

# Joint Budget Committee Hearing

## Colorado Department of Human Services

Divisions of Youth  
Corrections, Child Welfare, and Child  
Care

December 13, 2011



# Colorado Department of Human Services

Executive Director  
Reggie Bicha

- Public Information Officer
- Executive + Legislative Liaison
- Boards & Commissions
- Field Administration

Deputy Executive Director of  
Enterprise Partnerships

Deputy Executive  
Director of  
Operations

Office of Performance &  
Strategic Outcomes

- Admin. Review
- Audits
- Food Assistance Quality Assurance
- Performance Management Unit
- Budget & Policy Unit

- Office of Long Term Care
- Adult & Aging Services
  - Develop. Disabilities/Regional Centers
  - Veterans Nursing Homes
  - Disability Determination Services

- Office of Children, Youth & Families
- Child Welfare
  - Child Care
  - Youth Corrections

- Office of Economic Security
- Colorado Works
  - Child Support
  - Food Assistance
  - Food Distribution
  - Low-Income Energy Assistance
  - Refugee Services
  - Vocational Rehab. Services

- Office of Behavioral Health
- Community Behavioral Health
  - Mental Health Institutes

- Office of Administrative Solutions
- Employment Affairs
  - Accounting
  - Facilities Management
  - Procurement
  - Contract Management

# Strategic Initiatives

- **Integration of an Office of Early Childhood Education**
- Long-Term Care Redesign
- Department wide streamlining effort focused on reducing unnecessary requirements
- Statewide Economic Security alignment
- **Comprehensive Child Welfare outcome-focused strategy**
- Implementation of a “Stat” strategy to help drive continuous quality improvement

# Office of Children, Youth and Families

## Strategic Initiatives

# Comprehensive Child Welfare Outcome-Focused Strategy

- Adolescent Behavioral Health Continuum of Care
- Colorado Practice Model
- Casey Family Programs and Annie E. Casey Foundation
- Right-sizing the Division of Youth Corrections

# Proposed Integration of an Office of Early Childhood Education

- Consolidation of early childhood services with the intent of:
  - Improving kindergarten readiness and third grade reading;
  - Preventing child abuse and neglect; and
  - Treating early-identified problems.
- Collaborating parties include:
  - Early Childhood Leadership Commission
  - Lieutenant Governor's Office
  - Department of Public Health and Environment
  - Department of Health Care Policy and Financing
  - Department of Education, and
  - Department of Human Services

# **Treatment Services for Youth**

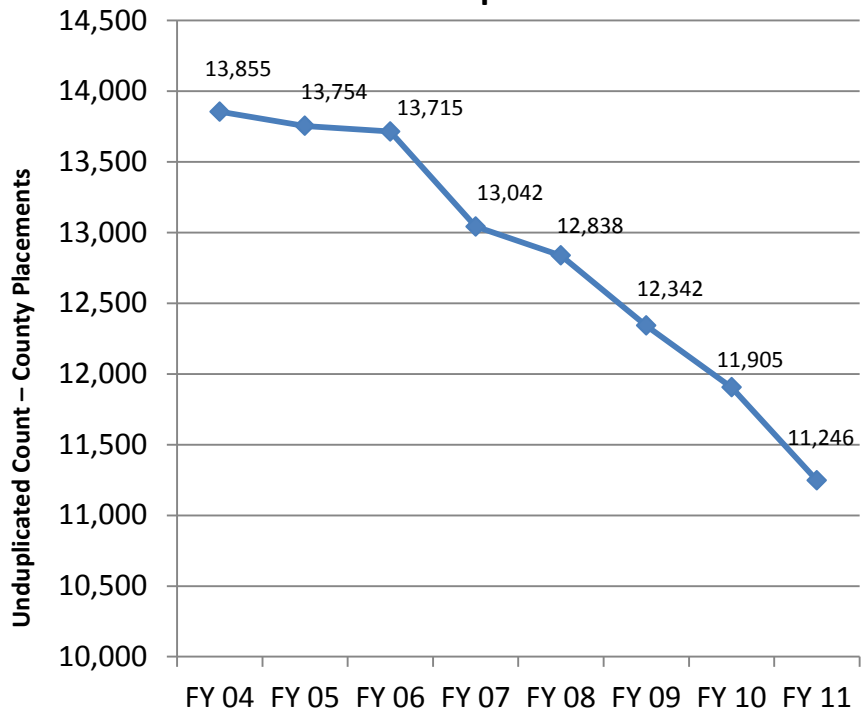
# Treatment Services for Youth Involved in Child Welfare and Youth Corrections

- Focus on Children and Youth
- Most appropriate and least restrictive services at the right time
- Service impacts
  - Funding limitations
  - Youth status – detention vs. commitment
  - Availability of services in rural settings
  - Conflicting attitudes and values
- Constraints
  - Accessibility to Medicaid-funded mental health services
  - Federal restrictions on use of Title IV-E funds for early intervention
- Trifurcation of Services
  - Courts and Probation
  - Division of Youth Services
  - County Departments of Human Services

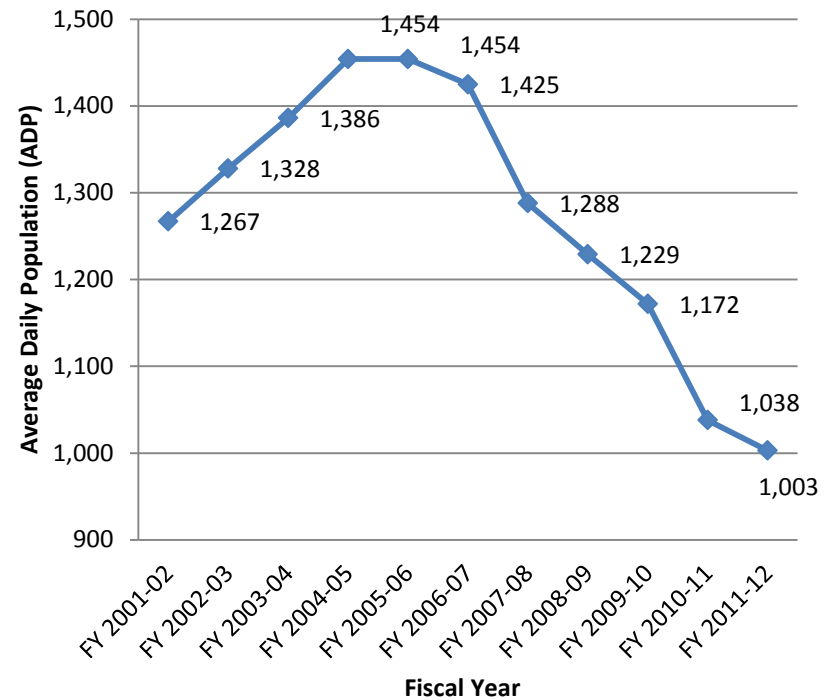
# Treatment Services Successes

Earlier identification and intervention through local collaboratives is resulting in lower reliance upon out-of-home placements through both Child Welfare and Youth Corrections.

### Out-of-Home Open Involvements



### Commitment ADP Trends



# **Division of Youth Corrections**

# Statutory Responsibilities

Statutory responsibilities include protecting public safety, preparing youth to become productive citizens through rehabilitative services, and operating the State's juvenile parole system.

# Division of Youth Corrections – Recidivism Rates

- Colorado’s definitions of recidivism:
  - “Pre-discharge” – filing of charges for a new felony or misdemeanor offense while youth is in residential placement or on parole.
  - “Post-discharge” – filing of charges for a new felony or misdemeanor offense within one year following discharge.
- Pre-discharge recidivism dropped from 37.9% to 35.5% in the past two years.
- Post-discharge recidivism dropped from 38.9% to 33.9% in the past two years, and is at the lowest level since FY 1999-2000.
- Recidivism alone is not an adequate measure of program effectiveness.

# Division of Youth Corrections

- Key performance indicators
  - Facility safety
  - Detention continuum effectiveness
  - Rate of re-entry for Senate Bill 94 youth one year post discharge
  - Rate of failure to appear for scheduled court hearings
  - Educational achievement
  - Parole revocation and adjustments
  - Recidivism rates

# Considerations in Placement Decision

- Safety
  - Secure
  - Non-secure
- Treatment needs
- Availability of appropriate of bed space
  - Right-sizing

# State-Operated and Privately Operated Youth Correction Facilities – Cost Factors

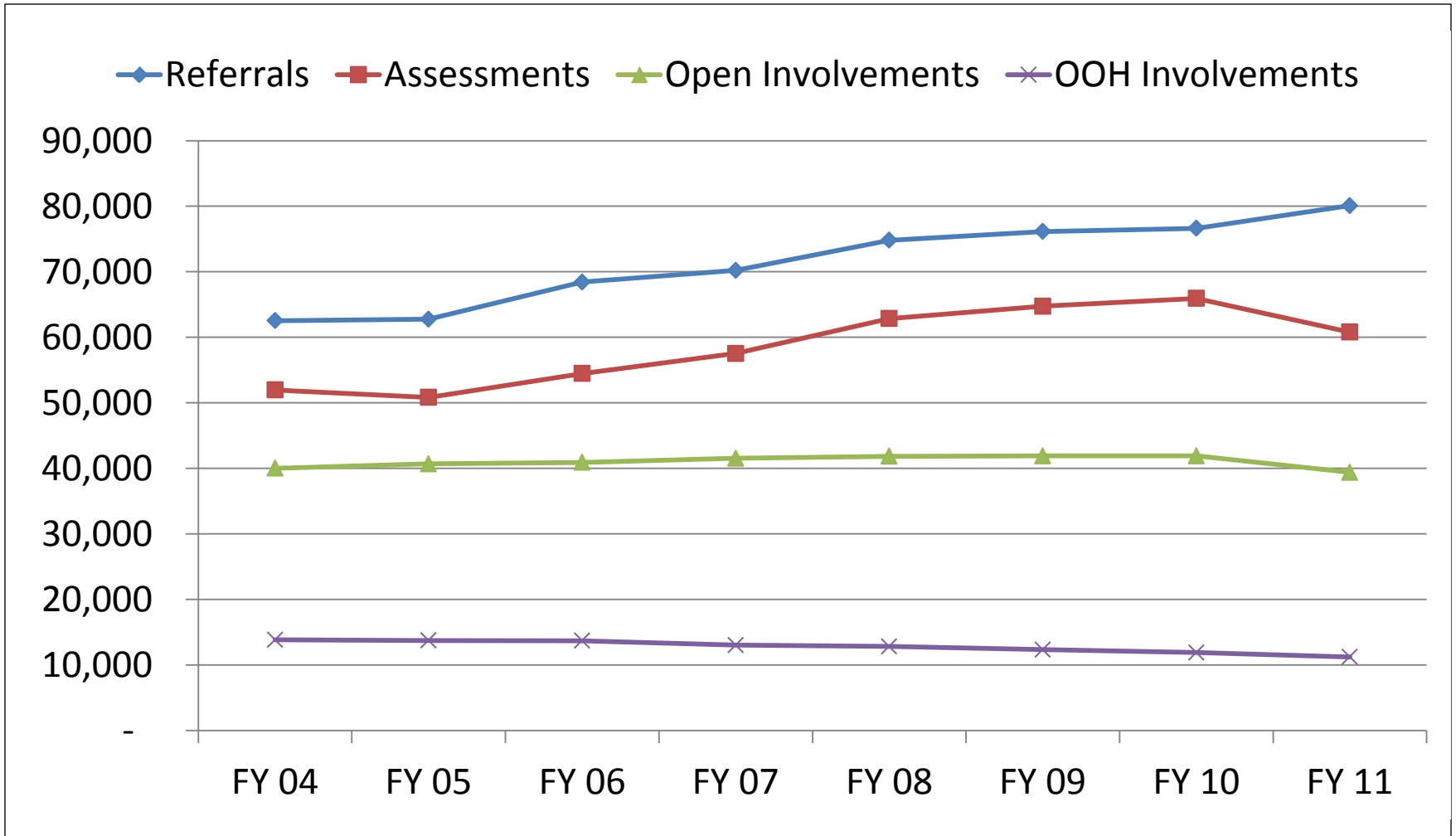
- Youth are placed in the most appropriate level of care, ensuring the right services at the right time.
- Service level needs of the youth differ:
  - Mental health treatment
  - Intensity of supervision and security
  - Educational requirements

# **Division of Child Welfare**

## **Performance-based Goals and Strategic Plan**

**“To ensure Colorado’s children and youth have the opportunity to thrive in safe, nurturing and stable families in their communities.”**

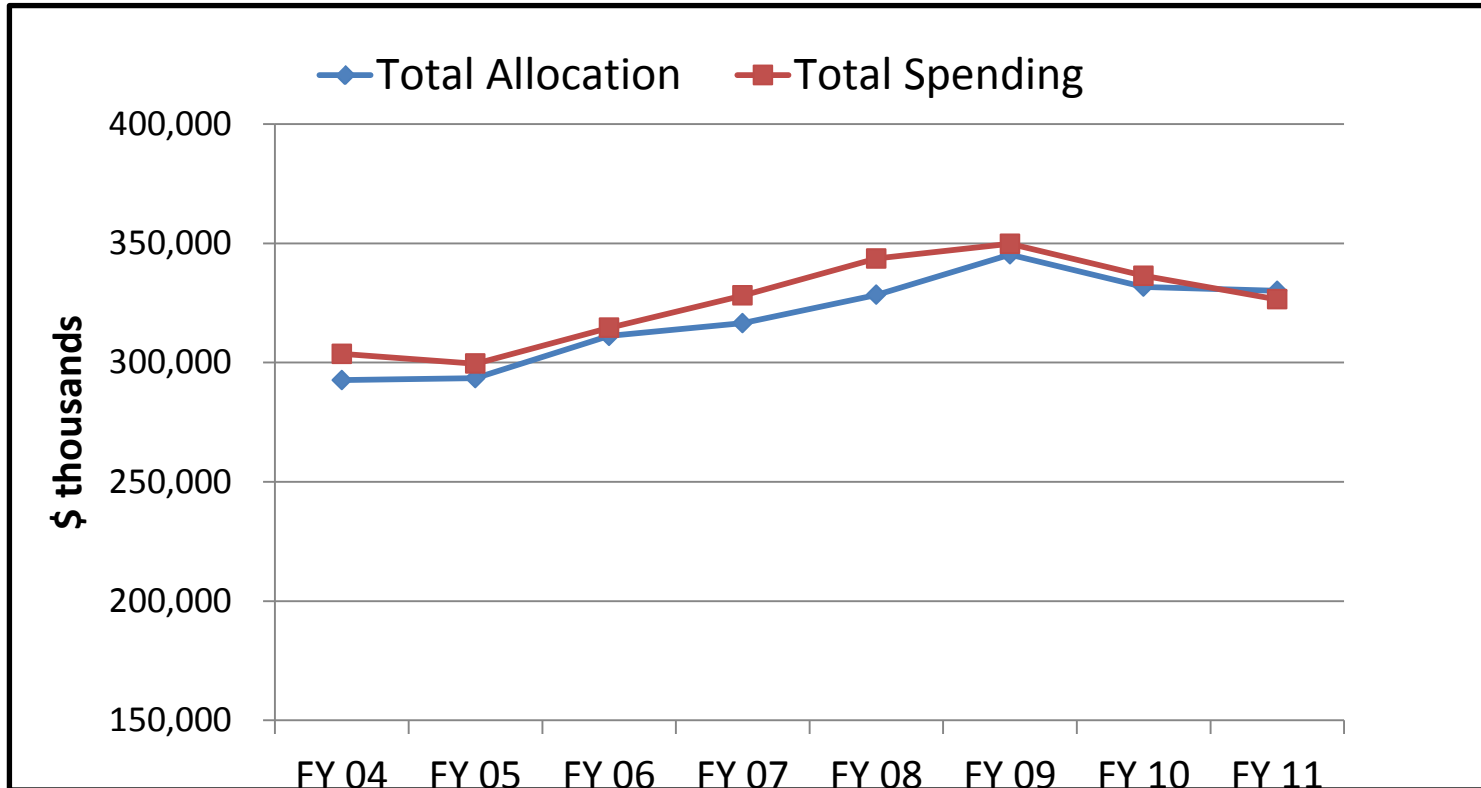
# Child Welfare Activity Trends



# Efforts to Ensure Child Safety after Receiving a Referral

- Review of county assessment activity by Administrative Review Division
  - Training and technical assistance with practice improvement
- Screening guide for hotline screening staff
- Fifth year of conducting reviews of screened out referrals of abuse and neglect
  - The number of inappropriately screened out referrals was at its lowest since the review process started
- Continuous monitoring of child safety outcomes

# Child Welfare Allocations and Expenditures

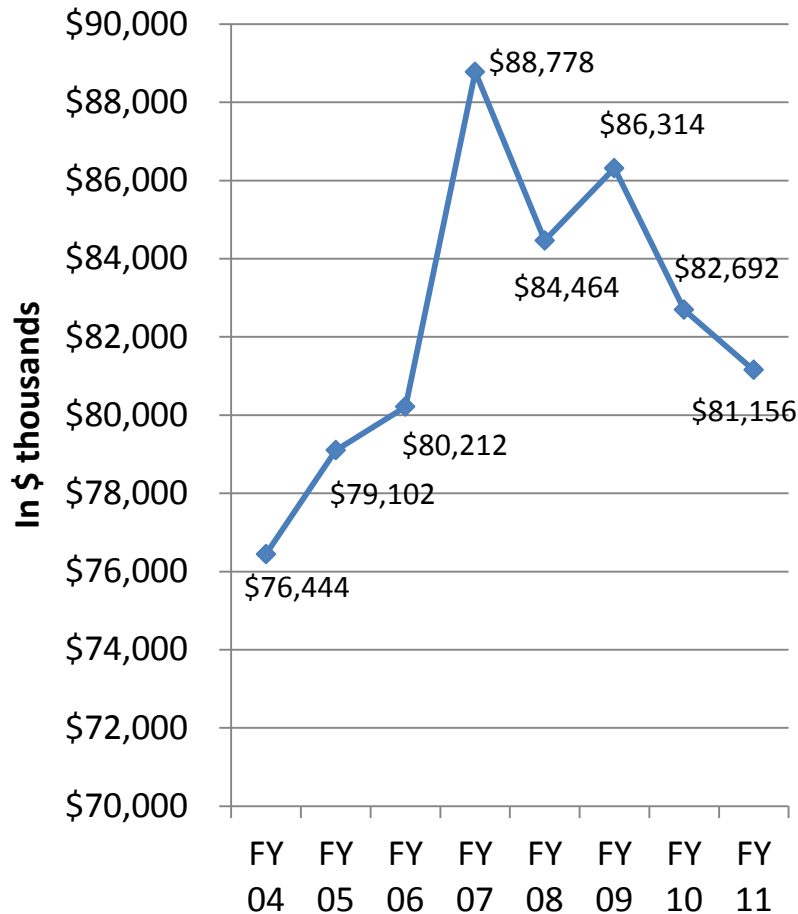


Spending has declined in each of the past two fiscal years, in large part due to reductions in out-of-home placement costs, resulting from fewer children being placed out of home and fewer being placed in high cost settings.

# Child Welfare Strategies

- Create and implement a base practice model
- Adopt C-Stat to focus on outcomes and continuous quality improvement.
- Redesign Child Welfare Training Academy to focus on best practice knowledge and skills
- Enhance Family Engagement (Expand use of Differential Response)
- Expand Permanency By Design (PBD)
- Implement a Systems of Care Model (CMP)
- Reform Child Welfare funding
- Reduce and realign Colorado Child Welfare rules and agency letters

# Federal Title IV-E Revenues



- Title IV-E funds are earned for room and board costs incurred for certain children placed out-of-home; and for administrative and training costs associated with serving Title IV-E eligible children.
- CDHS and counties are evaluating options for increasing Title IV-E revenues as identified by national expert.
- The ability to maximize Title IV-E revenue can have an impact on the funding levels made available through the waiver process.

Includes Foster Care, Adoption, Youth Corrections and Guardianships

# Federal Title IV-E Waiver

- Congress recently passed legislation authorizing up to 10 states to apply for waivers, per year.
- A waiver would offer flexibility to use Title IV-E funds to prevent children's involvement in the Child Welfare system.
- A waiver would support safety, permanency and well-being of children and families.
- The department and the counties are working together to identify the services to include in the waiver application.
- Elements of a waiver request can include program improvement policies addressing a number of program needs, including:
  - A bill of rights for children in foster care
  - Meeting the health and mental health needs for children in foster care
  - Kinship guardianship assistance
  - Reducing the use of congregate care
  - Assisting youth transitioning out of foster care
- The department is awaiting federal guidance and rules.

# **Division of Child Care**

## **Strategic Plan and Overview**

# Short History of Child Care in the United States

- 1920s – U.S. Children’s Bureau advocates for strengthening widow’s pension rather than federally supported child care.
- 1930s – Works Program Administration establishes Emergency Nursery Schools to offer employment opportunities to unemployed teachers, resulting in high educational service component.
- 1940s – Lanham Act authorized federal support for child care during World War II.
- 1950s – Congress approves child care tax deduction “to permit the taxpayer to hold gainful employment.”
- 1960s – Welfare reform bills link subsidized child care to training and employment. Perry Preschool Project proves value of early child education. Child Care Licensing Act is adopted in Colorado (1963).
- 1990s – Personal Responsibility and Work Opportunity Reconciliation Act increases funding for child care and adds quality child care as early learning strategy.

**Work Support**

**+**

**Quality Early Care and Education**

**21<sup>st</sup> Century Child Care**

# Child Care Quality Initiatives

- Colorado Legislature has a history of tasking the department with increasing quality:
  - Senate Bill 97-174 – Consolidated Child Care pilots to explore innovations in licensing
  - Senate Bill 00-019 – Improve the Quality of Child Care Centers
  - House Bill 11-1027 – Department of Defense Child Care Standards Pilot Program
- Federal Child Care and Development Block Grant requires the Department to provide quality initiatives and to support quality of child care facilities.
- Early Learning Challenge Grant to enhance quality in early learning programs, align standards, and coordinate disparate elements of early care and education into a unified, high-quality system with measurable outcomes.

# Child Care Licensing

- Under direction from the Governor and the Executive Director, comprehensive rule review was completed.
  - Of 461 existing rules, 23 were identified for repeal and 105 identified for revision.
  - Stakeholder feedback delivered through face-to-face meetings, internet, phone and mail, is critical in developing rules.
    - Stakeholders include: parents, child care providers, county departments, child care associations, community partners

# Child Care Strategies

- Through training and rules reduction, the Division of Child Care will reduce the number of requests for appeals and waivers for stringency by 5% annually.
- Through the formation of a CHATS Management Task Group consisting of county members appointed by county directors and State representation of CCCAP, Colorado Works, Criminal Background Check Unit, and IT staff, the Division will prioritize the helpdesk tickets and change requests that are generated by State and county end users, maximizing the Office of Information Technology system support.



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