meetings when a child returns home (refer to Item 3 Action steps for a description of this process. c. The state will provide technical support to the additional counties and the counties will implement TDM	2. TDM will be completed in 75% of the cases where a child returns home 2b Solicit county participation 2c T/A started and ongoing	2. Dec, 2004 2a. Dec. 2003 2b Mar, 2004 2c Mar, 2004		Dec. 2004 2a. June, 2004 2b. June, 2004 2.c Dec. 2004	 2b. Mar, 2004 2c Mar, 2004	To be reported	Colorado continues to promote the statewide implementation of Family-to-Family Strategies. Quarterly meetings are being held to provide T/A for better practice in the strategies of self-evaluation, building community partnerships, recruitment and retention of foster homes and team decision making.

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		3. NCFAS-R's two validated reunification domains will be increasingly used in counties to assist with determining when it is safe/appropriate to return children/youth home a. use of NCFAS-R will be expanded beyond the three pilot counties (Denver, Mesa, and Morgan) to assist with determining when it is safe/appropriate to return children/youth home. b. State will provide technical assistance with counties re: effective use of NCFAS-r. c. State will submit a request for the two new reunification domains to be integrated into Trails. d. NCFAS-R integrated into Trails.	3a. Additional counties identified 3b. T/A started and ongoing 3c. Request submitted. 3d. NCFAS-R in trails	3a. Jan, 2004 3b. Jan- 2004	3c. Sept 2003	3b Nov, 2004 3d. Nov, 2004	3a. Jan, 2004 3b. Jan 2004 and ongoing 3c. Sep, 2003, request submitted		Pueblo trained on use of NCFAS-R during the CAC T/A provided at Pueblo County DSS on January 15, 2003. A recommended visitation protocol is being developed by the CPS Expert Consultants in collaboration with relevant Child Welfare staff. The protocol will include how to effectively use the NCFAS-R in conjunction with the recommended visitation protocol. Pilot sites for use of the visitation protocol and NCFAS-R will be requested. It is hoped that the distribution of the visitation protocol will occur by May 2004.
Foster Care Re-entries (Statewide data indicator relating to Item 5)	17% of children will experience re-entry into foster care within a 12-month period Baseline 19.3%.	See Item 5 for action steps to address this indicator.	Re-entry rate will decrease to 18%	Aug, 2004		Oct, 2005	Mar., 2004 - 10.8%	This is the second quarter that this measure has achieved the goal.	
Item 6: Stability of Foster Care	For 76% of children who experience change of placement, the change will be directly related to helping the child achieve his/her goals in the case plan. Baseline from July-Aug data was 72%.		Increase to 74%	Aug, 2004		Oct, 2005	Mar., 2004 – 73.1%	Although this measure is still below baseline, there has been statewide improvement of 1.5% from the last quarterly report. .	
		1. Training and technical assistance in Family Group Decision Making and Team Decision Making to plan for each move made by a child in foster care will be expanded to other counties.	1. Other counties identified.	1. Jan, 2004		1. Dec, 2004			Additional counties have been identified for implementation of Family to Family strategies

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		2. Recruitment and retention of foster parents will be community- based to better meet the needs of children in their neighborhood home environment. a. Family to Family Counties will develop and implement community recruitment strategies. b. Strategies will be documented and shared with other counties.	2b. Report documenting strategies produced and distributed.	2b. June, 2004				To be reported	
		3. Partner with CO State Foster Parent Association (CSFPA) to provide mentoring and supportive services to foster families to minimize the likelihood of placement disruption. a. Inform foster parents of process for requesting a mentor. b. Develop survey to distribute to sample of foster parents to determine adequacy/quality of services. c. Analyze data and provide feedback. d. Identify specific service needs and work with FPA and counties to locate resources/services	3a. Info. to foster parents. 3b. Survey distributed. 3c. Analysis and feedback	3a Dec, 2003 3c Feb, 2004	3b Oct, 2003		3a Dec. 2003 3b Oct, 2003		3a In partnership with CDHS the CSFPA is developing a more formal definition of their mentoring program and the support they will provide. 3b The Colorado Foster Family Survey was available for foster parents to complete at the CSFPA Annual Conference
		4. Denver and El Paso Counties will decrease the use of congregate care for children and increase the use of family kinship and family foster homes. a. Counties will utilize TDM practices and safety planning. b. Child Welfare will provide T/A and support around use of TDM.			4a. Jan, 2003 4b Ongoing	4a. Dec, 2003 4b Ongoing			In Denver County, Emergency Response staff and night callers were directed to move children into foster care as opposed to congregate care. All children under the age of six have been diverted from the Family Crisis Center into emergent foster care homes.
		5. Best practices for recruitment, retention and support for placement stability that were identified in the 14 county foster care review will be shared statewide. a. Information shared at statewide conferences and meetings of county directors. b. Information will be posted on the Child Welfare Website c. Bi-monthly foster care coordinator meeting will highlight best practices and identify barriers to implementation.	5a. Presentations made. 5b. Web posting. 5c. FC Coord. Mtg.		5a June, 2003 5b Oct, 2003 5c Oct, 2003		5a Oct 2003 5b. Oct 2003 5c Oct 2003		5a: Presentations were made and will be ongoing. 5b. Child Welfare web page continues to be updated with new information. 5c. Bi Monthly Foster/Kin Coordinator meetings ore ongoing.

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Item 7: Permanency goal for Child	<p>1. 96% of children in foster care will have an appropriate permanency goal. Baseline 95%.</p> <p>2. 50% of children in foster care will have a permanency goal established in a timely manner Baseline 14%.</p>		<p>1. Baseline is maintained.</p> <p>2. 30% of children in care will have timely permanency goal.</p>	<p>1. Aug, 2004</p> <p>2. Aug., 2004</p>	<p>1. Dec., 2003 – 95.8%</p> <p>2. Mar., 2004 45.8%</p>	<p>1. Oct, 2005</p> <p>2. Oct., 2005</p>	<p>Mar., 2004 – 96.1</p>	<p>1. This is the first quarter that this measure has achieved the goal</p> <p>2. This is the second t quarter that this measure has achieved the benchmark.</p>	
		1. Ensure that Statewide Core Caseworker training includes the need to establish an appropriate permanency goal in a timely manner and to consider use of concurrent planning when appropriate. <ul style="list-style-type: none"> a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey. 	<p>1a. Review and revise</p> <p>1b. Deliver training</p> <p>1c. Evaluation</p>	<p>1b. Dec, 2003 and ongoing</p> <p>1c. April 2004 and ongoing</p>	<p>1a review Sept, 2003</p> <p>1a revise. Dec, 2003</p>	<p>1b. Jan, 2004 and ongoing</p>	<p>1a review Sept, 2003</p> <p>1a revise. Dec, 2003</p>		
		2. Judges and magistrates will participate in “Stepping Up To Juvenile Court” – a training on the proper handling of Dependency and Neglect cases (including the timeliness of permanency determination)	<p>2a. Begin training</p> <p>2b Training completed</p>	2a. Feb, 2004	2a Mar, 2004	2b. Oct, 2005		To be reported	
		3. Agency letter will be sent to reinforce timelines for establishing permanency goal.	3. Letter. sent	3. Nov, 2003			Nov 2003		
Item 9: Adoption		1. Statewide Caseworker Core and ongoing training on adoption issues/practice will emphasize timelines and efforts to find adoptive homes for all children with a goal of adoption. <ul style="list-style-type: none"> a. review/revise curriculum. b. deliver revised curriculum. c. assess training effectiveness via evaluation and/or supervisor survey. 	<p>1a Review and revise</p> <p>1b. Deliver training</p> <p>1c. Evaluation</p>	<p>1b. Dec, 2003 & ongoing</p> <p>1c. April 2004 & ongoing</p>	<p>1a Sept, 2003</p> <p>1b. Dec, 2003</p>		<p>1a Sept, 2003</p> <p>1b. Dec, 2003</p>		
		2. Adoptive families will be informed on the process for negotiation of subsidies <ul style="list-style-type: none"> a. Handouts and website links regarding the negotiation of subsidies will be provided to adoptive families 	<p>2a. Handouts and website info will be developed.</p>	2a. Jan, 2004		2a June, 2004		To be reported	
		3. Adoption caseworkers will be trained on resolving challenging issues including; working with children refusing adoption and children being labeled as “unadoptable.” <ul style="list-style-type: none"> a. State child welfare will request technical assistance/training from National Resource Center or AdoptUSKids. b. State will work in partnership with above-listed entities to provide training on working with children refusing adoption. 	<p>3a. Training and T/A request approved.</p> <p>3b. Training started and completed.</p>	<p>3a. Jan., 2004</p> <p>3b. June, 2004</p>	3a Jan, 2004	3b Dec, 2004			Counties ensure that every child who is currently available for adoption (parental rights terminated) with no identified family is listed on ADOPTUSKIDS Web site.

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		4. ARD will establish a measure to determine effectiveness of county adoption efforts. a. Review questions will be added to Q/A instruments. b. Baseline will be established. c. Goal will be negotiated with RO.	4a. Instrument modified. 4b. Baseline set 4c. Goal approval by RO.	4a. Jan, 2004 4b. May, 2004 4c. June, 2004	4a Jan, 2004				The question was added to the Administrative Review Instrument in Dec. 2003. A baseline still needs to be set and a goal negotiated with the R.O
Item 10: Permanency goal of other planned permanent living arrangement.	1. 18% of cases will have OPPLA as a permanency goal Baseline 22%. 2. 93% of the IL cases will reflect diligent efforts to prepare youth for emancipation Baseline 89%.		1. 20% of cases will have OPPLA as a permanency goal. 2. ARD report will indicate achievement of benchmark at 91%	Aug, 2004 Aug., 2004		Oct, 2005 October, 2005	Mar., 2004 – 14.10%	1. This is the second quarter that this measure has achieved the goal. 2. The quarterly measure for this item has improved to 88.5% which is a 1.9% improvement from the first quarter, but still .5% below the baseline. The critical issue continues to be around I.L. planning.	
		1. State staff will form a cross-system Child Welfare Child Placement Advisory workgroup to assist in gaining insight into current practices regarding permanency with children/youth. a. Cross System workgroup will review AFCARS Data and the use of and the processes that counties follow before use of OPPLA. b. If needed, Focus groups will be held statewide to gain information on barriers in securing permanency, barriers in maintaining permanency, the role of termination of parental rights in permanency, policy issues which create barriers and practice issues which create barriers. c. State policies that have been identified as barriers will be reviewed and if possible revised to meet the outcome of maintaining permanency d. T/A that focuses on preparing children and youth for permanency and adoption will be provided to state and county staff (especially focusing on those Counties with high use of OPPLA goals or high numbers of children/youth awaiting adoption) e. A written document outlining the CDHS policy regarding permanency and the use of OPPLA, barriers to achieving permanency and revisions made to state policy that creates barriers to permanency will be drafted and distributed to state, county and local agencies	1a. Review completed 1b. Focus groups held. (if needed) 1c. State policy review. 1d. Training provided 1e. Doc produced and distributed. If appropriate, policy change initiated	1a. Dec, 2003 1b. Feb, 2004 1c. March, 2004 1d June, 2004 1e. July, 2004		1. Sept, 2004	1a Oct. 2003 and ongoing		Foster Care, Adoption, Chafee Program staff and Child Welfare League of America presented a Video Conference training on Other Planned Living Arrangement in April 2004. The state is actively working with counties to decrease the number of children in OPPLA and to achieve permanency for the older youth in out of home care

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		2. Best practices learned from Adolescent Connections Project for establishing life-long connections for youth in care will be shared statewide a. Information shared at statewide conferences and meetings b. Information will be posted on Child Welfare Website	2a. Presentations made. 2b. Website posting.	2a. March, 2004 2b March, 2004			2a Mar, 2004 2b Mar, 2004		Presented at County Adolescent Supervisors meeting, Child Placement Advisory Group, ARD staff meeting and wrote article for CPA provider newsletter "Whimsperation",
		3. Diligent search will be improved to better connect youth with paternal side of their family a. State/county workgroup formed. b. Request for funding for training. c. Design and delivery of video/teleconference statewide training.	3a. Workgroup formed. 3b Funding requested 3c Training developed and provided	3c June, 2004	3a. Sept, 2003 3b. July, 2003		3a Sept, 2003 3b July, 2003		Training has been adapted to provide in regional sessions as part of joint foster care coordinators, recruiters, and supervisors meetings. Sessions have been done in Montrose and Pueblo.
		4. In order to make diligent efforts to prepare youth for emancipation,: a. Review the county on-site review reports from ARD to ascertain that cases are compliant in the following areas: 1) Does FSP contain adequate IL Plan 2) Are IL services being provided sufficient to address youth's IL needs? 3) Are there any indications that the youth has been involved in IL planning? b. State staff will provide TA to county departments found not in compliance. c. State staff will participate in ARD quarterly forum to discuss data and implications	4a. Review of reports 4b. T/A provided as needed 4c. Quarterly review in county	4a June, 2004 4b. June, 2004 4c Beginning June, 2004	4a. Oct, 2003		4a Oct., 2003	To be reported	
Outcome P2: The continuity of family relationships and connections is preserved for children.									
Item 13: Visiting with parents and siblings in foster care	94% of visitation plans address permanency goal and are of sufficient frequency with each parent Baseline 90%.		92% of visitation plans will address permanency goal and be of sufficient frequency with each parent.	Aug, 2004		Oct, 2005	Mar., 2004 95.00	1. This is the first quarter that this measure has achieved the goal.	

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		1. Statewide Core and ongoing caseworker training will provide opportunities to increase knowledge and understanding regarding familial contact, including: - developing visitation plans that take into account the child's permanency needs. - assuring parent's visitation plans are of sufficient frequency. - maintaining parent/sibling contact - the importance of parent/sibling contacts including after Termination of Parental Rights. a. review and revise curriculum b. deliver revised curriculum c. measure training effectiveness via evaluation and/or supervisor survey	1a. Review and revision 1b. Training delivered 1c. Evaluation	1a. Revision Jan 2004 1b. Nov, 2003 & ongoing 1c. March 2004 & ongoing	1a. Review Aug, 2003 1b. Nov, 2003		1a. Review Aug, 2003 1b. Nov, 2003	To be reported	
		2. Joint training (via video conferencing) will be provided for judges and child welfare staff regarding visitation issues (including frequency of contact) for children in foster care	2a. Curriculum developed. 2b. Trainings started 2c. Training completed	2a Oct, 2004 2b.Oct, 2004		2c. Oct, 2005		To be reported	
Item 14: Preserving connections	96% of case records address maintaining familial and cultural connections Baseline 95%.		Maintain baseline	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen 1.4% below the baseline. As this item is further discussed with the county departments, T. A. with the NRC for Family Centered Practices will be considered.	
		1. Family Service Plans, as well as services delivered, will take into account the child's cultural and family connections a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change.	1a. rule change approved. 1b. agency letter distributed.	1a. Dec, 2003 1b. Jan, 2004			1a. The rule took effect on January 1, 2004. The rule expands the areas of a child's life that should be considered related to cultural connections.		ARD reviews to the community and cultural connections that are considered when providing services for children and families.
		2. Statewide Caseworker Core and ongoing training will emphasize the importance of maintaining connections in all areas such as neighborhood, community, faith, family, friends, school, and sports activities a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey.	2a. Review and revision. 2b. Training delivered. 2c Evaluation	2a. Dec, 2003 2b. Feb, 2004 & ongoing 2c. June, 2004 & ongoing	2b. Jan, 2004		2a. Dec, 2003 2b. Jan, 2004	To be reported	

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Item 16: Relationship of child in care with parents	Refer to Goals for Items 13 and 17 as measures for this outcome. Item 13 goal addresses visitation and relationship with child in care and parents Item 17 address services and support to enhance relationship of child in care with parents.	1. State CPS expert consultants will provide case-specific technical assistance regarding visitation and family contact issues a. A document regarding consultant availability will be developed and sent to counties via a mass e-mail list of county staff. b. Document will be sent to e-mail list quarterly as a reminder of consultant availability. c. County use of consultants will be monitored. d. Outcomes and satisfaction results will be shared with counties.	1a. Doc and list completed. 1b. Mailing sent.	 1b Dec, 2003 1c & d Jan, 2004 and ongoing	1a Sept, 2003	1.Jan, 2004 1c Mar. 2004 1d July, 2004	1a. Sept 2003 1b Sept 2003		County use of CPS consultants is being monitored and a report will be forthcoming
		2. Joint training will be provided for judges and child welfare staff to increase understanding children's developmental needs regarding visitation	2a. Curriculum developed 2b. Trainings started 2c Training completed	2a Oct, 2004 2b Oct, 2004 2c Oct 2005		2c Oct 2005		To be reported	
		3. Caseworkers will be trained on the visitation rights of fathers. a. Coordinate efforts with Office of Self Sufficiency to provide training. b. Develop a training outline. c. Begin training delivery d. Prepare training proposal to continue training beyond June, 2004	3a. CW and CSE team formed. 3b. Outline completed. 3c. Training begins. 3d Proposal completed.	3a. Dec, 2003 3b. March, 2004 3c. June, 2004 3d Nov, 2003	3a. Dec, 2003 3d. Proposal submitted through CSE, 11/03		3a Feb 2004		Feb, 2004, a Steering Committee for Child Welfare Fatherhood Initiative formed in partnership w/ AECF. CSE and community agencies are involved along with Denver DHS.
Outcome WB!: Families have enhanced capacity to provide for their children's needs.									
Item 17: Needs and services of child, parents, and foster parents.	1a. 95% of the time, mothers' needs as related to the child will be addressed through services. (Baseline 93%) 1b. 91% of the time, fathers' needs as related to the child will be addressed through services (Baseline 87%) 1c. 95% of the time, children's' needs will be addressed through services. (Baseline 94.5%)		1a. Statewide county data will indicate that attainment of benchmark at 95% 1b. Statewide county data will indicate that attainment of benchmark at 89% 1c. Baseline maintained.	Aug., 2004		Dec., 2005	1a. Mar., 2004 – 96.4% 1b. Mar., 2004 – 96.4%	1.a This is the second quarter that this measure has achieved the goal. 1b. This is the second quarter that this measure has achieved the goal. 1c. This measure has fallen .04% under the proposed benchmark and goal to 94.6.	

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		<p>1. Core caseworker training will emphasize the link between adequate assessment and more successful outcomes for children and families; the value of the CAC instruments in use with families, in court reports, and in working with other professionals; and the importance of communication between protection, foster care, and adoption caseworkers regarding the assessment and resulting treatment plan and services.</p> <p>a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey</p>	<p>1a. Review and revision 1b. Training delivered 1c. Evaluation</p>	<p>1c. Jan, 2004 & ongoing</p>	<p>1a July, 2003 1b Sept 2003 & ongoing</p>	<p>1b Jan 2004 1 c Mar 2004</p>	<p>1a. Dec 2003 1b Jan 2004</p>	<p>To be reported</p>	
		<p>2. Counties will use the Child Protection Expert Consultants for case-specific assistance in identifying needs/services for child, parents, and foster parents.</p> <p>a. Reminder sent to counties regarding availability of consultants and process for requesting use of consultant. b. Monitor use of consultant by counties. c. Outcomes from consultant will be documented and advertised for counties. d. Counties will be kept informed of satisfaction rates of use of consultant.</p>	<p>2a. Reminder sent to Counties. 2c/d Outcomes and satisfaction info sent to Counties.</p>	<p>2a Sep, 2003 2c/d June, 2004</p>	<p>2a Sept, 2003</p>	<p>2. June, 2005</p>	<p>2a Sept 2003</p>		<p>Consultant's use is being monitored. Consultants continue to make contact with County Departments and plans are being made for presentations at the C.W. Conference in June.</p>
		<p>3. County Department records will reflect the use of the Colorado Assessment Continuum in the planning and provision of services for families and children.</p> <p>a. State will provide T/A regarding use of the CAC upon county request.</p>	<p>3a T/A provided</p>			<p>3. June, 2005</p>		<p>To be reported</p>	
		<p>4. Caseworkers will be trained on the visitation rights of fathers.</p> <p>a. Coordinate efforts with Office of Self Sufficiency to provide training. b. Develop a training outline. c. Begin training delivery d. Prepare training proposal to continue training beyond June, 2004</p>	<p>4a. CW and CSE team formed. 4b. Outline completed. 4c. Training begins. 4d Proposal completed.</p>	<p>4a. Dec, 2003 4b. March, 2004 4c. June, 2004 4d Nov, 2003</p>	<p>3a. Dec, 2003 3d. Proposal submitted through CSE, 11/03</p>				<p>Feb, 2004, a Steering Committee for Child Welfare Fatherhood Initiative formed in partnership w/ AECF. CSE and community agencies are involved along with Denver DHS</p>

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		5. Develop a protocol for substance abuse screening, assessment, engagement and retention of families within CW, TANF and court systems. The protocol will become an MOU. a. Conduct needs assessment of AOD, CW and court constituents across state. b. NCSACW issues a monograph on screening, assessment, engagement, and retention. c. Convene regional meetings to share learnings. d. If second year of T/A is requested and approved, identify at least five pilot counties for implementation of protocol/MOU. e. Implementation and monitoring of pilot counties.	5a. Assessment conducted 5b. Monograph issued 5c. Regional meetings held. 5d. T/A approved and pilots identified 5e. Implementation and monitoring	5a. Jan, 2004 5b. Jan, 2004 5c. May, 2004 5d. Sept, 2004 5e. Jan, 2005		5. Jan, 2005			See Addendum 2 Colorado In-Depth Technical Assistance Project
		6. A measure will be developed to establish a baseline for foster parents needs being met. a. Question added to review instrument b. Baseline established c. Goal and improvement negotiated with RO	6a. Revision 6b. Baseline 6c. Goal approved	6a. Jan 2004 6b. May, 2004 6c. June 2004					The question was added to the Administrative Review Instrument in Dec. 2003. A baseline still needs to be set and a goal negotiated with the R.O
Item 18: Child and family involved in case planning.	97% of parents and children interviewed will be involved in case planning Baseline 96%.		Maintain baseline.	Aug, 2004	Mar., 2004 – 96.9%	Oct, 2005		Although this measure has decreased by .02%, this is the second quarter that this measure has achieved the benchmark.	The baseline was established upon whether or not there was a signature in the FSP. This item is currently being measured by a much more stringent review by asking various participants of their involvement in the case planning. Currently, the proposed goal still seems appropriate.
		1. Family Involvement practices will be utilized. a. Denver and El Paso Counties will utilize TDM strategies to involve child and family in case planning. b. Strategies will be documented and shared with other counties.	1b. Report documenting strategies produced and distributed	1b. June, 2004	1a Jan, 2003		Jan, 2004		Outcomes from Family to Family practice have been gathered and reported to other counties considering Family to Family practice.
		2. Opportunities for training in Family Group Decision Making will be provided for County Departments statewide. a. Counties will be notified of resources available to attend FGDM conferences and trainings. b. County requests will be received and approved by State staff.	2a. Notification of county staff.		2a. Aug, 2003	2b. Jan 2005	Mar, 2004		County staff will be sent for training on FGDM

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Item 19: Worker visits with child.	95% of monthly visits with the child will be face to face. Baseline 92%		94% of visits with the child will be face to face	Aug, 2004		Oct, 2005		The quarterly measure for this item has fallen by .05% to 5.9% below the baseline. A rule change will impact this item. More emphasis will be placed on visitation with children in home.	The baseline for this measure was based upon the former rule. The expectation for monthly face to face contact impacts performance upon this measure. Depending upon statewide performance, this item might be considered for discussion of baseline renegotiation.
		1. Volume 7 rule change that requires agency staff to have monthly face-to-face contact with the child in his/her home or in placement. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule	1a. Rule approved. 1b. Agency letter sent.	1a. March, 2004 1b. April, 2004				The rules package regarding this rule change has been delayed.	An agency letter (see attached addendum 1) has been sent informing county directors of proposed rule changes and that they will be reviewed to the proposed rule immediately.
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O		2. July, 2004				86.1% of children in the CW system, have monthly face to face contact. This quarter's report reflects visitation with both children in foster care and children in their homes. Previous measures were a reflection of visitation with children in foster care only, and under a rule that did not require monthly face to face contact with children in their own home.	This is an item that the state would like to re-negotiate. The original baseline was established based upon a rule that required monthly face to face contact only with children in foster care. There is currently information to establish a baseline for face to face contact with both children in foster care and those living in their own homes. Colorado would propose that the baseline be 86.1% with a goal of 90% by October, 2005.
		3. Statewide Caseworker Core Training will emphasize the purpose of visitation and effective strategies for workers to use in conducting visits with children. a. Review and revise curricula as needed b. Begin delivery of revised curricula c. Assess training effectiveness via evaluation and/or supervisor survey.	3a. Review and revision 3b. Training delivered 3c. Evaluation	3a. Dec, 2003 3b. April, 2004 & ongoing 3c. June, 2004 & ongoing		3a March 2004 3b. May, 2004 & ongoing 3c. July, 2004 & ongoing		To be reported	

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		4. State Child Welfare has added a new CPS Consultant to be available on case-specific situations to support increased effective communication and engagement with children and their parents. a. Information sent to counties regarding availability of consultant and process for requesting use of consultant. b. Monitor use of consultant by counties. c. Outcomes from consultant will be documented and advertised for counties. d. Counties will be kept informed of satisfaction rates of use of consultant.	4a. Reminder sent to Counties. 4c/d Outcomes and satisfaction info sent to Counties	4a Sep, 2003 4c/d June, 2004	4a Sept, 2003	4. June, 2005	4a Sept 2003		Consultant's use is being monitored. Consultants continue to make contact with County Departments and plans are being made for presentations at the C.W. Conference in June.
Item 20: Worker visits with parent(s)	72% of the time, caseworker will meet face to face at least every other month with parent or guardian to whom the child will return. Baseline 68%		Statewide county data will indicate achievement of benchmark at 70%	Aug. 2004		Oct, 2005	Mar., 2004 – 81.1%	This is the second quarter that this measure has achieved the goal.	
		1. Volume 7 rule change that requires face-to-face contact by agency staff at least every other month with parents or guardian to whom child will return. Include expectations if the child is not to return to the parents or guardian. a. Rule change to clarify state policy and expectation. b. Agency letter distributed advising of rule change.	1a. Rule approved. 1b. Agency letter sent.	1a. March, 2004 1b. April, 2004				The rules package regarding this rule change has been delayed.	An agency letter (see attached addendum 1) has been sent informing county directors of proposed rule changes and that they will be reviewed to the proposed rule immediately.
		2. After rule change is implemented, CO will negotiate new baseline and goal with R.O.		2. July, 2004				New baseline data needs to be gathered.	
Outcome WB3: Children receive adequate services to meet their physical and mental health needs									

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Item 22: Physical health of child	<p>1. 86% of initial health assessments of children in foster care are done in a timely manner. Baseline 82%</p> <p>2. 94% of children in foster care will have health needs identified and services provided Baseline 90%</p>		<p>1. 84% of initial health assessments will be done in a timely manner.</p> <p>2. 92% of children in foster care will have health needs identified and services provided</p>	Aug, 2004	2. Mar., 2004 - 92.2%	Oct, 2005		<p>1. The quarterly measure for this item has fallen 1.7% below the baseline to 80.3% Although the %age has again fallen below the baseline, T/A has been provided and an increase is anticipated with the next quarterly report.</p> <p>2. This is the second quarter that this measure has achieved the benchmark.</p>	
		<p>1. Statewide Core Training for foster parents will emphasize the importance of scheduling the child's health assessment and dental examination in a timely manner and documenting the dates which these occurred.</p> <p>a. Review and revise curricula as needed</p> <p>b. Begin delivery of revised curricula</p> <p>c. Assess training effectiveness via evaluation and/or supervisor survey.</p>	<p>1a. Review and revision.</p> <p>1b. Training delivered</p> <p>1c. Evaluation</p>	<p>1b. Dec, 2003 & ongoing</p> <p>1c. April 2004 & ongoing</p>	<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		<p>1a. Sept 2003</p> <p>1b. Dec, 2003</p>		
		<p>2. State staff will develop an Agency Letter to encourage the use of an assessment continuum, reiterate the requirements regarding the initial health assessment, and timelines for on-going health and dental examinations.</p>	2. Agency letter sent.	2. Nov, 2003	Nov, 2003		Nov, 2003		
		<p>3. As a basis for information required in the child's case record, a state/county work group has been formed to revise the "Health Passport" to make it easier to use and understand</p> <p>a. Health Passport will be reviewed and revised.</p> <p>b. Passport will be sent to all counties</p>	<p>3a. Passport revised.</p> <p>3b. Passport sent to all counties.</p>	<p>3a. Dec, 2003</p> <p>3b. Mar, 2004</p>	<p>Passport revised</p> <p>Passport sent to counties</p>		<p>Nov, 2003</p> <p>Dec, 2003</p>		
		<p>4. Counties will receive current information on community health resources. Child Welfare, in conjunction with Health Care Policy and Finance, will work with community resources to make available to counties a list of EPSDT sites, community health agencies, and other options available to children in need of health care.</p> <p>a. List compiled.</p> <p>b. List distributed to all counties.</p>	<p>4a. List compiled</p> <p>4b. List sent to counties</p>	<p>4a. Oct 2004</p> <p>4b. Nov, 2004</p>				To be reported	

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		5. ARD will develop a baseline of the number of children receiving in-home services who have medical needs identified in Assessment, Safety Plan, or Family Service Plan that are having their physical needs addressed through identified services. a. Review questions will be added to Q/A instrument b. Baseline will be established c. Goal will be negotiated with RO	5a. Instrument modified. 5b. Baseline established 5c. Goal approval by RO	5a. Jan, 2004 5b. May, 2004 5c. June, 2004				New baseline data needs to be gathered.	
Item 23: Mental health of the child	84% of children with identified mental health needs will have services provided Baseline 80%		82% of children with identified mental health needs will have services provided	Aug, 2004		Oct, 2005	Mar., 2004 – 95.4%	This is the second quarter that this measure has achieved the goal.	
		1. Statewide Core training will emphasize the need for the use of NCFAS, CCAR and EPSDT in order to determine and document the need for initial and ongoing mental health services. a. Review and revise curriculum b. Deliver revised curriculum c. Assess training effectiveness via evaluation and/or supervisor survey.	1a. Review and revision. 1b. Training delivered. 1c. Evaluation	1a. Dec, 2003 1b March, 2004 & ongoing 1c. June, 2004 & ongoing	1a. Dec, 2003		1a. Dec, 2003		
		2. Remind counties of the availability of the Child Protection Expert Consultant who specializes in children's mental health issues. a. A letter will be sent to county directors to inform counties of the availability and method to engage a CW consultant in regard to children's MH issues.	2a. Letter drafted and sent to all counties.	2a. Dec, 2003	Dec., 2003		2a. Dec, 2003		
Systemic Factor 2: Case Review System									
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions.		Refer to Item 18 to address action steps, methods of measurement, benchmarks and dates of achievement for this item.							
Item 27: Provides a process that ensures that each child in foster care under the supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.	88% of the 12-month permanency hearings are held in a timely manner. Baseline 84%		86% of the 12 month permanency hearings are held in a timely manner	Aug, 2004		Oct, 2005	Mar., 2004 – 89.8%	This is the second quarter that this measure has achieved the goal.	
		1. Caseworker Core and ongoing training will emphasize the timeframes of permanency planning and the Dependency and Neglect Court processes. a. Review and revise curriculum b. Deliver revised curriculum c. Assess training effectiveness via evaluation and/or supervisor survey.	1a. Review and revision 1b. Training delivered. 1c. Evaluation	1b. Nov, 2003 & ongoing 1c. March 2004 & ongoing	1a. Aug, 2003 1b. Nov, 2003		1a. Aug, 2003 1b. Nov, 2003		

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		2. Judicial officers around the state will be trained regarding appropriate handling of the D&N cases (including timeframes, termination, appropriate development of treatment plans) a. Court Improvement will produce an interactive CD ROM presentation for dissemination to Court facilitators. b. This CD will be viewed under the guidance of the Court Facilitators in each judicial district	2a. CD Rom produced and disseminated. 2b. Video viewing.	2a. April, 2004 2b. Dec 2004				To be reported	
		3. DYC youth will have a permanency hearing in a qualified court or administrative body no later than 12 months from the date the youth entered foster care a. Waiver submitted and denied b. Reconvene stakeholder group to outline options. c. Submit request for 04 legislation to legislative liaison d. Survey Judicial for workload and fiscal impact. e. Executive director provided information and makes decision on option to pursue f. Paper submitted to Fed Office for approval. g. Legislative change. h. Rule change i. Compliance with Fed requirement of separation.	3b. Workgroup will form and begin meeting. 3c. Request submitted 3d. Survey sent 3e. Option chosen 3f. Paper submitted/approved 3g. Legislative change 3h. Rule change 3i. Move of ARD or PH Function 3h. Move of ARD division or PH function.	3b. July, 2003 3c. July 2003 3e. Nov 2003 3f. Nov 2003 3g. June 2004 3h. June 2005 3i. Oct 2005	3a. May, 2003 3b. Aug 2003 3c. July 2003 3d. Aug, 2003				1. The Stakeholder group met several times to discuss options. 2. A small representative group of DYC, CW and ARD met and outlined an action plan. ARD submitted proposed legislation to Rosemary Marshall to sponsor. Ms Marshall determined that she was unable to sponsor the bill. On advise from the executive management team the proposed bill was pulled
Item 28: Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act.	75% of children who have been in FC 15/22 will either have a TPR filed or compelling reasons documented. Baseline 25%		50% of children who have been in FC 15/22 will either have a TPR filed or compelling reasons documented.	Aug, 2004	Mar. 2004 – 58.7%	Oct, 2005		This is the first quarter that this item has achieved the benchmark.	
		1. Data entry requiring TPR according to ASFA guidelines is incomplete. a. CW will request a Trails revision to require entry of TPR-related fields. b. Required Fields Document will be amended to incorporate changes. c. Counties will be advised of requirements change. d. ARD will revise oversight process to address this issue	1a. Request made 1b. Doc. amended 1c. Counties advised 1d. ARD monitoring	1a. Jan, 2004 1b. Jan, 2004 1c. Feb, 2004 1d. Jan 2004 and ongoing		Mar, 2004			A Trails field has been made a required field which will cue caseworkers to complete the Motions Hearing Screen so that filings of TPRs will be documented electronically.
		2.. Refer to Action Step 1 in Item 10 regarding permanency (including TPR) for adolescents.							
		3. Refer to Action Step 2 in Item 27 regarding Judicial training focused on the appropriate handling of D&N cases, including TPR).							

Outcomes Or Systemic Factors And Item(s) Contributing To Nonconformity	Goal/Negotiated Measure/Percent Of Improvement	Action Steps And (Agency Responsible)	<u>Benchmarks</u> Toward Achieving Goal	<u>Benchmarks</u> Dates of Achievement Goals <i>Projected</i>	<u>Benchmarks</u> Dates of Achievement Goals <i>Actual</i>	Date of Goal Achievement <u>Projected</u>	Date of Goal Achievement <u>Actual</u>	Barriers Or Discussion	Other PIP Related Activities
		4. Project Uplift will coordinate with the Court Improvement Project to change the Supreme Court Rule for Procedural Timeframes for Dependency and Neglect cases being heard for appeal. <ul style="list-style-type: none"> a. Language for proposed change will be written b. Meeting with Court of Appeals c. Statewide symposium to present rule change d. Present rule change to Appellate Rules Committee e. Incorporate public comment f. Supreme Ct. Approval 	4a. Language written 4b. Mt. with Appeals Ct. 4c. Symposium 4d. Rules to committee 4e. Public comment 4f. Approval	4c. Feb, 2004 4d. April, 2004 4e. April, 2004 4f. May, 2004	4a. July, 2003 4b July, 2003	4a. February 2004 (Language for the rule change cannot be completed until the symposium has occurred. It is there that stakeholder investment will be developed	4b. Frequent contact throughout the development of the symposia maintained with the Chief Judge at the COA. Physical meeting occurred December 15, 2003	To be reported	

ADDENDUM 1

COLORADO DEPARTMENT OF HUMAN SERVICES 1575 SHERMAN ST., DENVER, COLORADO 80203-1714	NUMBER: CW-04-16-I
AGENCY LETTER	CROSS REFERENCE NUMBER:
DIVISION OR OFFICE: The Administrative Review Division and the Division of Child Welfare	DATE: May 17, 2004
PROGRAM AREA: Child Welfare - CW	DIVISION DIRECTOR:
TITLE: MEASUREMENTS FOR COLORADO'S PROGRAM IMPROVEMENT PLAN	MANAGER:
TYPE: I - Information	

Purpose:

The purpose of this agency letter is to inform county departments of changes in Administrative Review and Quality Assurance Review instruments. These changes have been made to promote substantial conformity with those areas addressed in Colorado's Program Improvement Plan.

Proposed Distribution:

County Directors, Child Welfare Administrators, Child Welfare Supervisors, Child Welfare Caseworkers, and Data Management Staff.

Background:

In June 2002, the State of Colorado was reviewed for conformity with its state plan under Titles IV-B and IV-E of the Social Security Act. As a result of that review, Colorado was required to develop a Program Improvement Plan (PIP). Colorado is required to show improvement in the areas addressed in the negotiated PIP in order to preserve IV-B and IV-E funding.

Representatives from Region VIII and the Administration for Children, Youth and Families (ACYF) instructed that Colorado is required to demonstrate progress towards compliance in those areas that were found to be out of compliance as well as maintain compliance in those areas found to be substantially achieved.

In order for the State of Colorado to demonstrate compliance with the Action Steps contained in the PIP, the Administrative Review Division (ARD) added questions to the administrative review and quality assurance review instruments. Two types of questions were added to the review instruments:

- 1.) Questions that had previously been deleted from the review instruments, and
- 2.) Questions that address areas where Colorado was found to be out of compliance during the Child and Family Services Review. Some of the questions added to the review instruments address case practice issues that are *not currently required in rule*.

Procedure or Information:

ARD is responsible for measuring *current* statewide performance and for measuring improvement in the child welfare system's ability to provide for the Safety, Permanency, and Well-Being of Colorado's children. As part of this quality improvement process, ARD may collect data on practice and/or process issues that are not required in rule. While rules provide a minimum expectation level for

practice, improvement efforts often necessitate monitoring new areas of practice as their importance becomes apparent. When this occurs, ARD works closely with various stakeholders (e.g., the ARD Steering Committee, Child Welfare Program, Child Welfare Advisory Group, Office of the Child’s Representative, Foster Parents, etc.) in order to create the best measurements possible. This includes both the wording of the questions, and the instructions reviewers use as guidelines in monitoring these areas. In order to gain improvement in the areas included in Colorado’s PIP, ARD, in conjunction with the various stakeholders, created new questions to monitor the effectiveness of county and state improvement efforts. Listed below are the areas and items under review by the Administrative Review Division that are currently not in rule.

Outcome	Administrative Review Division Action and Related Question	Guidelines
<p>Safety 1 Children are first and foremost protected from abuse and neglect</p> <p>Item 1: Timeliness of initiating investigations of reports of maltreatment</p>	<p>A question was added to the Quality Assurance Review Instrument in January 2003 and to the Administrative Review Instrument effective January 1, 2004.</p> <p>Did the investigation document that the child was interviewed/observed face-to-face within the assigned response timeframe?</p>	<p>Answer “YES” if the child was interviewed/observed face-to-face by a county caseworker within the response time assigned by the county, or if exceptions were documented as follows:</p> <ul style="list-style-type: none"> • On 24-hour responses, documentation of active, daily attempts to contact the family (unless there is information that the family is not available, i.e. out of town.) • On 72-hour and 4-day responses, documentation of regular attempts to contact the family (unless there is information that the family is not available, i.e. out of town.) • Also answer, “YES” if no response time was assigned, but the child was seen immediately.
<p>Permanency 1 Children have permanency and stability in their living situations</p> <p>Item 9 Length of time to achieve adoption</p>	<p>A question was added to the Administrative Review Instrument effective January 1, 2004.</p> <p>For a child who is legally free for adoption, and whose goal is adoption, has an adoptive family been identified?</p>	<p>Answer “YES” if the child is legally free for adoption and has a goal of adoption and the county has identified an adoptive family</p> <p>The county shall document, in the Family Services Plan, efforts to recruit and locate a permanent home for any child whose parental rights have been terminated and who is in the guardianship of the county with the right to consent to adoption.</p>

<p>Well-Being 1</p> <p>Families have enhanced capacity to provide for their children's needs</p> <p>Item 17 Needs and services of child, parents, foster parents</p>	<p>A question was added to the Administrative Review Instrument effective January 1, 2004.</p> <p>Is there any indication through the face-to-face review, or written questionnaire, that the needs of the foster parents, as they relate to providing appropriate care and supervision to the child, are being addressed through appropriate services?</p>	<p>Answer “YES” if the foster parent or kinship provider indicated during the face-to-face review, or in the written questionnaire, that his/her needs relating to providing appropriate care and supervision to the child are being addressed. This may include accessibility of the caseworker.</p>
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Outcome	Administrative Review Division Action and Related Question	Guidelines
<p>Well-Being 1</p> <p>Families have enhanced capacity to provide for their children's needs</p> <p>Item 19 Worker visits with child</p>	<p>Questions on the Administrative Review Instrument <u>AND/OR</u> Quality Assurance Instrument effective July 1, 2004.</p> <p>Is there documentation of monthly face-to-face contact by agency personnel with the child/youth? (Exclude certain ICPC cases)</p> <p>Is there documentation of every other month face-to-face contact by agency personnel with the child/youth in the facility where he/she is placed? (Exclude certain ICPC cases)</p> <p>Is there documentation that monthly agency personnel contact with the child/youth focused on issues pertinent to case planning, or service delivery, or goal attainment? (Exclude certain ICPC cases)</p>	<p>Minimum contact requirements for all children/youth listed on Trails as Participating as a Child. This question applies to both in-home and out of home cases.</p> <p>Answer “YES” if there has been monthly face-to-face contact with the child by agency personnel during the review period, or exceptions are documented on an Alternate Agency Contact Agreement. <u>If an Alternate Agency Contact Agreement is used, it must meet all minimum requirements for frequency and location of contacts.</u></p> <p>For the purposes of these basic contacts, agency personnel is defined as staff employed by the county department. For contacts <u>beyond</u> the minimum requirements, the agency can designate collateral parties to fulfill these needs.</p> <p>Answer “YES” if there is documentation that face-to-face contact was made every other month by agency personnel with the child in the facility where he/she is placed.</p> <p>Questions to explore in order to answer “YES” or “NO”:</p> <ul style="list-style-type: none"> • What are/were the quality and substance of visits (for example, duration, activities, nature of discussions, planned vs. unplanned visits)? • What is/was the frequency and consistency of visits?

Outcome	Administrative Review Division Action and Related Question	Guidelines
<p>Well-Being 1</p> <p>Families have enhanced capacity to provide for their children's needs</p> <p>Item 20</p> <p>Worker visits with parents</p>	<p>Questions added/changed on the Administrative Review Instrument effective July 1, 2004.</p> <p>If the goal is return home, is there documentation of every other month face-to-face contact by agency personnel with the parent to whom the child will return?</p> <p>Is there a minimum of monthly contact by agency personnel with the parent?</p> <p>Is there documentation that agency personnel contact with the parent focused on issues pertinent to case planning, or service delivery, or goal attainment?</p> <p>Questions were added/changed on the Quality Assurance Instrument effective January 1, 2004.</p> <p>Were the minimum Volume VII contact requirements met with the mother/father/guardian?</p> <p>Is there documentation that agency personnel contact with the parent focused on issues pertinent to case planning, or service delivery, or goal attainment?</p>	<p>Answer “YES” if the goal is return home and there is documentation that face-to-face contact was made every other month by agency personnel with the parent to whom the child will return.</p> <p>For the purposes of these basic contacts, agency personnel is defined as staff employed by the county department. For contacts <u>beyond</u> the minimum requirements, the agency can designate collateral parties to fulfill these needs.</p> <p>Questions to explore in order to answer “YES” or “NO”:</p> <ul style="list-style-type: none"> • What are/were the quality and substance of visits (for example, duration, activities, nature of discussions, planned vs. unplanned visits)? • What are/were the frequency and consistency of visits?
<p>Well-Being 3</p> <p>Children receive adequate services to meet their physical and mental health needs</p> <p>Item 22</p> <p>Physical Health of the child</p>	<p>A Question was added/changed on the Quality Assurance Review Instrument effective January 1, 2004.</p> <p>If medical needs were identified in the assessment, safety plan or Family Services Plan, is there documentation to indicate the medical needs are being addressed?</p>	<p>Answer “YES” if medical needs were identified in the assessment, safety plan or FSP and there is documentation that attempts are being made to address these medical needs. This would include cases of medical neglect or failure to thrive. Example: If the infant/toddler was medically neglected prior to agency involvement and behind in their immunizations or well-baby checks and the parent is catching up on the necessary immunizations, answer “YES”.</p>
<p>Systemic Factor Case Review</p> <p>Item 28</p> <p>Provides a process for termination of parental rights proceedings in accordance with the provisions of the Adoption and Safe Families Act</p>	<p>Questions were added/changed on the Administrative Review Instrument effective January 1, 2004.</p> <p>If the child has been in care 15 of the last 22 months, has the agency filed a motion to TPR or approved a compelling reason not to do so?</p> <p>If the child has been in care 15 of the last 22 months, is the FSP Part 5 Attachment: 15 of 22 Form completed in Trails or has the date of the Motion to TPR been entered in Trails?</p>	<p>Specific Guidelines for documentation follow this matrix.</p> <p>Documentation may be located in the file or Trails.</p> <p>Answer “YES” if the child has been in care 15 of the last 22 months, and either the FSP Part 5 Attachment: 15 of 22 Form is completed in Trails or the date of the Motion to TPR must be entered in Trails.</p>

Specific Guidelines for Documenting the ‘15 of 22 months’ Requirements.

Any child who has been in foster care for 15 of the most recent 22 months, must have a petition filed to terminate parental rights or the county must document, and have available for court review, a compelling reason for determining that filing such a petition would not be in the best interests of the individual child/youth. In documenting the compelling reason for not filing for termination, the county caseworker must complete the 5A attachment to the Family Services Plan. This may be in hard copy in addition to Trails, but the data entry on Trails is required. The completion of the 5A attachment may occur as a function of the counties permanency team or through other county designed procedures. It is also required for cases going to termination that the county caseworkers enter the date a Motion for Termination has been filed with the courts in Trails under the “Motions” window. These data entry fields, both the Court Motion and the FSP 5A attachment, are then combined for the purposes of reporting Colorado’s compliance for this requirement. To come into compliance in this area and show improvement on Colorado’s Program Improvement Plan (PIP), cases that have already reached this 15 of the most recent 22-month threshold should have either the Motion or the 5A attachment completed in Trails, as the case comes due for a Foster Care Review/Administrative Review. This allows Colorado to reach full compliance by January 1, 2005.

Additional guidance may be found in the Administrative Review Division Instruction Manual. You may view these instructions at any time by accessing the website at www.cdhs.state.co.us/opi/ARD/ARD.html

Effective Date:

Contact Person:

For questions about this agency letter:

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Addendum 2

THE COLORADO IN-DEPTH TECHNICAL ASSISTANCE PROJECT

Background

States were offered an opportunity to apply for a year of in-depth technical assistance (TA), and four were selected: Colorado, Florida, Michigan, and Virginia.

The CO In-Depth TA Steering Committee includes representatives from the state, four counties; three judicial districts; two Native American Organizations; a parent of a child with fetal alcohol syndrome; CASA, MSO, and others. The Committee agreed on the following problem statement and goal for the project:

The Problem: “Line professionals in the substance abuse, child welfare, and judicial systems have not been given adequate tools or well prepared to assess whether and the extent to which children are unsafe at home when their parents use substances, and the managers of those systems do not know how to guide and support staff.”

The Goal: “By July 2004, CO will have a protocol for screening, assessing, engaging, and retaining families who are involved with the child welfare, TANF and court systems.”

Activities carried-out as part of the TA

The Steering Committee determined that counties, tribes, and judicial districts should contribute extensively to the design of the protocol. To that end, with guidance from the TA Consultant, the Steering Committee:

- Designed and released a survey asking respondents to identify topics they would most want addressed in our protocol; (302 responses)
- Convened 10 regional meetings to foster discussion about challenges and successes; solicit topics for inclusion in the protocol; and secure interest in piloting the protocol (275 people attended the meetings, one of which on the Southern Ute Reservation and one of which was held in a courtroom)
- Held one focus group with substance abusing mothers in treatment
- Sent staff from social services; substance abuse services, MSO, court, and mental health to a 3 day all-site working session sponsored by NCSACW, during which elements of the protocol were developed;
- Reviewed research studies and best practices for inclusion in the protocol;
- Solicited applications from counties/judicial districts to pilot the protocol.

Core elements of the protocol

These activities resulted in consensus on some themes and high priority topics. Examples of some themes and action steps that will be part of the protocol include:

- Theme: People are interested in using short, effective screening tools that could be used widely among diverse providers. They view having standard tools as a method to simplify their own work and as a vehicle to structure conversation with other service providers. One action step:
 - We will develop and recommend two short screening tools: one for child welfare workers, legal/court staff and non-profit providers to screen for substance abuse among open child welfare cases; and one for substance abuse and non-profit providers to screen for child safety among clients coming for treatment

- Theme: When teams work effectively, decisions and staff morale are better. Staff do work in teams, but the extent to which teams are effective tends to depend upon the skill of a worker or the style of a manager, rather than on a systematized approach to work that facilitates teamwork. Four action steps:
 - Mechanisms will be established for [child welfare practitioners to share copies of family service plans with the substance abuse treatment provider to whom the family is referred for services](#);
 - Mechanisms will be established for treatment providers to share copies of substance abuse treatment plans developed for families referred for treatment through the child welfare system.
 - [Substance abuse treatment providers will be offered a new licensing category to build their capacity to provide services tailored to child welfare clients.](#) CO has [a category of licensing for treatment of offenders; we propose the addition of a licensing category for child welfare clients.](#)
 - Mechanisms will be established to insure that families are active members of teams. These mechanisms will include procedures to assure that assessments explicitly reflect the family's perspective; that lawyers and judges ask where the family perspective is reflected in case plans; and that staff are adequately skilled to conduct effective case staffings and family group conferences.

- Theme: People want to know more about each other's work and systems, but they want learning to be integrated and practical. Three action steps:
 - Trainers from child welfare, substance abuse services, and the courts will collectively design professional development experiences for staff. These experiences that is, they will be designed and delivered by a cross-disciplinary training team and attended by staff from all three systems.
 - Judicial/legal staff will receive training in the processes of addiction, relapse and recovery and in child development; child welfare staff will receive training in the processes of addiction, relapse and recovery; and substance abuse staff will receive training in child development.
 - Priority will be given to designing professional development experiences that help staff honor, respect, value, and build on the rich cultural, ethnic, religious, gender, and class backgrounds of families and colleagues.

Current Status and Next Steps

- The protocol (now viewed as a "toolbox") will be complete by July 30, 2004.
 - Counties and judicial districts were asked to submit Statements of Interest in serving as pilots. Applications required certification from child welfare, substance abuse services, and courts.
 - As of May 21, 2004, applications have been received from:
 - 13th judicial district, which covers six counties
 - El Paso County
 - Adams County
 - La Plata County
 - Pueblo County
 - Montrose County
- Pilot sites will receive technical assistance through December 2004. This phase of technical assistance will be used to implement the protocol/toolbox.

Addendum 3

State PIP – Update 24-Hour Monitoring Unit – Michael A. Gallegos January 1, 2004 to March 31, 2004

Incident of Child Abuse and/or Neglect in Foster Care - **ONGOING**
(Statewide data indicator relating to item #2)

a. Receive referrals

- ❖ 477 Critical Incidents Reports (CIR) were sent to CDHS for timely investigation.
- ❖ 133 Critical Incidents Reports were regarding incidents of alleged abuse and/or neglect.
- ❖ 34 Stage-One Reports were sent to CDHS for investigation from county departments of social services.

b. Conduct site visits

- ❖ 19 Residential Child Care Facilities (RCCF) were audited this quarter.

c. Document findings and report to county departments

- ❖ Monitoring Reports are sent to 64 county departments of social services.
- ❖ Stage Two reports are forward to the majority of investigating county departments of social services and program/facilities.
- ❖ The 24-Hour Monitoring Unit is working in collaboration with county department of social services during incidents of alleged abuse and/or neglect and conducting timely investigations.

d. Provide oversight and Technical Assistance

- ❖ The 24-Hour Monitoring Unit recommended Adverse Licensing Action against 2 facilities who consistently violated minimum rules and relocations.
- ❖ The 24-Hour Monitoring Unit visited two foster homes to ensure children were placed in safe, nurturing environments.
- ❖ The 24-Hour Monitoring Unit provided Technical Assistance to county departments of social services regarding:
 - i. Use of Physical Management.
 - ii. Stage One and Stage Two Investigations
- ❖ On-going Technical Assistance was provided to licensed child care facilities
 - i. Critical Incident Reporting.
 - ii. Reporting allegations of abuse and/or neglect.
 - iii. Service/Treatment planning for children.
 - iv. Child mental health assessment
- ❖ Additional Monitoring Follow-up visits were conducted with licensed child care facilities