

# Administrative Review Division



Annual Report  
July 2011 - June 2012

Colorado Department of Human Services  
Office of Performance and Strategic Outcomes

# The Administrative Review Division

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## Colorado's Child Welfare Quality Assurance and Improvement System

### ***Vision and Mission***

*The ARD's vision is to create a safe and promising future for children. Our mission is to strengthen the communities, families, and systems that work to make that future possible. As a neutral, third party, we do this by facilitating reviews, gathering and analyzing data, publishing research, and providing training and technical assistance to effect change in practice, policies, and programs that lead to improved outcomes for Colorado's children.*

### ***Program Description***

*Colorado's Administrative Review Division (ARD) serves as an independent third party review system under the auspices of the Colorado Department of Human Services. ARD is the mechanism responsible for the federally required Case Review System and a portion of the Quality Assurance System for both the Division of Child Welfare and the Division of Youth Corrections. With an ultimate passion of providing permanency and well-being for Colorado's children, the Administrative Review Division works closely with Colorado's counties to train, measure and assess their adherence to State and Federal regulations. Such regulations are in place to help prevent unnecessary moves for children in foster care and to assess (and encourage) that the needs of the families' and children are being appropriately addressed. ARD's staff members comprise a closely knit team that truly operates with outward enthusiasm and optimism.*

*ARD's employees maintain notable academic and professional credentials and utilize these skills to conduct reviews, create strong working relationships with their regions of responsibility, provide technical and compliance training to county caseworkers and supervisors and, most importantly, assist in achieving high quality and consistent care for Colorado's children.*

### ***Organizational Structure***

*The ARD is located within the Office of Performance and Strategic Outcomes in the Colorado Department of Human Services. The ARD works cooperatively with both programs it reviews, the Division of Child Welfare and Division of Youth Corrections. In addition, the ARD has cooperative relationships with many external partners including: State Judicial, Office of the Child's Representative, Foster Parent Association, Denver Indian Family Resources Center, Colorado Coalition of Adoptive Parents, National Association of Foster Care Reviewers, National Center for Child Welfare-Organizational Improvement, Butler Institute for Families at the University of Denver School of Social Work and many others. The ARD Steering Committee, comprised of many of the external partners listed above, guides the review processes and practices of the Division.*

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## 2012 Executive Summary

The Administrative Review Division of the Colorado Department of Human Services (CDHS), Office of Performance and Strategic Outcomes (OPSO), presents its Annual Report for State Fiscal Year (SFY) 2012.

The SFY 2012 allocation for the ARD totaled \$2,126,805 and 24.2 FTE. This year brought new additions to the leadership within the ARD. Caire Krol was promoted to Manager in late 2011, after nine years with the ARD as a Reviewer and Quality Assurance Analyst. Lindsey Gorzalski Hocking joined the ARD as the manager of the Performance Management and Evaluation Unit.

The ARD continued to fulfill its role as Colorado's Child Welfare Quality Improvement System by continuously collecting and analyzing data collected through qualitative case reviews and presenting results to each county department as part of the ARD's ongoing monitoring processes. The ARD also continues to maintain its extensive databases and encourages its stakeholders and other industry professionals to utilize its published papers and research as a source of data and an opportunity to systematically take steps toward improving the field of child welfare.

Although the most prominent of the ARD's requirements are the administrative case reviews, the ARD conducts a large variety of QCRs each year. During SFY 2012, the ARD completed a total of 11,327 reviews. Included in that number were 7,567 Child Welfare Administrative Reviews, 820 DYC Administrative Reviews, 1,154 In-Home Services Reviews, 1,786 Assessment Reviews and 1,494 Screen-Out Reviews (reviews of screened-out referrals). During SFY 2012, the ARD completed Assessment and In-Home Services Reviews in 43 counties. Additionally, to continue the ongoing training of the ARD team and to better understand the decisions being made on a daily basis in Colorado county intake departments, staff members were able to participate in shadowing experiences with intake team members in various county departments throughout the State.

The ARD continues to make caseworker and client manager recognition a priority. In SFY 2012, the ARD awarded over 390 daily certificates to child welfare caseworkers and DYC Client Managers for quality case work and participation in the Administrative Review Process. Monthly certificates were awarded to nine caseworkers and client managers, with four of these individuals moving on to become the SFY 2012 Annual Outstanding Case Practice Award Recipients. These four individuals were recognized at an awards luncheon at the ARD offices, along with a scholarship to attend the 2012 Child Welfare Conference.

*Practice Matters*, the ARD's quarterly newsletter, published four new issues this fiscal year. The issues highlighted a variety of child welfare issues, from SMART case planning to the process of a qualitative case review and how the narrative findings are utilized. The April 2012 issue describes the many challenges for "crossover youth", those youth who are transitioning from a county DHS to the DYC and back.

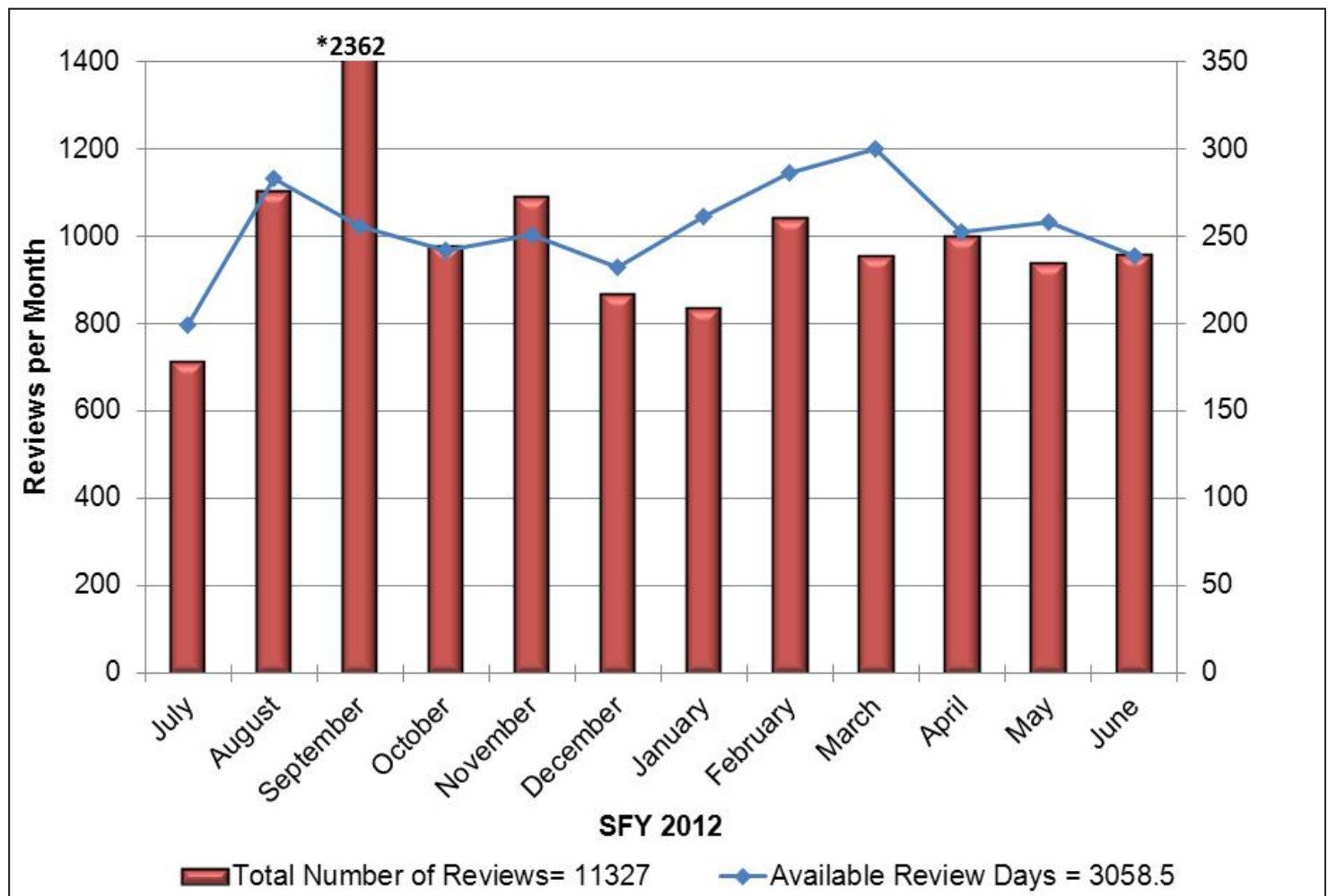
In SFY 2012, the ARD conducted the 14th annual Client Satisfaction Survey along with the 11th annual Coordinator Satisfaction Survey in August. Results from both these surveys indicate that county stakeholders are satisfied with both the review process and the ARD review staff.

## Reviews Completed Versus Available Review Days

The ARD was allocated 24.2 FTE for SFY 2012. Eighteen of the allocated FTE are considered “review staff”, and are responsible for completing the various qualitative case reviews. The ARD continues to examine the relationship between the number of review days available and number of reviews completed and how staffing availability and patterns impact timely reviews. Several factors come into play when determining available review days, such as illness, medical leave, funeral leave, annual leave, State holidays, training, retirements, and vacancies. The ARD works to efficiently utilize its resources in order to ensure children are receiving the reviews they require and counties are receiving the necessary feedback and training and technical assistance to improve practice.

The chart below illustrates the number of total review days available during each month of SFY 2012 as compared to the number of reviews completed for those months. The chart encompasses all the reviews completed by the ARD review staff, including the Screen-Out review conducted in September.

**Completed Reviews vs. Available Review Days**



\*\*September 2011 data include 1,495 Screen Out Reviews conducted at the ARD office with the assistance of State and County staff.

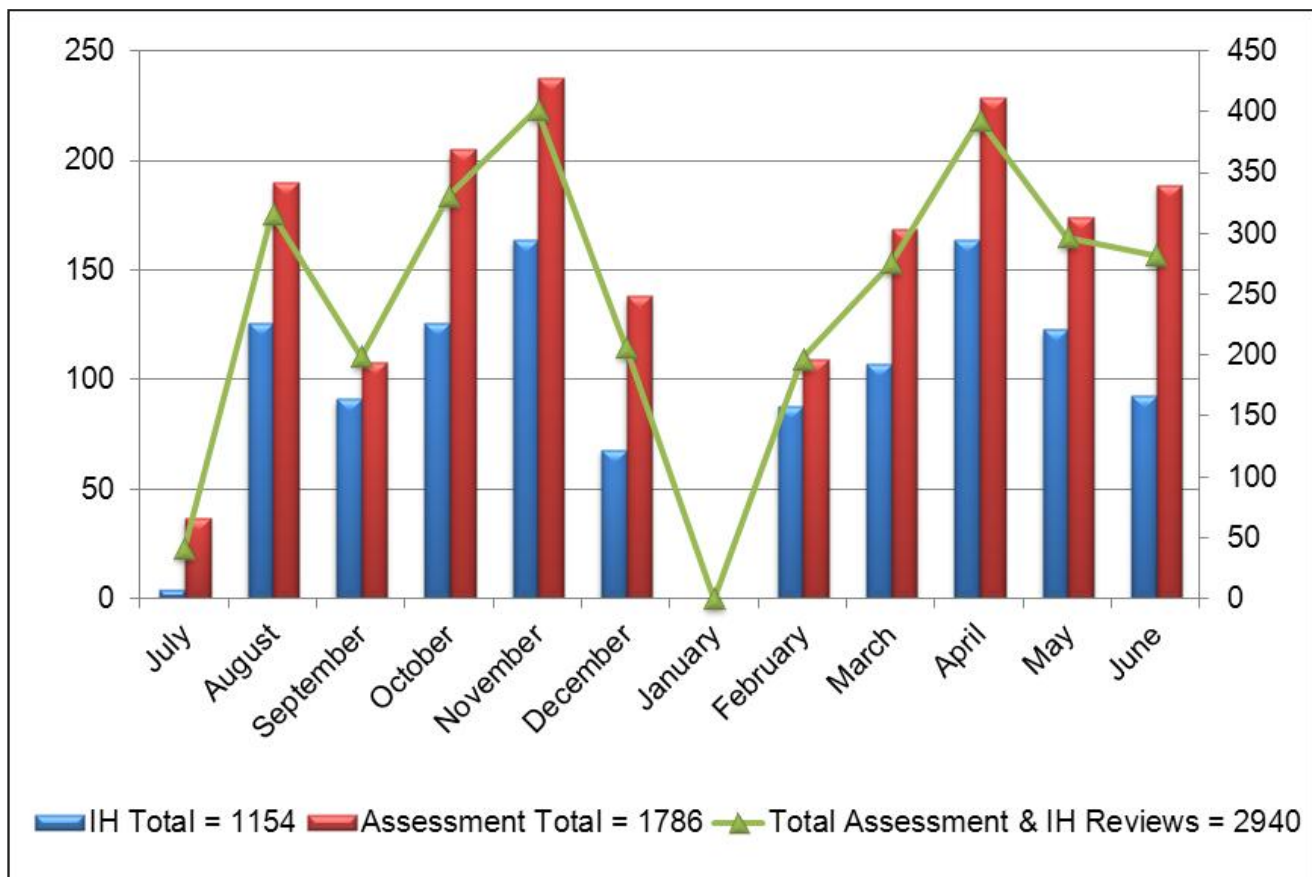
## **Impact at the Child or Case Level**

## In-Home Services and Assessment Reviews

The ARD's In-Home Services and Assessment Review processes allow for an in-depth look at service delivery, safety, risk and well-being for those families receiving in-home services. In SFY 2012, ARD reviewers and management staff completed 1,786 Assessment reviews and 1,154 In-Home reviews. These reviews encompass 43 counties.

As the ARD continues to refine its processes, all 64 counties will be reviewed in one calendar year, and the large ten counties will continue to be reviewed twice a year. The ARD continues to utilize the Regional Review model, which allow several counties to be reviewed simultaneously in one centralized location. Six Regional Reviews were held this fiscal year, encompassing 25 balance of state and mid-sized counties. The ARD continues to receive positive feedback regarding the Regional Reviews, and the professionalism, knowledge and expertise of the ARD's staff. The broad yet intricate knowledge base of the ARD's staff, combined with the ARD's review processes, has created opportunities for teaching and technical assistance throughout the State.

The chart below displays the numbers of both completed Assessment and In-Home reviews. Due to various scheduling issues, no reviews were conducted in January of 2012.

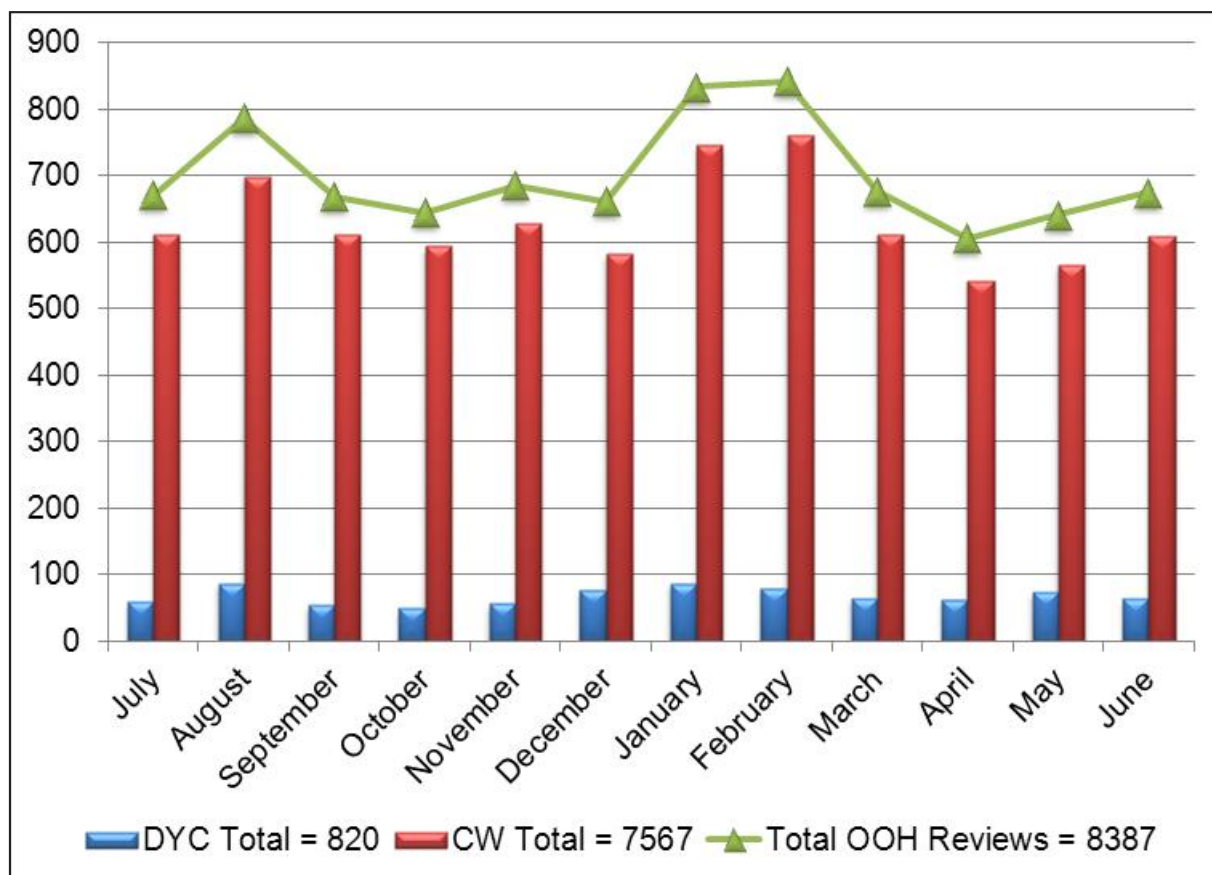




## Out-of-Home Reviews

During SFY 2012, the ARD completed a total of 8,387 Out-of-Home reviews. This includes 7,567 Child Welfare Administrative Reviews and 820 Division of Youth Corrections reviews. The ARD reviews all children in the child welfare system who are in out-of-home care for at least six months, and every six months thereafter as long as the child remains in care. Reviews are also conducted for the youth in the Division of Youth Corrections who are in a community placement. These reviews also take place every six months the youth is in community placement. The chart below illustrates completed reviews for SFY 2012 by month, sorted by type of review.

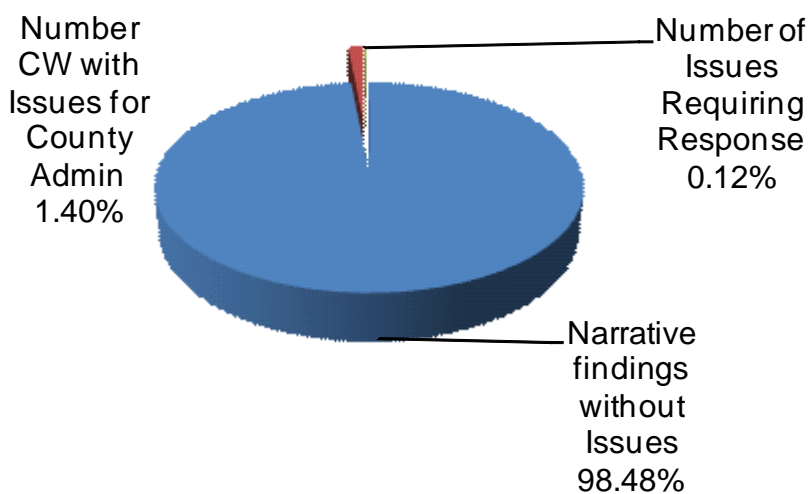
On average, the ARD completes 631 Child Welfare Out-of-Home and 68 DYC reviews a month. The ARD closely monitors review trends in each county and DYC region to ensure each entity receives the necessary amount of review days. As patterns in out-of-home care shift, the ARD is responsive to these changes and will adjust staffing patterns accordingly to meet the AFCARS requirement for timely reviews.





Narrative finding reports, which are generated through six-month out-of-home administrative reviews, are essential to ensure constant communication between the ARD, county departments and DYC regional offices. Along with these findings, case-specific/child-specific compliance findings are reported to the county or region in which each review takes place. These findings ensure that the appropriate information is communicated to the appropriate person within each county or region, in turn facilitating change and progress at the case-specific level. If concerns about a child's safety, well-being or progress toward permanency arise during a review, the ARD distributes Issues for County/Region Administration findings.

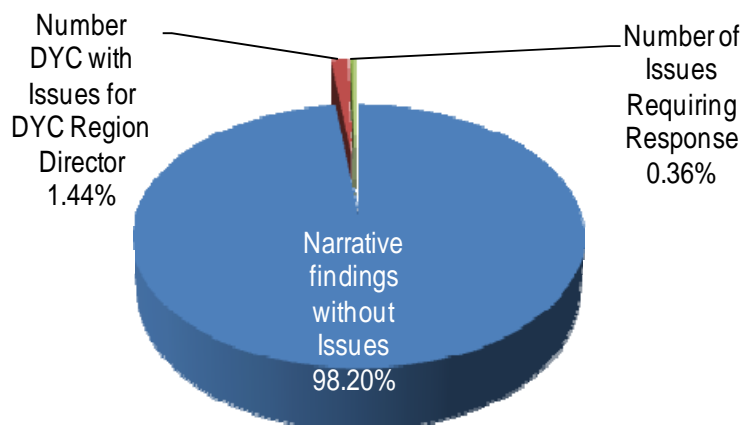
### Child Welfare Reviews



During SFY 2012, the ARD provided counties and the DYC with 6,307 written narrative finding reports related to 8,387 Out-of-Home reviews. Each case reviewed generates only one narrative finding report, whether there is one child involved in the case or multiple children. Of these reports, 266 included Issues for County/Region Administration. Of these reports, 118 included Issues for County/Region Administration, 106 child welfare reviews and 12 DYC reviews. Of those 118 reports, 12

required a response from the county department or regional office, nine child welfare reviews and three DYC reviews. In all, only 0.19% of all findings required a response by the county/region due to serious concerns regarding the safety, permanency or well-being of one or more children involved in the case.

### Division of Youth Corrections Reviews



# **Impact at the Child Welfare Professional Level**

## ***Recognition and Appreciation***

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The ARD utilizes a three-tiered system of identifying and acknowledging Caseworker and Client Manager participation in the case review process, the positive outcomes facilitated by their case practice, and reinforcing good case practice at the local level. Through its award and recognition system, the ARD is able to publicly acknowledge the effort, creativity, and tenacity demonstrated by these dedicated child welfare and youth corrections professionals. Each month, letters are sent by the ARD Director to County and Region Directors listing each award recipient and celebrating the work performed by their staff.

### **Daily Certificate of Appreciation**

These certificates may be awarded to Caseworkers and Client Managers by ARD review staff on a daily basis for quality case preparation and participation in the Administrative Review Process.

### **Monthly Certificate of Outstanding Case Practice**

Nominations for this award may be made by reviewers on behalf of Caseworkers and Client Managers who demonstrate the following criteria in the course of managing a child's case:

- Engagement and collaboration through interaction with parents and providers as seen during reviews,
- Thorough knowledge of the child's and family's needs and services,
- Accessing or mobilizing resources to meet the child's needs,
- Establishing and maintaining life connections for the child,
- Outstanding collaboration with other professionals, and
- Exemplary movement toward permanency.

Nominations are submitted to the ARD's Recognition Workgroup monthly. Upon review, the workgroup determines whether the nominee has met the established criteria. If approved, the nominated Caseworker or Client Manager receives a certificate, presented by the nominating reviewer.

### **Annual Outstanding Case Practice Award**

The Administrative Review Division acknowledges up to six Caseworkers and Client Managers with an award for Outstanding Case Practice each year. These professionals are chosen from among many others previously nominated for monthly Outstanding Case Practice certificates throughout the year. In addition to demonstrating the qualities required for a Certificate of Outstanding Practice, winners of this award must also exhibit some of the following:

- Open mindedness,
- An ability to utilize creative solutions,
- Strong collaboration skills,
- Persistence, and
- Surpassing expectations and overcoming barriers to facilitate safe permanency.

Award recipients are invited to the Administrative Review Division offices for a luncheon in their honor and are presented with a certificate and award for their commitment to children.

## ***SFY 2012 Daily Certificate of Appreciation Recipients***

Adeliada Holden	Bobbie Griffin	Danielle Cady	Jennifer Gunnerson
Adrienne Killerman	Bobby LeFebre	Darby Baldwin	Jennifer Jones
Alecia DeLorme	Bonnie Steele	Darlene Ashley	Jennifer Millard
Alfred Afriyie	Brandi Jamison	Dave Gallegos	Jennifer Pitcavage-Ivey
Alicia Corso	Brandi Puckett	Dawn Crosswhite	Jennifer Rice
Alicia Hewitt	Brandie Wright	Dawna Jackson	Jennifer Tillson
Allison Pearce	Brandy Bosgal	Debra Walz	Jennifer Walker
Alyson Lowe	Brenda Finney	Denise Crowell	Jenny Albers
Amanda Campbell	Brenda McGehee	Denyse Colliatie	Jenny Dominy
Amanda Koehn	Bret Simon	Denyse Mansfield	Jeremy Meder
Amanda Modiz	Briana Grossnickle	Desiree Flores	Jessica Fresh
Amanda Mrkvicka	Brittany Sievers	Donna Garcia	Jessica Grey
Amanda Rodriguez	Bruce Chisholm	Donna Haynes	Jessica Griglio
Amanda Rutt	Carla Felten	Donna Lee	Jessica Kudlock
Amanda Throckmorte	Cassandra Haywood	Dori Weeder	Jessica Roberts
Amber Biss	Cassandra Murrow	Dulcie Johnson	Joann Miller
Amberly Fredickson	Catherine Padilla	Elizabeth Howe	Joanne Corsaut
Amiessa Jutten	Cathy O'Donnell	Elizabeth Howes	Joanne O'Callaghan
Amy Andrews	Cece Zavala	Elizabeth Smith	Jodi Lanzi
Amy Reid	Char Lundberg	Emma Webster	Jody Caporasco
Amy Yoder	Charity Andrews	Eric Schreiber	Jody Razi
Andrea Bradford	Charles Pennal	Erik Babel	Joe Motsch
Andrea Meriano	Charles Pool	Erin Schmacher	John Lobato
Andrea Miklos	Chelsea Heggen	Fawn Leaf	John Lujan
Andrea Woods	Chera Fuller	Felica Torrez	John Rampa
Andy Cordova	Cherie Brown	Flora LaCrue	Johnna McGill
Angel Martinez	Cheronda Small	Francis Agyakwa	Jon Phillips
Angela Barns	Cheryl Refuerzo	Frank Diaz	Josette Jarmillo
Angela Dreier	Chip Custer	Gail Kane	Joyce Anderson
Angela Miller	Christiana Fladen	Gina Pierotti	Judy Lujan
Angela Sneddon	Christine Bessler	Gretchen Hoffman	Julia Blomberg
Angelica Gutierrez	Christine Laclero	Gwen Wooten	Julia Koc
Anika Phason	Christy Fladen	Hannah Denney	Julian Stollmeyer
Anita Cordova	Christy Williams	Hayley Carlson-Huerd	Julie Horen
Anita Glenn	Chuck Peterson	Heidi Boemper	Julie Shawley
Anna Strange	Cindy Howard	Heidi Martinez	Julie Smith
Annette Perea	Cindy Joswiak	Helen Israel	Julie Trim
Anthony Burroughs	Claire Heppner	Hilary Gagliardi	Kala Slater
Antonella Vitale	Claire Hooker	Hilary Oppie	Karen Chinatti
April Prock	Claudia Budd	Jaalah Neerhof	Kari Jett
Ashley Bertsch	Colleen Schott	Jackie Sanders	Kari Kunes
Ashley Elliott	Connie Davis	Jaime Irwin	Karla Kelly
Ashley Henslee	Coral Beasley	James Meadows	Kate Jensen
Ashley McDonald	Courtney Hightower	Jamie Doerschlag	Kate Racka
Bernadette Peace	Courtney Smith	Jamie Farmer	Kate Thornton
Beth Bottkol	Craig Fischer	Jamie Pike	Katherine Vivanco-
Beth Howes	Cynthia Conway	Janet Wilkins	Risner
Beth Miller	Dacia Kardoes	Jeanna DeHerrera	Kathie Rodriguez
Beth Paddock	Dana Antista	Jennifer Calabrese	Kathryn Davey
Betsy Hamill	Dana Hollaus	Jennifer DeGrado	Kathryn Simmons
Bob Selover	Dana Hutchcraft	Jennifer Gruca	Kathy Harvey

## *SFY 2012 Daily Certificate of Appreciation Recipients, continued*

Katie Cicero	Lindsay Miller	Nicole Bortot	Steffani Fioretti
Katie Gleason	Lindsey Parks	Nicole Lator	Stephanie Brinks
Katrina Chambers	Lindsey Straka	Nicole Steele	Stephanie Fumia
Kay Hardy	Lisa Anderson	Nikole Jones	Stephanie Haynes
Keela Shell	Lisa Haigh	Paige Lawlor-Stapleton	Stephanie Williams
Kelli Unrein	Lisa Radar	Pamela Yanett	Steven Martens
Kelly Brude	Lisa Travis	Pat Killen	Sue Batey
Kelly Crittendon	Lisel Harkless	Patricia Buddy	Sue Clearly
Kelly Quinn	Lois Sandland	Patti Graham	Sue Hoenshell-Brown
Kelly Williams	Lorrie Flowers	Paul Welander	Susan Adams
Kenicia Hardy	Louella Garcia	Paul Witty	Suzette Keating
Kerissa Holland	Lynn Kelley	Peggy Crates	Taletha Pettis
Kerry Pedrett	Lynn Wong	Phil Edmonson	Tandi Schips
Kim Van Auken	Maggie Brooks	Rachel Huntley	Taylor Collins
Kimberly Woolfolk	Maggie Hackbarth	Rachel Wisdom	Te Vuth Loeum
Krista Husak	Maribeth Crumlish	Rachele Mettauert	Terri Carlson
Kristel Sharp	Marie Grande	Rashida Gordon	Tess Kuckleberg
Kristen Brooks	Marita Goheen	Reahanna Jimenez	Tessa Louis
Kristen Carman	Mark Brosal	Rebecca Ball	Tiffany Leustek
Kristen Caswell	Mark Smalley	Rebecca Darr	Tiffany May
Kristin Dubbs	Martin Friedman	Renee Jeffers	Todd Kloosterman
Kristin Fleming	Mary Brown	Rhonda Behring	Tom Huffman
Kristin Harbert	Mary Malloy	Rhonda Koonce	Tomas Rodriguez
Kristin Van Der Poel	Mary Olguin	Richard Kleiner	Toni Estes
Kristin Wallace	Maryanne Cooper	Rishell Hessing	Tracey York
Kristina Carstensen	MaryElin Stratton	Robert Selover	Tracy Spencer
Kristine Meconi	Matt Watson	Rod Gantt	Tracy Williams
Kristine Sims	Maureen Ellison	Roger Powell	Val Schnurr
Krystle Hueuett	Megan Espinoza	Ronald Uhrick	Vanessa Bondhus
L.J. Richardson	Megan Magel	Rosalie Rubidoux	Veronica Valdez
Lacey Alesch	Melanie Freedman	Russ Guerrero	Vi Bass
LaDonna Cruson	Melinda Veith	Russha Montag	Vincent Lopez
Laura Cannone	Melissa Sall	Sally Mason	Wade McMullen
Laura Vizarraga	Meredith Halstead	Samantha Wingert	Wanda Crossley
Laura Wolff	Meredith Newman	Sara Lippert	William Meyer
Laurel Rondeau	Michael Mathies	Sara Marsden	Windy Bieker
Lauren Timkovich	Michelle Davis	Sarah Bay	Ximena Najjar
Leah Teglovic	Michelle Hamel	Sarah Blaine	Yolanda Luna
Leann Alvarez	Michelle Kendall	Sarah Crisafi	
Leanne Roets	Mike Didonna	Sarah Holladay	
Lee Williams	Mikki Baumann	Sarah McLean	
Leroy Verneti	Misty Berry	Selena Jameson	
Lesley Penoyer	Molly Somogy	Serena Nooner	
Leslie Gearheart	Monica Connell	Shana Cunnane	
Leslie Navarro	Monique Matthews	Shanea Nehmer	
Levi Middleton	Nancy Hubbs	Shannon Copeland	
Lily Brown	Nancy Kingolver	Sharon Stephens	
Linda Arroyo	Nathaniel Winegar	Sheree Joseph	
Linda Elliot	Nicholas Lincoln	Shirley Rudd	
Linda Tallman	Nichole Lee	Sidney Hawk	
Lindsay Ishman	Nickole Dominguez	Stacy Macias	

## **SFY 2012 Monthly Certificate of Outstanding Case Practice Recipients**

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**Dori Weeder**

*Broomfield Health and Human Services Department*

**Heather Powell**

*Denver County Department of Human Services*

**Hilary Oppie**

*Denver County Department of Human Services*

**Naira Ermoyan**

*Denver County Department of Human Services*

**Kristine Meconi**

*El Paso County Department of Human Services*

**Lisa Rader**

*El Paso County Department of Human Services*

**Sarah Brown**

*Logan County Department of Social Services*

**Renee Jeffers**

*Mesa County Department of Human Services*

**Brandi Puckett**

*Weld County Department of Human Services*

## ***SFY 2012 Annual Outstanding Case Practice Award Recipients***

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**Dori Weeder**

*Broomfield Health and Human Services Department*

**Heather Powell**

*Denver County Department of Human Services*

**Lisa Rader**

*El Paso County Department of Human Services*

**Sarah Brown**

*Logan County Department of Social Services*



## **Impact at the Systemic Level**

The ARD conducted its fifth annual Screen Out Review during the week of September 26-September 30, 2011. Sixty-two reviewers representing 24 counties, the Division of Child Welfare, Trails and the ARD participated in the review this year.

In a five-day time frame, 1,495 screened-out referrals were sampled, and 1,494 screened-out referrals were reviewed from around the State (one small county did not have a replacement referral for one that was dropped). The large ten counties represented 536 of the referrals, 632 were from the 22 mid-size counties, and 326 were from the 32 balance-of-state counties. The sample was extracted from Trails on August 26, 2010 and the universe included all Program Area 5 Child Protection referrals screened-out between February 26th, 2010 and August 26th, 2010. A stratified random sampling technique with a 90% confidence level and a 10% interval was used to create the sample included in the review, which allows the ARD to provide each county with individual data that can be used as a indicator for the rest of their cases.

County staff were paired with a team member from a different county or an ARD staff member and were not allowed to review a screened-out referral from their own county. Paired teams of first-level reviewers used a 24-question Screen Out Review instrument. Each reviewer individually completed the instrument before comparing results with their team member(s). Upon comparison of results, if there was a disagreement about how to answer a question, a team discussion occurred to arrive at a final decision. If the first-level team believed the referral should not have been screened-out, the referral was given to a second-level review team. The second-level team would review the referral for the purposes of determining whether or not they believed it should have been accepted for an assessment and whether or not there were safety concerns. If child welfare practice concerns or safety concerns were identified, this information was gathered and sent back to the county departments for information purposes and/or a request for follow-up when appropriate. Additionally, if Trails data issues were found, the information was also given to the counties with a request to clean up the information as necessary.

During this year's review, 216 referrals were sent back to 46 counties. Bearing in mind that each referral can generate more than one request or recommendation to the corresponding county, this year's review found:

- Statewide, a total of 216 referrals were sent back to counties for their review.
  - Of these, 176 require Trails corrections and 47 were related to practice issues
- For the 47 related to practice:
  - 29 were for information only
  - 18 required further follow-up or additional information due to safety concerns.
  - This year, 1.2% of reviewed referrals require additional follow-up due to safety concerns as compared to 1.6% in 2010, and 3% in 2009.

As in previous years, the ARD received positive feedback from participants regarding the Screen Out Review process. Participants reported that they learned about new processes that they hoped to bring back to their own counties, they appreciated being able to see referrals through a different lens, and they enjoyed the interaction between county and state staff.

# Practice Matters Newsletter

In SFY 2012 the ARD continued to publish its quarterly newsletter, *Practice Matters*. The intent of this publication is to focus on identifying effective and efficient casework practice and to examine the role of the case review system in affecting policy and practice throughout Colorado. The publication of the *Practice Matters* newsletter highlights issues that affect the quality, efficiency and effectiveness of service delivery to child welfare clients throughout the State of Colorado. The newsletters offer the opportunity to discuss the impact of the case review process on policy and definition changes within the DCW that are of benefit to child welfare professionals, but to customers as well.



The July 2011 issue of *Practice Matters* is entitled "What Are SMART Case Plans and Where Did They Come From?" In this issue, the ARD examined the use of SMART treatment planning in the Out-of-Home Instrument.

The October 2011 issue of *Practice Matters* is entitled "Understanding Colorado's Case Review System." This issue addressed some myths and misconceptions about Colorado's case review system by discussing the policies that guide the review process and the impact reviews can have on children and

families.

The January 2012 *Practice Matters* issue focused on the implementation of Review Findings and the effect they have on outcomes for children who are the subject of reviews. The ARD requires a County/Region to provide a response when there are unresolved issues significantly impacting a child's safety, permanency, or well-being, and this process is an effective intervention to resolve issues and improve outcomes for children.



The April 2012 *Practice Matters* issue describes the many challenges for "crossover youth", those youth who are transitioning from a county DHS to the NYC and back. Caseworkers and client managers who are well-informed and prepared to collaborate are key to alleviating systemic barriers and improving outcomes for youth, and this issue introduces collaborative processes currently being utilized by various agencies and some of the many resources available to crossover youth.



In SFY 2012, the ARD improved the 14th annual Client Satisfaction Survey distribution plan to include a longer period of time for data collection. Results from previous survey cycles indicated that some counties had not submitted survey responses in several years. Previously, this survey was distributed through out-of-home reviews during a two-month period each year, resulting in fewer

opportunities to capture valuable feedback from counties not requiring out-of-home reviews during those two months. Small and middle-sized counties typically have fewer children in out-of-home care, thereby reducing their need for those types of reviews.

*"The reviewer was very informative and took their time to explain the administrative review process and give some case history so we would understand the process better."*

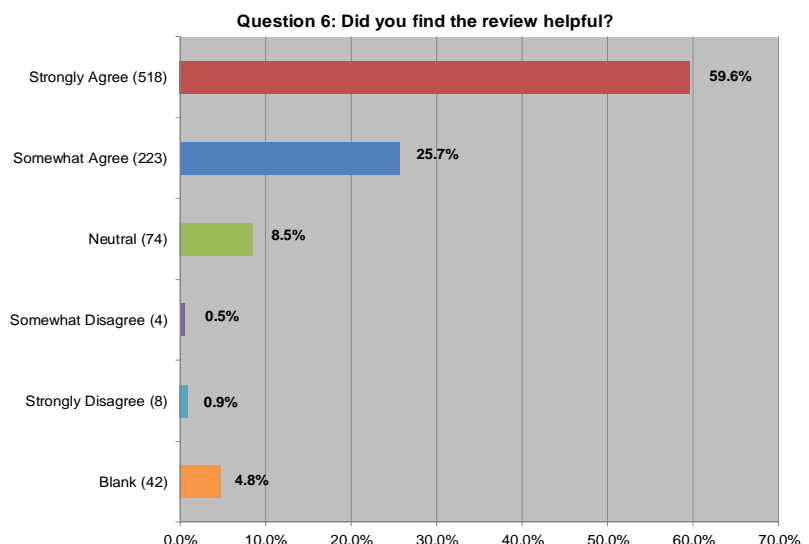
The small and middle-sized counties were surveyed from August 1, 2011 through December 31, 2011, while the ten largest counties were surveyed from January 1, 2012 through February 29, 2012. Reviewers scheduled in small and middle-sized counties from August through December 2011 were given 20 surveys per month for distribution, and all reviewers were given

another 40 surveys in January and February 2012 for distribution in the ten largest counties and all four DYC regions (20 surveys per month per reviewer). The surveys were distributed in both English and Spanish to a variety of stakeholders, including Caseworkers and Client Managers, Parents, Children/Youth, Relatives, Foster Parents, Guardians ad Litem, and several Providers (Kinship Care, TRCCF, Day Treatment, etc.).

A total of 1,120 surveys were distributed and 869 were collected for a return rate of 78%. This return rate is 3% higher than that of last year, and is 10% higher than that of 2009. Surveys were received from 54 counties and each of the four DYC regions. In previous years, surveys were collected from approximately 30 counties and three DYC regions. As in previous years, the vast majority of survey respondents were caseworkers. This year, caseworkers represented approximately 39.9% of all survey participants, with Guardians ad Litem (GALs) following as the second highest response group. GALs represented approximately 10.8% of all respondents this year, which is nearly 4% higher than in previous years.

Survey participants were also asked about their perceptions and impressions based on their experiences with the ARD review

process. Question six inquired as to whether respondents found the review to be helpful. Six response options were offered, ranging from Strongly Agree to Strongly Disagree. Over 85% of survey participants were in agreement that the review process was helpful. This is an increase of three percentage points from the previous year's results, indicating that respondents continue to feel their reviews are relevant and informative.





## Coordinator Satisfaction Survey

The ARD distributed its 11th annual Coordinator Satisfaction Survey in August 2011. This survey is intended to collect feedback from Administrative Review Coordinators regarding the strengths and weaknesses of the ARD's processes for scheduling reviews and delivering of narrative findings. Feedback received through this survey allows the ARD to examine its review scheduling and narrative finding reporting systems in order to ensure they are as efficient and effective as possible. This year marked the second in which the ARD distributed invitations to complete the survey via email with an embedded hyperlink to complete the survey on the web. This environmentally-friendly system for survey distribution and reporting has been well-received.

As in prior years, the survey was distributed to Administrative Review Coordinators representing each of Colorado's 64 counties and each of the four Division of Youth Corrections (DYC) regions. Although all 64 counties were surveyed, six coordinators represented two counties each: Gunnison/Hinsdale, Grand/Jackson, Kit Carson/Cheyenne, La Plata/San Juan, Montezuma/Dolores, and Rio Grand/Mineral. A total of 62 surveys were distributed, with 58 surveys sent to county coordinators and four sent to DYC coordinators. The surveys were emailed to all coordinators in August 2011 and requested that their responses reflect their experiences as coordinators during the period between September 2010 through August 2011. Coordinators with limited or restricted internet access were emailed an electronic version of the survey upon request.

*"The reviewers are invaluable to me in coordinating reviews in accordance with the Review Universe as keeping me apprised of changes in that universe or how unique situations in certain cases should be handled within the universe."*

*"There has never been a time that anyone from the ARD staff has not gone above and beyond to assist with anything needed!"*

Of the 62 surveys distributed, 54 surveys were returned. This included surveys from each of the four DYC regions and 50 county coordinators representing 55 counties. The survey response rate for this year was 88%, which represents a decrease of 6% from 2010 returns. Despite numerous attempts, surveys were not received from Archuleta, Chaffee, El Paso, Kiowa, Mineral/Rio Grande, Pitkin, Prowers and San Miguel counties.

This year's survey contained seven of the eight questions from last year. The question related to findings not yet received by the county was omitted. As demonstrated in past years, the majority of county coordinators report receipt of all their review findings and if there is a delay, it is attributed to processes internal to the county. The ARD demonstrated stability in providing review findings in a timely manner, and has experienced growth in provision of timely reviewer schedules, review days and reviewer responsiveness. A slight decrease in performance is noted in the area of management responsiveness; however, the decrease is only seen in the "Always" category, as the "Most of the Time" category actually reflects slight growth.



# Administrative Review Division Staff

*Administrative Reviewers conduct reviews in each of Colorado's 64 counties and four DYC regions.*

**Allison Churchill**  
*Reviewer*

**Leslie Mascarenas**  
*Reviewer*

**Tara Saya**  
*Reviewer*

**Kristy Bennett**  
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**Heather Neumann**  
*Reviewer*

**Jonathan Scharf**  
*Reviewer*

**Janet Black**  
*Reviewer*

**Lynette Overmeyer**  
*Reviewer*

**Tracy Streit**  
*Reviewer*

**Marina Blake**  
*Reviewer*

**Don Pacheco**  
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**Tamara Tacha**  
*Reviewer*

**Clint Edgar**  
*Reviewer*

**Sara Peterson**  
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**Marcia Tuggle**  
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**Eric Hoskins**  
*Reviewer*

**Roy Reed**  
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**David Tyner**  
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**Marc Mackert**, *Director*

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**Jim Martinez**, *In-Home Review Coordinator*

**Tia Whitaker**, *Research Analyst*

**Nadine Magruder**, *Office Manager*

Please contact the Administrative Review Division  
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or for more information regarding Colorado's case review system.

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