



# SMART Government Act:

Joint Presentation to:  
Senate Health & Human Services Committee  
House Public Health Care & Human Services Committee  
House Health, Insurance, & Environment Committee

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Colorado Department of Human Services  
January 4, 2018

## SMART Act Statutory Requirements

- Regulatory Report and Agenda
- Budgetary Requests
- Legislative Agenda
- Statewide Youth Development Plan
- Child Abuse Reporting Hotline
- Child Protection Teams
- Crisis Response System
- Respite Care Contract Status Update
- Long-Term Care and PACE Ombudsmen



## Mission, Vision, & Values

### Mission

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

### Vision

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

### Values

The Colorado Department of Human Services will:

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

## Strategic Priorities

At the Colorado Department of Human Services,  
we are ***People Who Help People:***

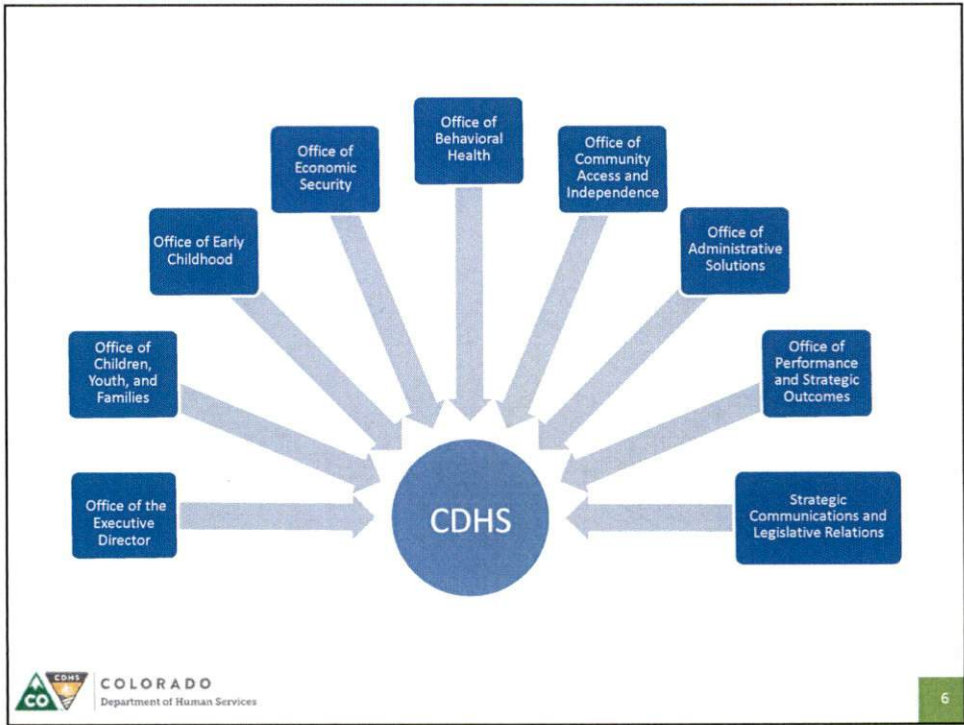
- *Thrive in the community of their choice*
- *Achieve economic security through meaningful work*
- *Prepare for educational success throughout their lives*

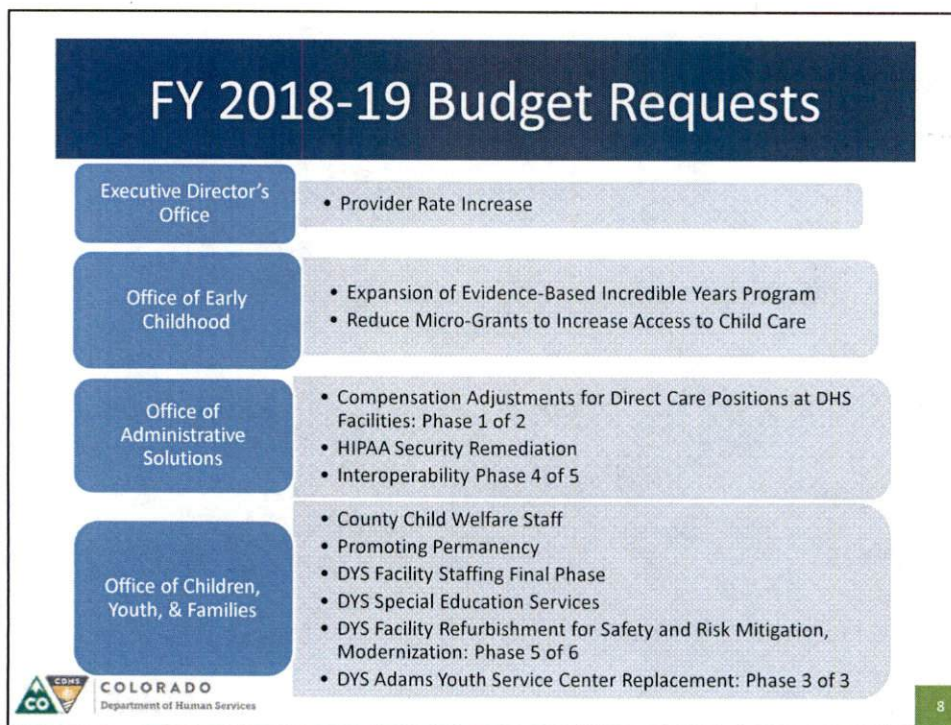
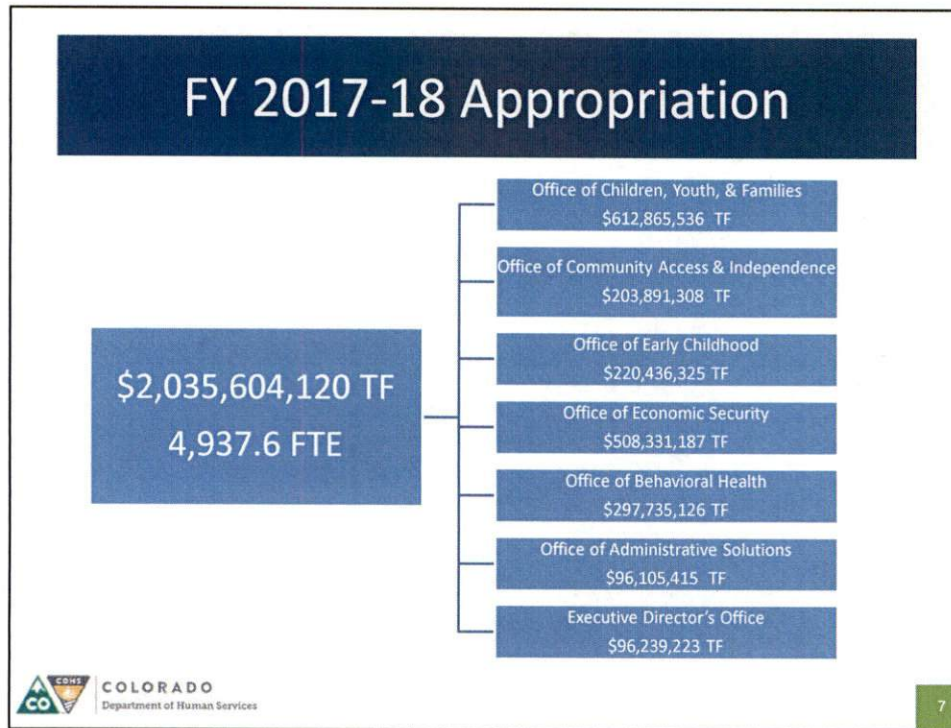
# CDHS at a Glance

CDHS Owned & Active	CDHS Leased
<ul style="list-style-type: none"> <li>• 343 buildings that are owned and operated on 20 campuses across the State of Colorado, including:                             <ul style="list-style-type: none"> <li>➢ 52 vacant buildings (43 dry-closed, 9 wet-closed)</li> <li>➢ 30 tenant/contract operated buildings</li> <li>➢ 291 CDHS occupied/operated</li> </ul> </li> <li>• Examples of the various uses of buildings include:                             <ul style="list-style-type: none"> <li>➢ 2 Mental Health Hospitals</li> <li>➢ 3 Regional Center Campuses and 40 Group Homes</li> <li>➢ 12 Youth Service Center Sites</li> <li>➢ 5 Veterans Community Living Centers</li> </ul> </li> <li>• Office of State Architect identifies current replacement value of nearly \$774 million</li> <li>• Average Facility Condition Index score for CDHS buildings is 68.6% compared to statewide target of 85%</li> </ul>	<ul style="list-style-type: none"> <li>• 11 Properties, including:                             <ul style="list-style-type: none"> <li>➢ 1 Disability Determination Services Office</li> <li>➢ 1 Child Welfare Training Office</li> <li>➢ 1 CDHS Headquarters (1575 Sherman St.)</li> <li>➢ 1 LEAP/Refugee Services Office</li> <li>➢ 5 Administrative NYC Offices</li> <li>➢ 1 Office of Economic Security Training</li> <li>➢ 1 Developmental Disabilities Council</li> </ul> </li> </ul>

## Community Programs


- ✓ County Programs
- ✓ Community Behavioral Health Providers
- ✓ Refugee Services
- ✓ Domestic Violence Programs
- ✓ Early Childhood Councils
- ✓ Area Agencies on Aging
- ✓ Tony Grampas Youth Services
- ✓ Ombudsman Programs
- ✓ 66 Boards and Commissions





## FY 2018-19 Budget Requests

Office of Community Access & Independence	<ul style="list-style-type: none"> <li>• Restore Regional Center Funding</li> <li>• Colorado Traumatic Brain Injury Spending Authority</li> <li>• Reduce VCLC Spending Authority</li> <li>• Relocate Grand Junction Regional Center Campus</li> <li>• Veterans Community Living Center Fall Prevention/Fire controls/Video Surveillance</li> <li>• DRCO Depreciation Fund Capital Improvements Continuation Project</li> <li>• Respite Care Task Force</li> <li>• Funding for Area Agencies on Aging</li> <li>• Spending Authority for Crimes Against At-Risk Persons</li> </ul>
Office of Economic Security	<ul style="list-style-type: none"> <li>• ReHire Colorado Reauthorization</li> <li>• SNAP Increased Food Insecurity and County Technical Assistance</li> <li>• Enhancing County Colorado Works Case Management Performance</li> </ul>
Office of Administrative Solutions	<ul style="list-style-type: none"> <li>• Phase I of II Compensation Adjustments for Direct Care Positions at DHS Facilities</li> <li>• HIPAA Security Remediation</li> <li>• Interoperability Phase 4 of 5</li> </ul>




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## 2018 Legislative Priorities

- Discipline CDHS Employees Who Harm Vulnerable Persons
- Protecting Older Youth in the Child Welfare & DYS Systems
- Support Foster Parents and Youth
- Foster Care Performance-Aligned Funding
- Strengthening the Colorado Children's Trust Fund
- ReHire Colorado Reauthorization



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# Regulatory Report & Agenda

## Rule Review-Wildly Important Goal

- Ensure all rules at CDHS align with state and federal language, are in compliance with regulation and to eliminate duplication.
- Offices were tasked with reviewing the rules and recommending that the rules be either revised, repealed, or continue unchanged.
- 55 rules were reviewed, 26 rule revisions recommended.
- All 26 rules will be revised by December 2018 to complete the WIG.

### 2016-17 Regulatory Report

- 38 rule packets reviewed
- 8 rule packets repealed
- 36 rule packets revised

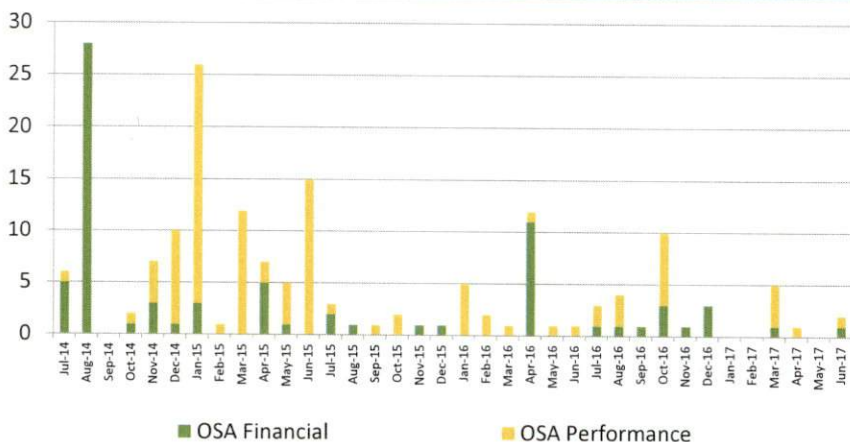
### 2017-18 Regulatory Agenda

- 9 rule packets based on legislation
- 5 rule packets already in the rule-making process
- 55 rule packets reviewed
- 27 rule packets to be revised



# OSA Implemented Audit Recommendations\*

Fiscal Years 2014 through 2017



\* Recommendations exclude GOIT-related recommendations and OSA Management Letter comments.



## C-Stat: Performance Measurement

### Creates Organizational Alignment

- Budget
- Legislation
- Technology Investments
- Contracts
- Practice and Policy Changes
- Governor's Vision 2018



### Monthly Meetings

- Identifies outcomes for the people we serve
- Holds management, staff, and contractors mutually accountable for outcomes
- Provides transparency

## Wildly Important Goals (WIGs)

Rule Review

Increase Child Support

Reduce Food Insecurity

Reduce Seclusion

Increase Opioid Treatment



## Office of Children, Youth, & Families

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## Child & Family Service Review (CFSR)

**POST INDEPENDENT | CITIZEN TELEGRAM**  
Serving Glenwood Springs and Rifle, CO

### Garfield County child welfare work wins high praise in national review

 Ryan Summerlin  
October 14, 2017

[f Share](#) [t Tweet](#) [c Comments \(0\)](#) [m](#) [p](#) [+](#)



Garfield County

Garfield County DHS Director Mary Baydarian and Commissioner John Martin

Garfield County's child welfare division got some big recognition recently when it was called out by a federal review team for setting the bar for the nation.

Each year the U.S. Department of Health and Human Service's Children's Bureau has a team that reviews child welfare practices across the country. The team visits each state every six to seven years.

This year was Colorado's turn, and the team evaluated three counties: Denver, Pueblo and Garfield. Garfield was the only one to volunteer,

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**1-844-CO-4-KIDS**  
(1-844-264-5437)

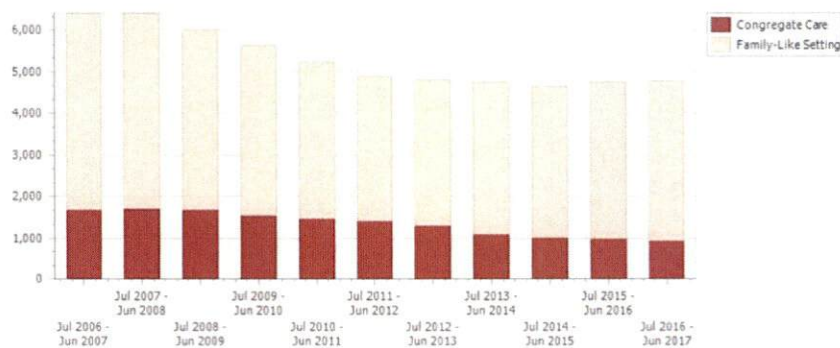
- Child Abuse Reporting Hotline live on January 1, 2015.
- Statewide number for reporting suspected child abuse and neglect, while maintaining local call routing for all 64 counties and 2 tribes.
- Public awareness campaign launched.
- 2015: the hotline routed **208,999** calls
- 2016: the hotline routed **206,107** calls
- 2017: the hotline has routed **211,545** calls



SMART Act CRS Requirement 26-5-111

## Out-of-Home Placement

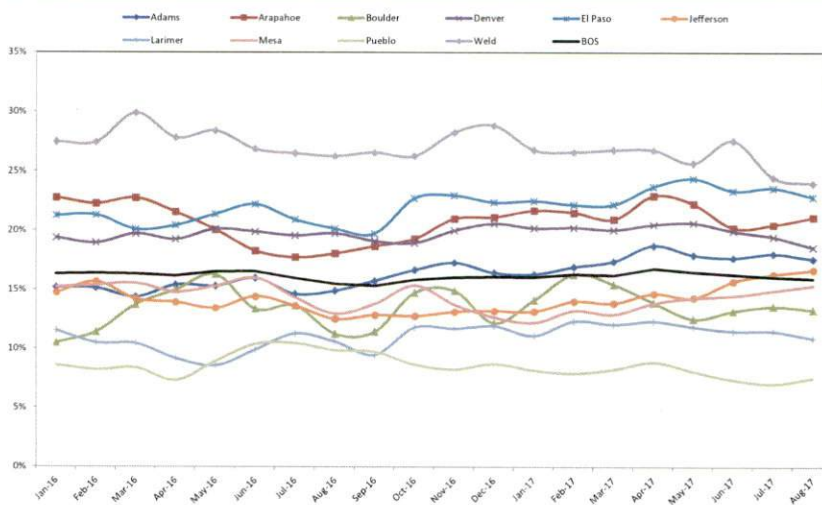
Type of placement for children in out-of-home placement on the last day of the report period Report Time  
Period: July 1, 2006 - June 30, 2017



## Child Welfare Performance-Aligned Funding Proposal

- Congregate Care utilization exceeds national average.
- Congregate Care utilization drives costs to state and counties.
- Congregate Care results in:
  - Longer length of stay in care
  - Placement instability
  - Lower educational outcomes
  - Decreased permanency outcomes
- Residential treatment programs can be effective for intensive, time-limited treatment needs for adolescents.

## Children in Congregate Care: 10 Large Counties



## Child Welfare Performance-Aligned Funding Proposal\*

- Add \$2M to child welfare block grant.
- Change cost-share of certified foster care to 90% state/10% county.
- Change cost-share of congregate care to 70% state/30% county.
- All other services remain at 80% state/20% county.
- Create a new cash fund for underspending to re-invest in counties to increase permanency.

\*Informed by Annie E. Casey Foundation recommendations of April 2014.

## Foster Care Landscape

Colorado only has 1,670 certified foster parents. We need 1,200 more.

Only 29% of foster parents say that they get enough information about the children in their care.

The state reimbursement rate for foster parents of children under 10 years old is \$12.55/day or \$376/month.

On average, children and teens in foster care will move more than 4 times each year.

## Support Foster Parents and Youth

Emphasize that foster families are valuable team members who are a vital part of the care continuum.

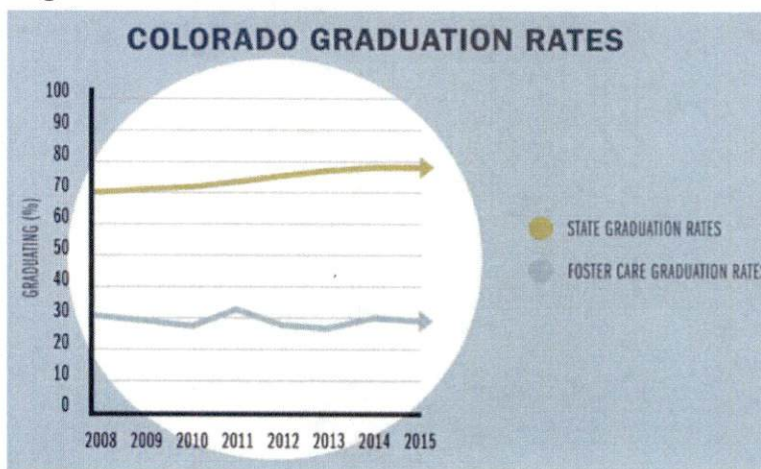
Outline acceptable practices for sharing the right information with foster parents to ensure the right level of care for children and teens in foster care.

Prioritize child care assistance for foster families.

Authorize county departments to make referrals for voluntary support services for families in need.

## Child Welfare Education

4-year graduation rate for student in foster care in 2016 was 33.2%



## Governor's Cabinet Youth Education Task Force

### Task Force development of legislative proposals that:

1. Align state law with foster care provisions of the Every Student Succeeds Act
  - Support for students to remain in their schools of origin
  - Provide/arrange/fund transportation
  - Establish permanent Foster Care Education Coordinator position at CDE
  - Requires that students in out-of-home placement be immediately enrolled in school even without normally required records.
2. Reduce barriers to receiving HS diploma and provide transition supports to "highly mobile students" (e.g., use of competency based measures for graduation)
3. Require a data sharing agreement between the CDHS and CDE to ensure continued collaboration.
4. Create a school stability grant program.

## Division of Youth Services (DYS)



Enhancing  
Healthcare  
Delivery



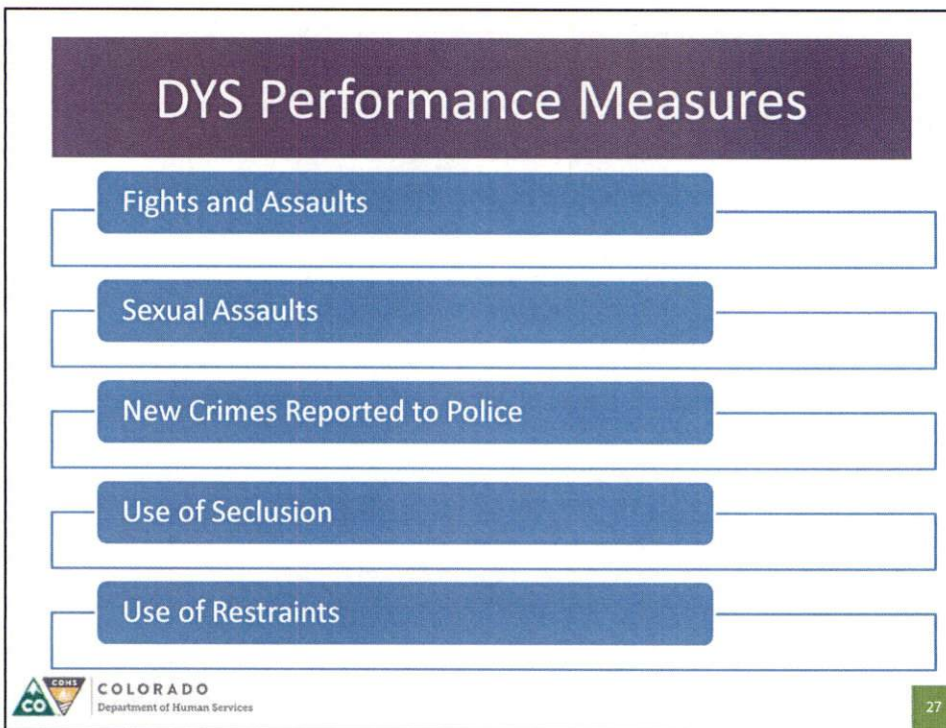
Improving  
Safety



Building  
Trauma  
Responsive  
Environments



Focus on  
Family and  
Community  
Connections



## Statewide Youth Development Plan

### Plan Goals

Enhance Colorado's youth system for collaboration across all Colorado's youth-serving organizations (government agencies, businesses, and nonprofits) while engaging youth in the process.

### Improved Service Coordination

Create a Sustainable System  
Eliminate Youth Homelessness  
Close the Achievement Gap  
Create a Youth Friendly Health System  
Improve Well-being of Youth in Out-of-Home Care

**2017 Results:** Improved Statewide representation, connection, and collaboration through CO9to25 community connector pilot.



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SMART Act CRS Requirement 26-1-111.3

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## Child Protection Teams (CPTs)

- SB17-016 allows county departments the option to utilize Child Protection Teams (CPTs) as of August 9, 2017.
- 35 counties have opted to continue to utilize CPTs.
  - Those CPTs have reviewed 599 assessments between Aug. 9<sup>th</sup> and Oct. 31<sup>st</sup>.



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SMART Act CRS Requirement 19-3-308

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## Office of Behavioral Health

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## Statewide Crisis Response System



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## SB17-207 Enhance Crisis Response System

Collaboration with Law Enforcement	First Responder & Law Enforcement Training	Law Enforcement Assisted Diversion (LEAD) & Co-Responder Pilots
Face-to-Face Assessments	Ensure the Right Facilities Accept M1 Holds	Transportation Pilot
End Use of Jails for M1 Holds		


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SMART Act CRS Requirement 27-60-103 33

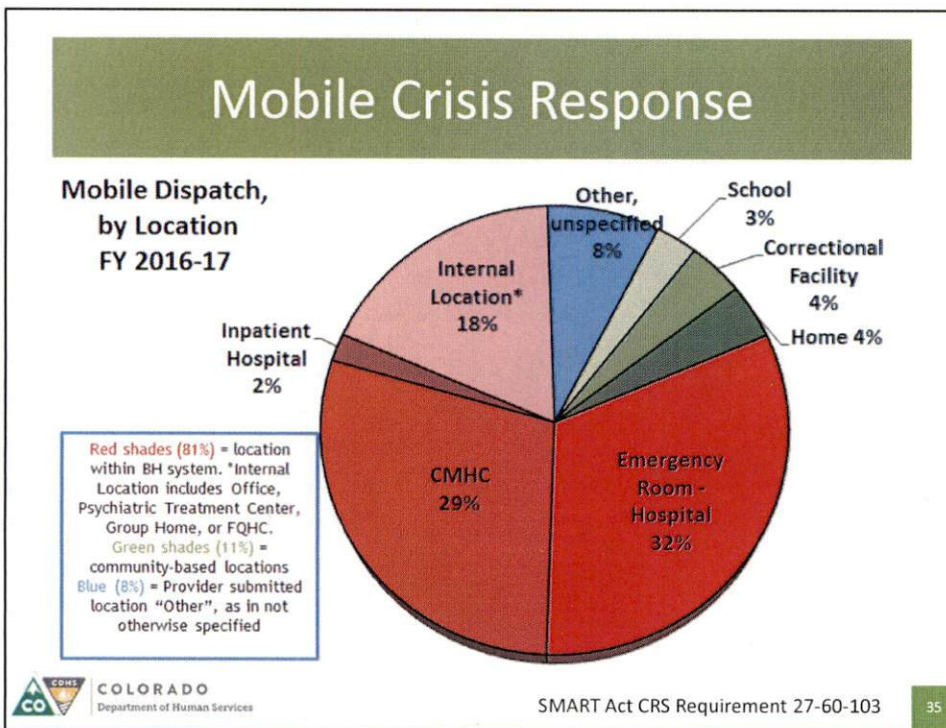
## Utilization of the Crisis Services

<b>Crisis Support Line</b>	• 394,113 Calls/Chats/Texts
<b>Mobile Crisis Services</b>	• 71,884 Visits
<b>Crisis Respite</b>	• 5,747 Stays
<b>Walk-in Crisis Stabilization Centers</b>	• 48,685 Visits

*\*Numbers from September 2014 to October 2017.  
\*\*Crisis Support Line started in Sept. 2014 and all other services started in Dec. 2014*

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SMART Act CRS Requirement 27-60-103 34



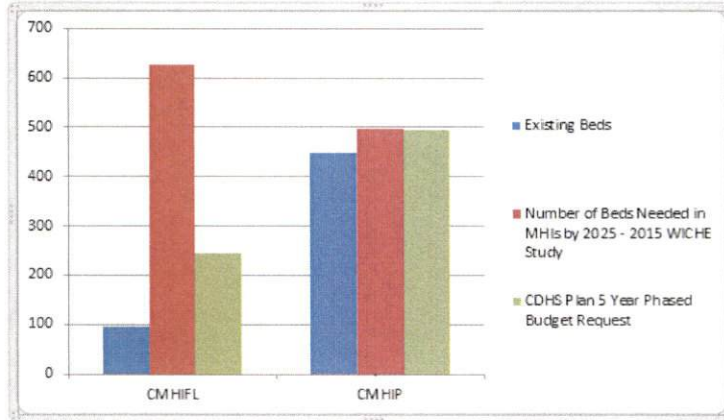
## Crisis Response System 2.0

- Crisis contracts have been in place for almost 5 years.
- In response to crisis contractors and the CO Behavioral Healthcare Council (CBHC) request, CDHS has delayed re-procurement for 1 year.
- CDHS is convening a Crisis Response Executive Steering Committee to position the State to develop "Crisis Response System 2.0."

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## Inpatient Mental Health Beds Needed

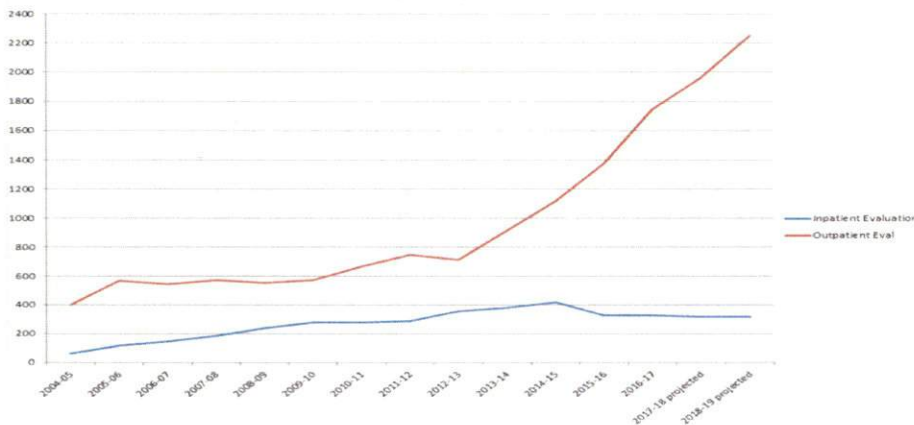
Comparison of Existing Mental Health Institute Beds, to Needed Beds, to Planned



Source: 2015 WICHE Study and CMHIFL and CMHIP OPP, SMP, and FPP

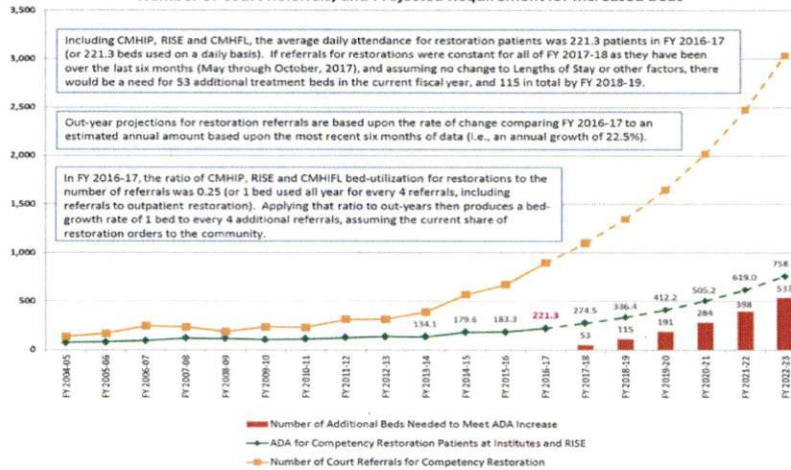
## Court Ordered Referrals for Competency Evaluations

Competency Evaluations

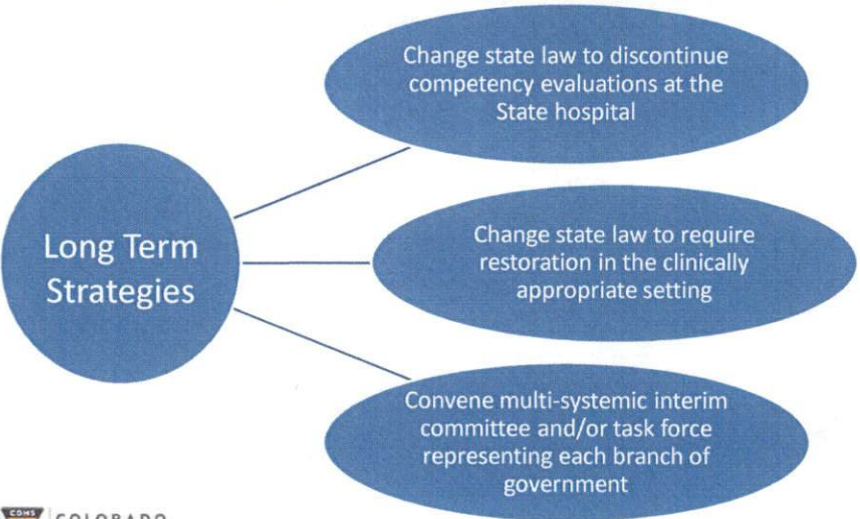


# Competency Restorations

Competency Restoration: Average Daily Attendance (ADA) at the Institutes and RISE; Number of Court Referrals; and Projected Requirement for Increased Beds



# Legislative Options



## \$7.8 million Opioid Crisis Grant

Awarded October 2017



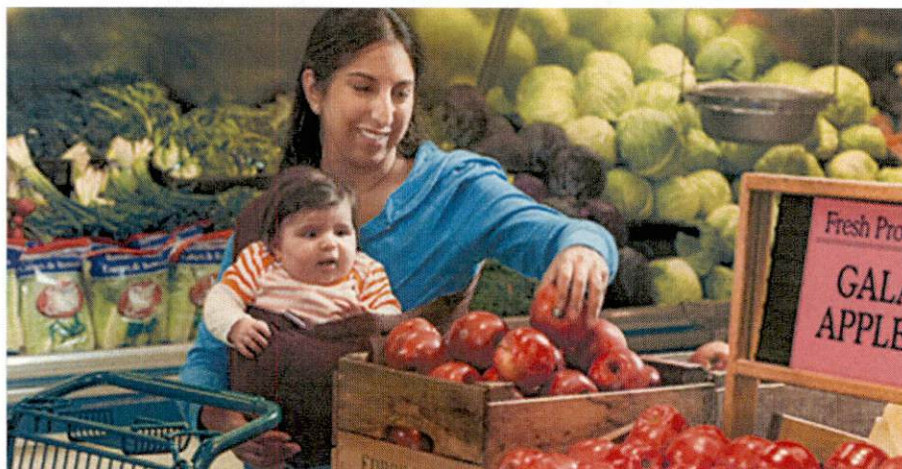
## Substance Abuse Disorder Treatment

Other Efforts by OBH



## CIRCLE Program

- Program provides comprehensive residential treatment to individuals with co-occurring substance use and mental health disorders.
- Eligibility: Referrals from the criminal justice system and CMHIP
- CIRCLE Business Analysis – September 2016
- Funding: Maximize funding sources including Medicaid



Office of Economic Security

## Meaningful Employment

Get a Job

A Good Paying Job

Retain Job or Begin a Career Path



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## ReHire Colorado



Helps  
Veterans &  
Seniors



Helps Small  
Businesses



Provides  
Meaningful  
Jobs



Decreases  
Public  
Assistance



78% of participants gain permanent employment after participating



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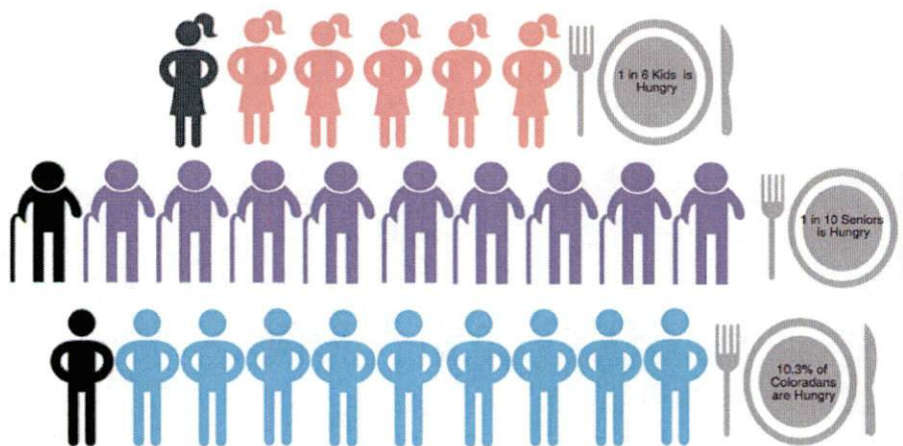
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## Temporary Assistance for Needy Families (TANF) Reserves



- Basic Cash Assistance Unchanged Since 2009
- Child Care Assistance Needs Outpacing Federal Appropriation
- Employment Services May Be Insufficient

## Food Insecurity





## Child Support Wildly Important Goal

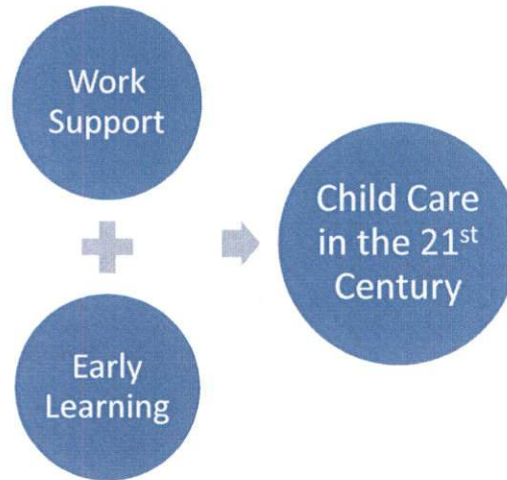
Reduce current child support cases with \$0 paid in a month by 5% by June of 2018.

Achieving this goal would reduce the current average of cases paying zero of current support from 29.5% to 28.0%.



Office of Early Childhood

## Colorado's Child Care Approach



## Colorado's Child Care Landscape

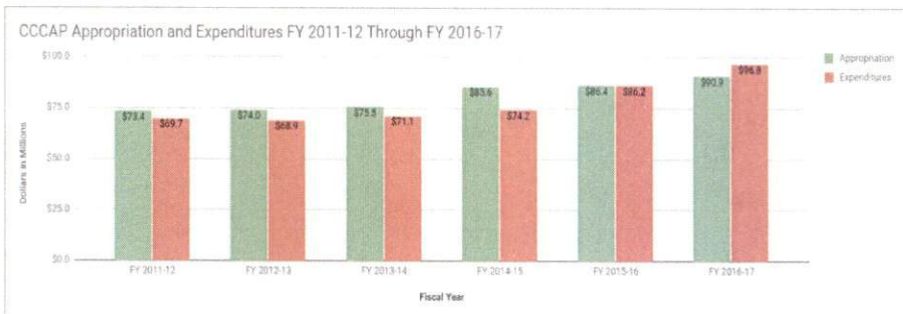
### Factors Driving CCCAP Financial Situation

**Number of  
Children in  
Care**

**Amount of  
Time  
Children are  
in Care**

**Rates Paid  
for Each Unit  
of Care**

## CCCAP Dynamics



## Potential CCCAP Options

### No Action

- Parents unable to work or go to school
- Waitlists grow
- Fewer kids prepared for kindergarten
- Current families will continue to be served

### Reduce Eligibility or Rates

- Parents unable to work or go to school
- Fewer providers accepting CCCAP
- Risk penalty to CCDF grant award
- Prioritizes highest needs families

### Increase Funding

- Ensures kids and parents are served
- Continues the commitment to kids in quality care
- Maximizes all available dollars

## Colorado Children's Trust Fund

- 198 child fatalities between 2011—2015
  - 159 of these children were under the age of 6
- There is no public or private entity solely dedicated to ending child abuse fatalities.

### CDHS Legislation: Strengthen the Children's Trust Fund (CCTF)

- Strengthen membership on the CCTF Board.
- Charge the CCTF with developing innovative recommendations to prevent child fatalities from maltreatment.
- Establish a 501(c)(3) arm of CCTF to secure additional resources from philanthropic sources.



## Office of Community Access & Independence

## Evolution of Adult Protective Services

**July 2014:**  
Implementation of SB13-111 (criminal mandatory reporting of mistreatment of at-risk elders).  
Colorado Adult Protective Services data system (CAPS) went live.

**July 2016:**  
Implementation of SB15-109 (criminal mandatory reporting for at-risk adults with Intellectual and Developmental Disabilities(IDD).

**September 2016:**  
US Dept. of Health and Human Services, Administration for Community Living published the first-ever Federal Guidelines for APS programs.

**July 2017:**  
HB 17-1284 passed and signed by Governor. Requires a background check of CAPS for direct care providers.

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## Colorado's System of Response to the Mistreatment of At-risk Adults

### Law Enforcement and Adult Protective Services (APS)

- Primary, independent investigatory agencies.
- Law enforcement focuses on gathering evidence necessary to allow the district attorney to file criminal charges.
- APS focuses on identifying the mistreatment and cause so that appropriate protective services may be implemented to provide for client safety and prevention of ongoing mistreatment.

**• Law Enforcement and APS may coordinate investigations with each other and with any of these other systems.**

### Other Systems

- Medicaid Fraud Unit (AG's Office)
- CDPHE Licensure
- Community Centered Boards (CCBs)
- Regional Centers
- Long Term Care Ombudsman
- PACE Ombudsman

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## Grand Junction Regional Center (GJRC) Campus

**SB16-178**

- Requires CDHS to vacate the campus by July 1, 2018 or as soon as all current residents are transitioned to settings that support their well-being and respect their individual choices.
  - An independent, third-party facilitator engaged the GJRC’s 23 Intermediate Care Facility (ICF) residents and their parents and guardians in a service selection process.
  - 22 residents indicated their desire to continue receiving services in the Grand Junction area, in an ICF operated by the Grand Junction Regional Center. One resident transferred to Wheat Ridge Regional Center.
- Requires the State to sell the campus
- Directs CDHS to convene an Advisory Group to help develop a plan to vacate the campus.
- Created the GJRC Transition Cash Fund.


## GJRC Legislative Actions Needed

- Authorize and appropriate funding to build four, 6-bed ICF homes.
- Authorize the sale of 29 Road Group Home.

Grand Junction Regional Center Move Budget Request	
Component	Cost
Land Acquisition	\$300,000
Construction	\$4,088,070
Infrastructure: services/utilities	\$233,000
Infrastructure: site improvements	\$220,000
Build four 6-person homes (18,600 total sq. ft.)	\$3,255,000
High Performance Certification Program	\$185,400
Inflation for Construction	\$194,670
ICF Licensure (9 homes) – Revised	(\$225,000)
Professional Services	\$997,375
Equipment and Furnishings	\$644,800
Miscellaneous	\$75,881
Contingency (5%)	\$316,556
<b>Total</b>	<b>\$6,422,682</b>

## Pueblo Regional Center Corrective Action Plan

Issue Identified by CMS	Action taken by DHS
Staff turnover	Current vacancy rate at PRC is 3%.
Back-to-back shifts	Reduced the number of staff needing to work back-to-back or overstay their shifts to 1.2% in August and September 2017
Staff burnout and exhaustion	April 2017 staff stay survey/interviews <ul style="list-style-type: none"> <li>80% of direct care staff rated job satisfaction as a 4 or 5 out of 5</li> <li>96% stated they enjoyed working with the individuals served</li> <li>86% of direct care staff stated that they liked the team they worked with.</li> </ul>
Lack of adequate staff supervision	Hired a manager for each group home and that manager is based at the group home.
Concerns about retaliation	There have been no reports of retaliation of staff for reporting incidents.
Re-training of staff policies and procedures rather than providing on-site training, or supervision and verbal coaching and feedback	<ul style="list-style-type: none"> <li>Managers provide on-site face-to-face re-training, coaching and support for staff.</li> <li>Developed a pilot staff mentorship program that is in progress at the Wheat Ridge Regional Center to enhance training.</li> </ul>



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## Long-Term Care & PACE Ombudsmen

### Long-Term Care (LTC) Ombudsman

- Advocates for residents of nursing homes and assisted living homes.
- Completed 12,942 consultations in federal FY 2016-17, a 46% increase over federal FY 2012-13.
- Responded to 4,917 complaints, a 34% increase over federal FY 2012-13.

### PACE Ombudsman

- Advocates for people enrolled in PACE.
- Caseload sizes have increased to 40 open cases at any given time.



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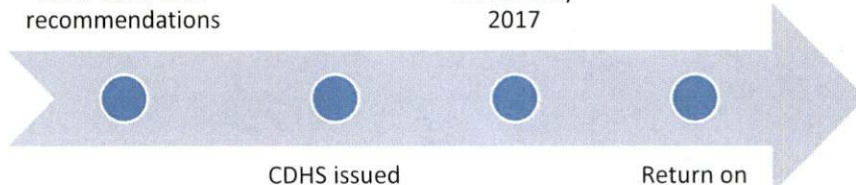
SMART Act CRS Requirement 26-11.5-111

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## Respite Care Contract Status Update

HB16-1398  
requires CDHS to  
implement Respite  
Care Task Force  
recommendations

EasterSeals  
began work  
in February  
2017



CDHS issued  
an RFP and  
selected a  
EasterSeals  
in November  
2016

Return on  
Investment  
Study due  
June 2018



SMART Act CRS Requirement 26-1-702

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