

# SMART Act Hearing

January 22, 2025

*We are the people  
who help people.*



**COLORADO**  
Department of Human Services

# Agenda

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- Mission, Vision, and Values
- Organizing the People and Work
- Equity, Diversity, and Inclusion Initiatives
- Departmental Goals
- Regulatory, Legislative and Budget Agendas
- Stimulus Implementation Update
- Appendix Overview



## Our Mission

Together, we empower Coloradans to thrive.



## Our Vision

To serve Coloradans through bold and innovative health and human services.



## Our Values

People-first Approach | Balance | Ethical  
Accountability | Transparency | Collaboration

# Together, we empower Coloradans to thrive.

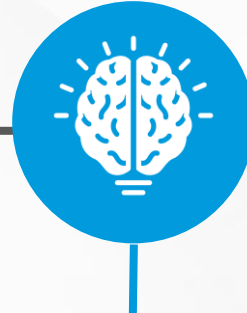
Through four distinct programmatic offices, our work supports people and families at every stage of their journey through life - from childhood to adult and aging services. Our values are our shared principles that drive our mission and empower our team to make a difference everyday in every way.



Children, Youth  
and Families



Economic  
Security



Civil and Forensic  
Mental Health



Adult, Aging and  
Disability Services

# Our Organizational Structure



Updated: January 2025

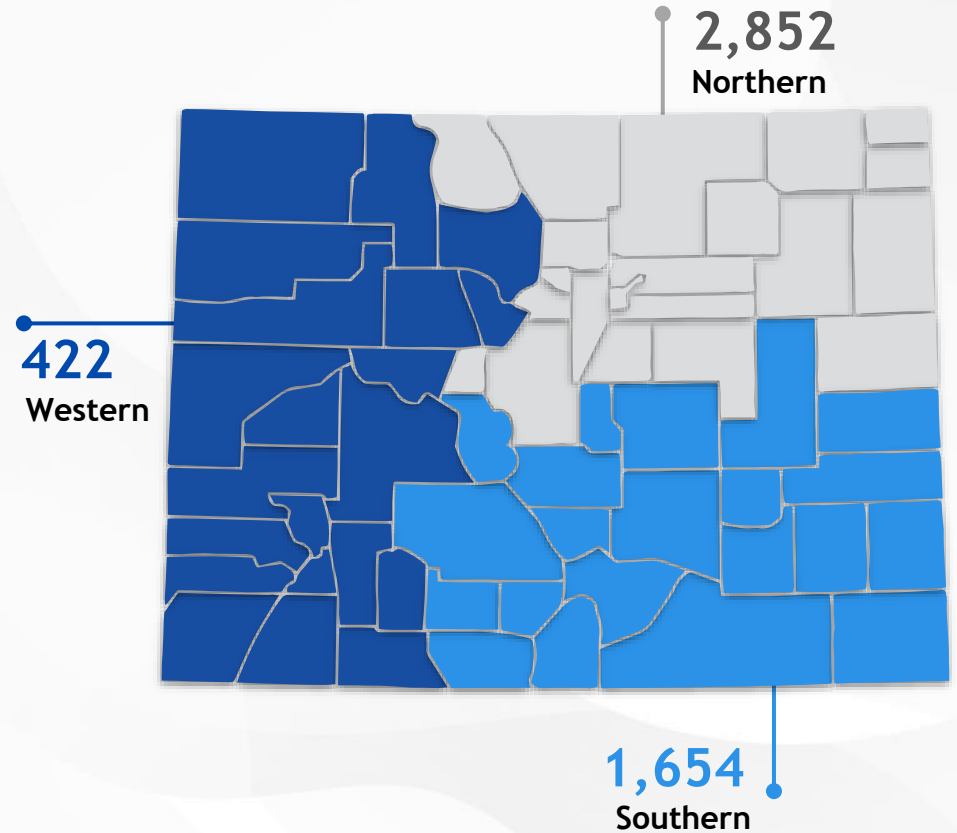
# Our Team

**4,928**

employees across the state

**75% (3,680)**

work in our 24/7 facilities



As of December 2024

# Our Care Centers

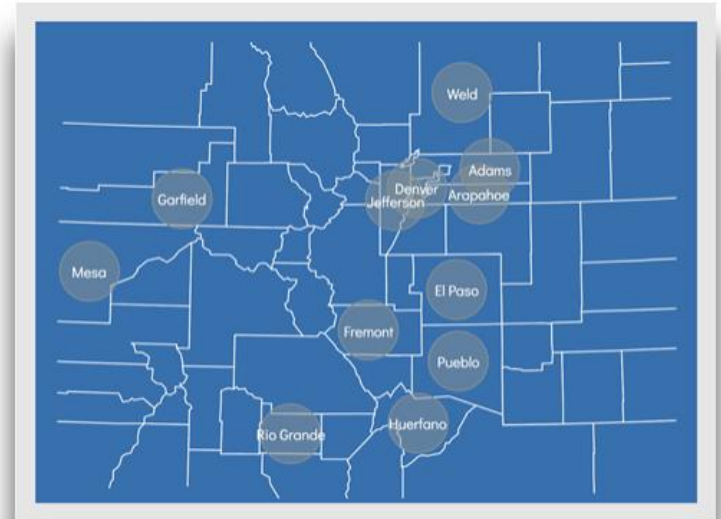
We provide almost 2,000 beds across the state to serve our clients.

## 317 buildings in 12 counties

- Three Regional Centers
- 40 Group Homes
- 14 Youth Service Centers
- Two Mental Health Hospital Campuses
- Five Veterans Community Living Centers

**377 facilities maintenance staff support these buildings.**

*As of December 2024*





# Results-Driven Management System (RDMS)

## Five Key Goals:

1. We support the well-being/safety of Coloradans.
2. We have a great place to work.
3. We strive for operational efficiency.
4. We are inclusive of everyone.
5. We challenge ourselves to innovate.

## Senior Executive Team

**Michelle Barnes, ED**  
**VACANT, Deputy ED**  
**Administrative Solutions**

**Perry May, Deputy ED**  
**Health Facilities**

**Christina Beisel, Deputy ED**  
**Financial Services**

**Katy Morrison, Deputy ED**  
**Community Partnerships**

## Our Mission

Together, we empower Coloradans to thrive.

## Our Vision

To serve Coloradans through bold, innovative health & human services.

## Our Values

People-first approach. Balance. Accountability. Transparency. Ethical. Collaboration.

## Governor's Wildly Important Goals (WIGs) 24-25:

1. SHAP Timeliness
2. Youth with High Acuity Needs
3. Inpatient Competency Services Waitlist

CDHS has committed to RDMS to strengthen how we run the organization in order to fulfill our vision.

### Operating Processes

<p><b>Perry May</b>                  Debbie Oldenwiel                  Office of Children, Youth, &amp; Families</p> <p><b>Andrew Jacobson</b>                  Director of Youth Services</p> <p><b>1. Supporting trauma response &amp; self-care</b>                  2. Meeting youth                  3. Assessing needs                  4. Planning services                  5. Delivering services                  6. Evaluating program &amp; outcomes</p> <p><b>1. Supporting trauma response &amp; self-care</b>                  2. Meeting youth                  3. Assessing needs                  4. Planning services                  5. Delivering services                  6. Evaluating program &amp; outcomes</p>	<p><b>Minna Castillo</b>                  Joseph Hovler                  Director of Child Welfare</p> <p><b>1. Supporting trauma response &amp; self-care</b>                  2. Meeting youth                  3. Assessing needs                  4. 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### Supporting Processes

<p><b>Christina Beisel</b>                  Director of Human Resources</p> <p><b>1. Recruiting &amp; hiring</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Minna Castillo</b>                  Building Community Partnerships</p> <p><b>1. Identifying &amp; assessing community partners</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Christina Beisel</b>                  Director of Human Resources</p> <p><b>1. Recruiting &amp; hiring</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Katy Morrison</b>                  Director of Financial Services</p> <p><b>1. Managing financial operations</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Minna Castillo</b>                  Managing Risk</p> <p><b>1. Identifying &amp; assessing community partners</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Minna Castillo</b>                  Managing &amp; Measuring Technology</p> <p><b>1. Identifying &amp; assessing community partners</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Ed Lorenz</b>                  Director of Facilities</p> <p><b>1. Managing operations</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>	<p><b>Perry May (Interim)</b>                  Director of Quality Improvement</p> <p><b>1. Managing operations</b>                  2. Developing and training staff                  3. Managing performance                  4. Promoting and retaining staff                  5. Managing organizational change                  6. Supporting employee well-being                  7. Managing labor relations                  8. Managing organizational risk</p>
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## Results:

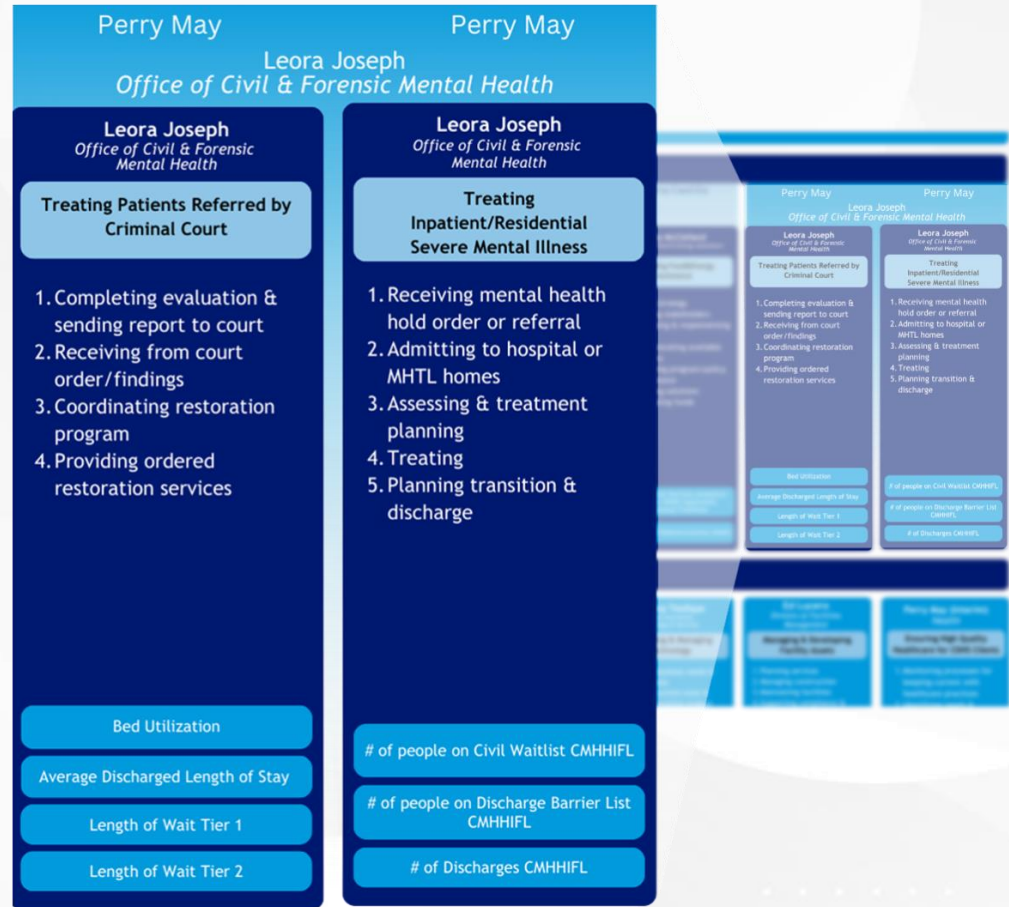
- Operating Results**
- Number of People Waiting for Right Setting (Admissions)
  - Number of People Waiting for Right Setting (Discharges)
  - Equitable Access to Our Services
  - Reduction of Reentry Due to Maltreatment
  - Timeliness of Delivering Public Assistance
  - Mental Health Waitlist
- Supporting Results**
- Vacancies
  - Evidence-based Decision Making
  - Equitable Career Growth Opportunities
  - Employee Engagement
  - Spending to Plan
  - Diversity of Applicant Pool
  - Internal Customer Satisfaction
  - Initiative Success
  - Community Engagement





# Results-Driven Management System:

## Operating Lanes



# Results-Driven Management System:

## Supporting Lanes

Christina Mohler  
Division of Human  
Resources

### Recruiting, Retaining & Developing Staff

1. Recruiting & hiring
2. Developing skills/training
3. Engaging employees
4. Enhancing organizational culture
5. Providing policies, procedures & compliance
6. Managing employee performance

Time to Hire

Training Satisfaction-General

Training Satisfaction-Learning

Customer Satisfaction



# Results-Driven Management System:

**Results** are equal to tangible **outcomes**

## Results:

### Operating Results

- Mental Health Waitlist
- Number of People Waiting for Right Setting (Admissions)
- Number of People Waiting for Right Setting (Discharges)
- Equitable Access to Our Services
- Reduction of Reentry Due to Maltreatment
- Timeliness of Delivering Public Assistance

### Supporting Results

- Vacancies
- Evidence-based Decision Making
- Equitable Career Growth Opportunities
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- Internal Customer Satisfaction
- Initiative Success
- Community Engagement

January 15, 2025



# Equity in Action

## Access and Accountability - [Action Plan](#)

- Access
  - Digital Accessibility
  - ADA Title II
  - Communication Access and Language Justice
- Accountability
  - Community Engagement
  - Representative of the People We Serve
  - Career Growth and Development
  - Equitable Access/Delivery of Services



# Fiscal Year 2024-25 Department's Wildy Important Goals

Youth with High Acuity Needs

Inpatient Competency Services Waitlist

SNAP Timeliness

# WIG: Youth with High Acuity Needs - Treatment Settings

Children and youth with unmet mental and behavioral health needs are also considered “high acuity”. They require more intensive services, treatment, and staffing than has historically been available in Colorado’s out-of-home placement continuum.

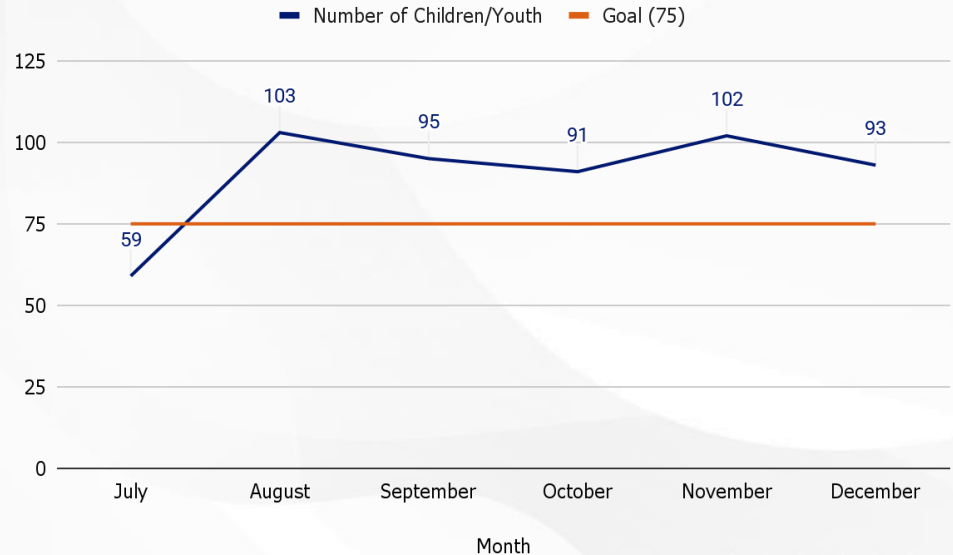
Family-like Settings	Specialized Group Settings	Short-term Stabilization	Treatment-Focused Settings
<ul style="list-style-type: none"> <li>● Kinship placements (certified or non-certified)</li> <li>● Family foster homes</li> <li>● Professional foster homes</li> <li>● Therapeutic foster homes</li> <li>● Treatment foster homes</li> </ul>	<ul style="list-style-type: none"> <li>● Supervised independent living settings</li> <li>● Residential care and support services to survivors or those at risk of sex trafficking</li> <li>● Settings providing prenatal, postpartum or parenting supports</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment and stabilization</li> <li>● Respite, foster</li> <li>● Respite, transitioning from facility</li> </ul>	<ul style="list-style-type: none"> <li>● Qualified Residential Treatment Programs (QRTPs)</li> <li>● Psychiatric Residential Treatment Facilities (PRTFs)</li> <li>● Division of Youth Services Facilities</li> </ul>



## WIG: Youth with High Acuity Needs - Waitlists

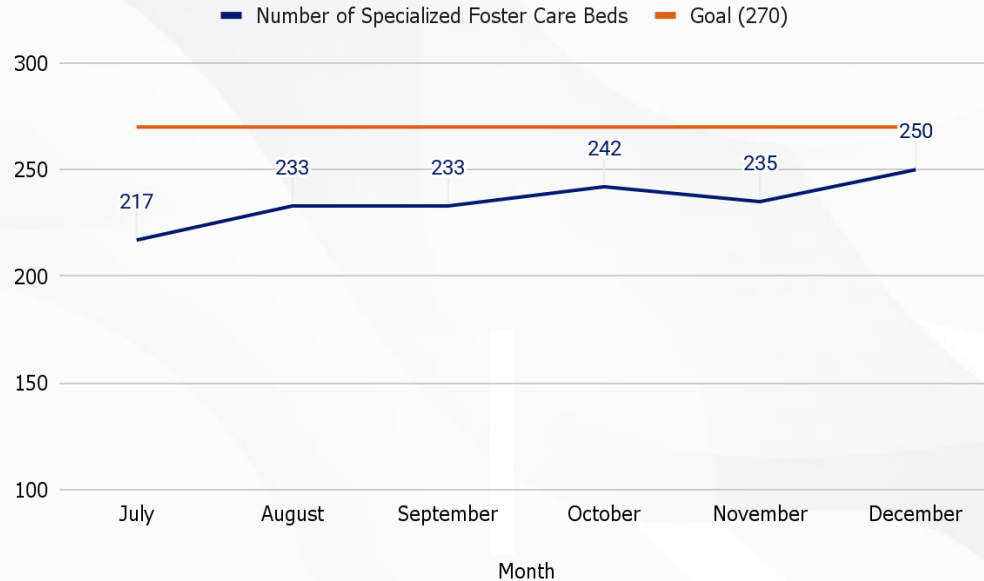
CDHS will reduce the number of children/youth on waitlists for out-of-home placement and treatment by 75%, from 100 to 25 children/youth by June 30, 2027.

Successful completion of this goal will result in a greater capacity of treatment beds available for youth with high acuity mental and behavioral health needs as well as enhanced treatment and trauma-informed practice to meet the needs of children/youth currently in out-of-home placement.



# WIG: Youth with High Acuity Needs - Specialized Foster Care Beds

The Department will achieve this goal through the following lead indicator:



## What is Competency?

Competency is a legal construct that refers to an individual's current capacity to function meaningfully and knowingly in a legal proceeding.

Competency services are about due process in criminal cases **not** about holistic mental health treatment.

Competency can be raised at any point in criminal proceeding.



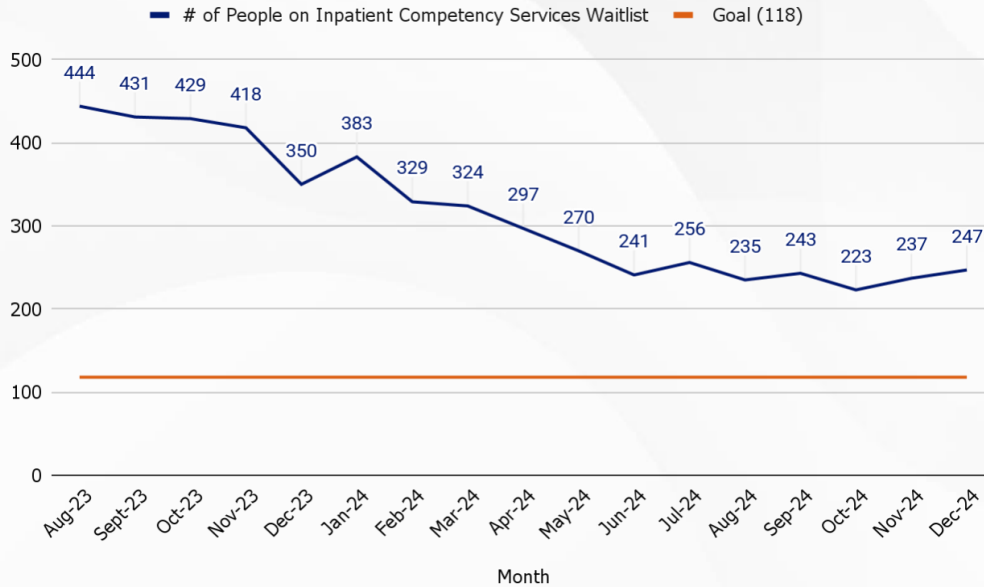
### The Consent Decree

- CDHS was sued by Disability Law Colorado in 2011 for failure to provide timely competency evaluations and restoration treatment, creating a significant waitlist of pretrial detainees.
- CDHS has been subject to requirements resulting from the lawsuit since then and is currently under a 2019 consent decree.

**CDHS has made significant progress over the last year with reducing the waitlist and wait times for individuals.**

# WIG: Inpatient Competency Services Waitlist

CDHS will improve the timely delivery of restoration services by decreasing the number of people on the Inpatient Competency Services (evaluations and restoration) Waitlist by 54% from 256 to 118 by June 30, 2025.



Coloradans who are found incompetent to proceed to trial by a judge are often waiting in jail until restoration services and treatment are available at a CDHS facility or contracted facility.

Successful completion of this goal will result in a significant reduction in individuals on the Inpatient Competency Services Waitlist, alleviating challenges with individuals who are suffering not getting the treatment they deserve and resulting delayed court processes.

# WIG: SNAP Timeliness



Colorado has made significant progress over the last year to ensure that Coloradans receive food and nutrition benefits in a timely manner.



Food and Nutrition Service (FNS) requires Supplemental Nutrition Assistance Program (SNAP) benefits be delivered:

- 7 days for expedited cases
- 30 for regular circumstances



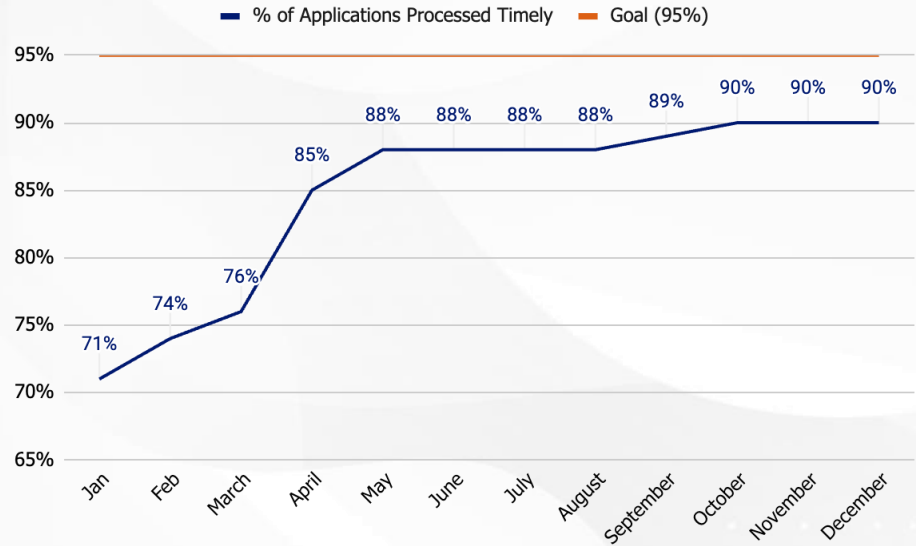
Colorado was among the states put under a Corrective Action Plan (CAP) in Fall 2024.



# WIG: SNAP Timeliness

CDHS will improve the application processing timeliness of eligibility determinations for Supplemental Nutrition Assistance Program (SNAP) from 88% to 95% by June 2025 to empower Coloradans with low incomes to have access to healthy food and the ability to make their own food choices.

Successful completion of this goal will ensure that Coloradans receive food and nutrition benefits in a timely manner, not only compliant with federal regulation, but in time to feed their families and support their well-being.



# Regulatory Agenda

2024 Rule Packets/Sections			
<u>Revised/Amended</u>	<u>New</u>	<u>Repealed</u>	<u>Reviewed</u>
20	9	4	7

2025 Rule Packets/Sections			
<u>Revised/Amended</u>	<u>New</u>	<u>Repealed</u>	<u>Reviewed</u>
20	13	2	7

The CDHS Regulatory Agenda may be viewed at [this link](#).

# Legislative Agenda

The Department respectfully requests the General Assembly consider legislation on the following:

- Collaborative Management Program (CMP) Clean up
- Safety and Security at State Owned Psychiatric Residential Treatment Facility (PRTF)
- Colorado Child Support Commission Recommendations
- Streamline Juvenile Justice Funding
- Increase Statutory Detention Bed Cap
- Communication Services for Persons with Disabilities Enterprise

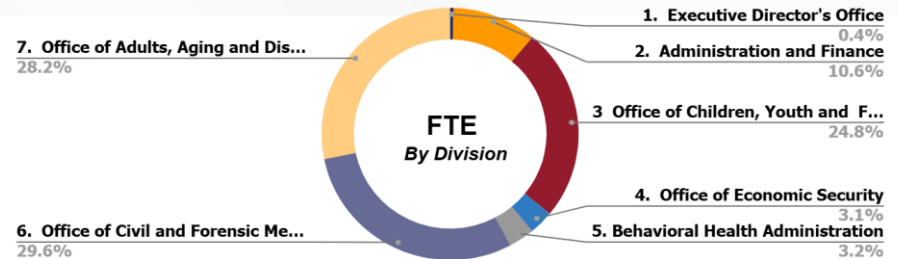
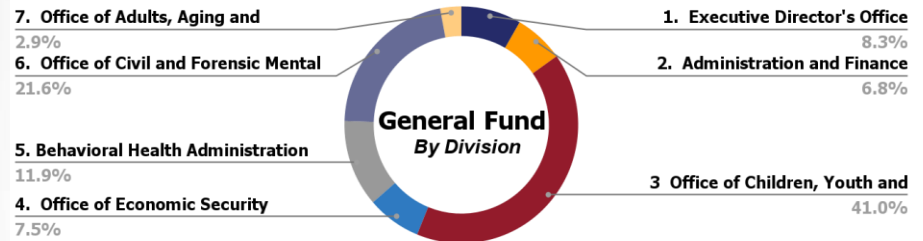
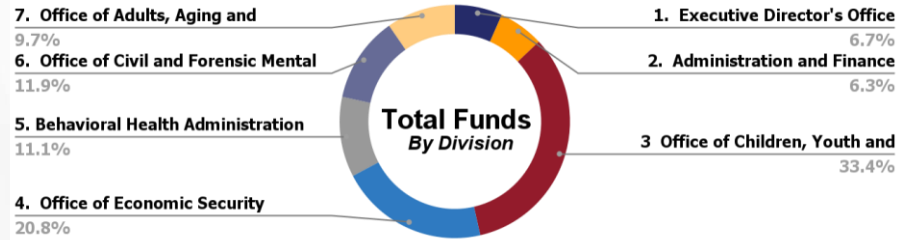
# FY 2025-26 Budget Request

## Request Snapshot

FY 2025-26 Total Funds: \$2.7 billion

FY 2025-26 General Fund: \$1.3 billion

Total FY 2025-26 Request: \$45.3  
million



# FY 2025-26 Budget Requests



**R-01** - Resourcing Counties to Administer Public Assistance Programs | \$4.2M total funds, \$1.3M General Fund



**R-02** - Streamlining Juvenile Justice Services | net zero  
**R-03** - Increase DYS Detention Bed Cap \$1.7M total funds | \$1.6M General Fund  
**BA-02** - Accelerate DYS Bed Cap Increase and Conversion | \$5.8M General Fund



**R-04** - Savings from Competency Beds at Private Hospitals | \$2M General Fund  
**R-05** - Reduce Consent Decree Fines | \$5M General Fund  
**R-06** - Staffing and Funding the Fort Logan G-Wing for Patient Acuity | \$6.7M General Fund  
**R-07** - Mental Health Transitional Living Homes | \$5.2M total funds, \$12K General Fund

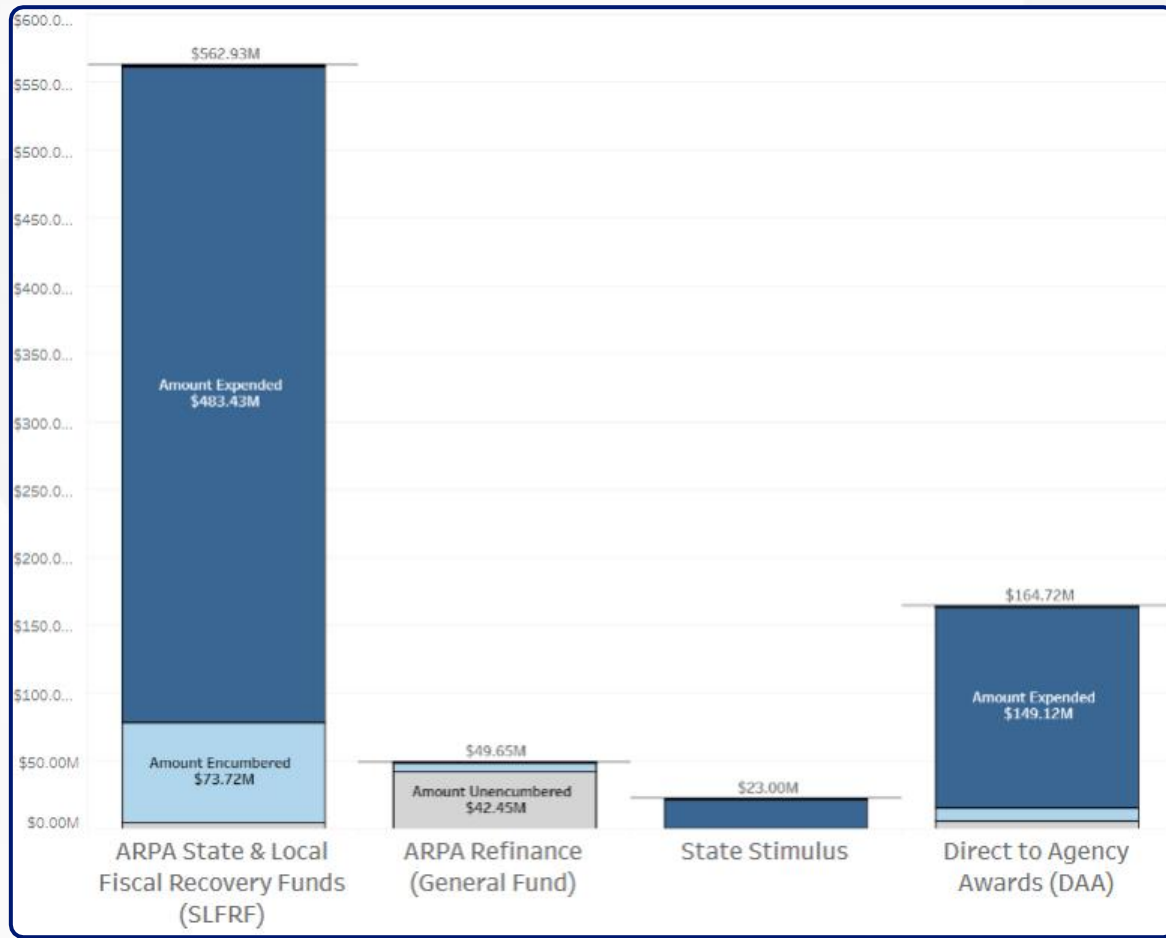
**BA-01** - Relative Guardianship Assistance Program (RGAP) | \$20.3M total funds, \$9.1M General Fund

# Stimulus Spending Snapshot

(As of September 2024)

Funding included: State Stimulus, ARPA State and Local Recovery Funds, ARPA Direct to Agency, as well as ARPA Refinance

- Amount reverted
- Amount encumbered
- Amount expended
- Est. FEMA Liability/Risk
- Amount unencumbered

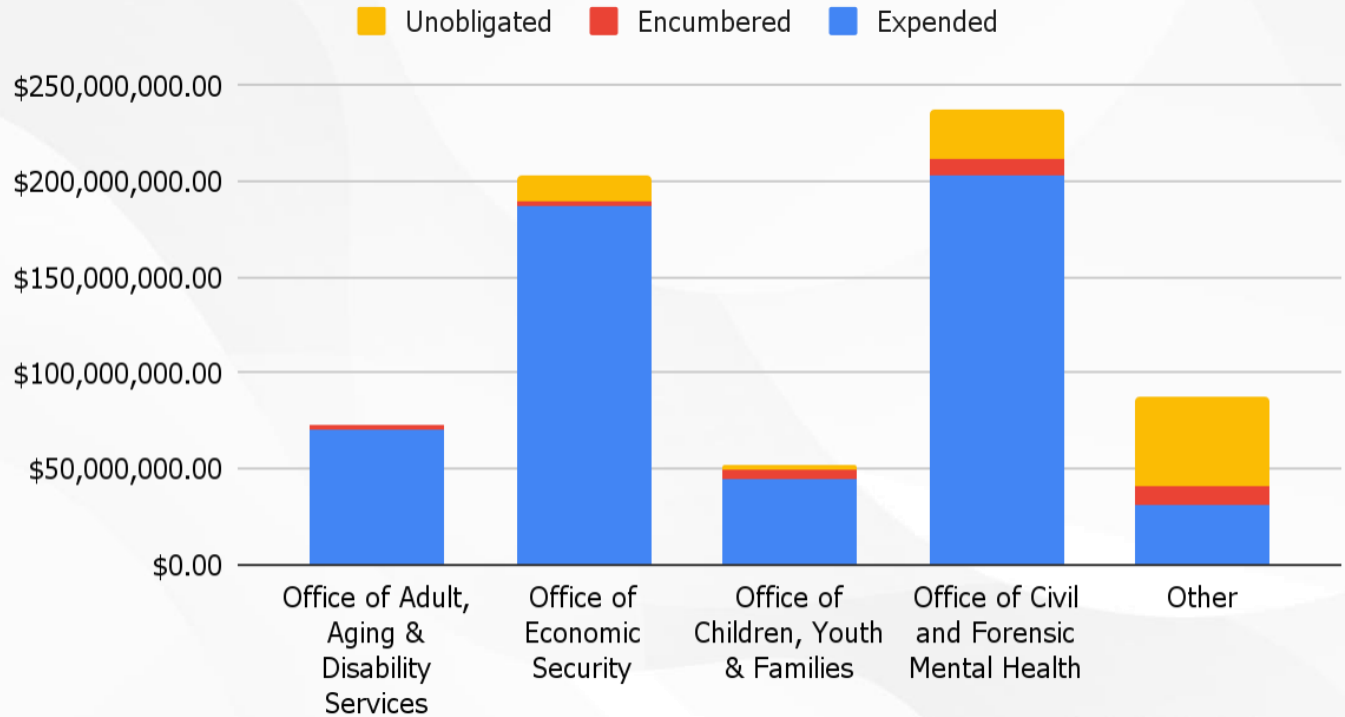


For ongoing updates, please visit Colorado's stimulus website: [coforward.colorado.gov](https://coforward.colorado.gov).

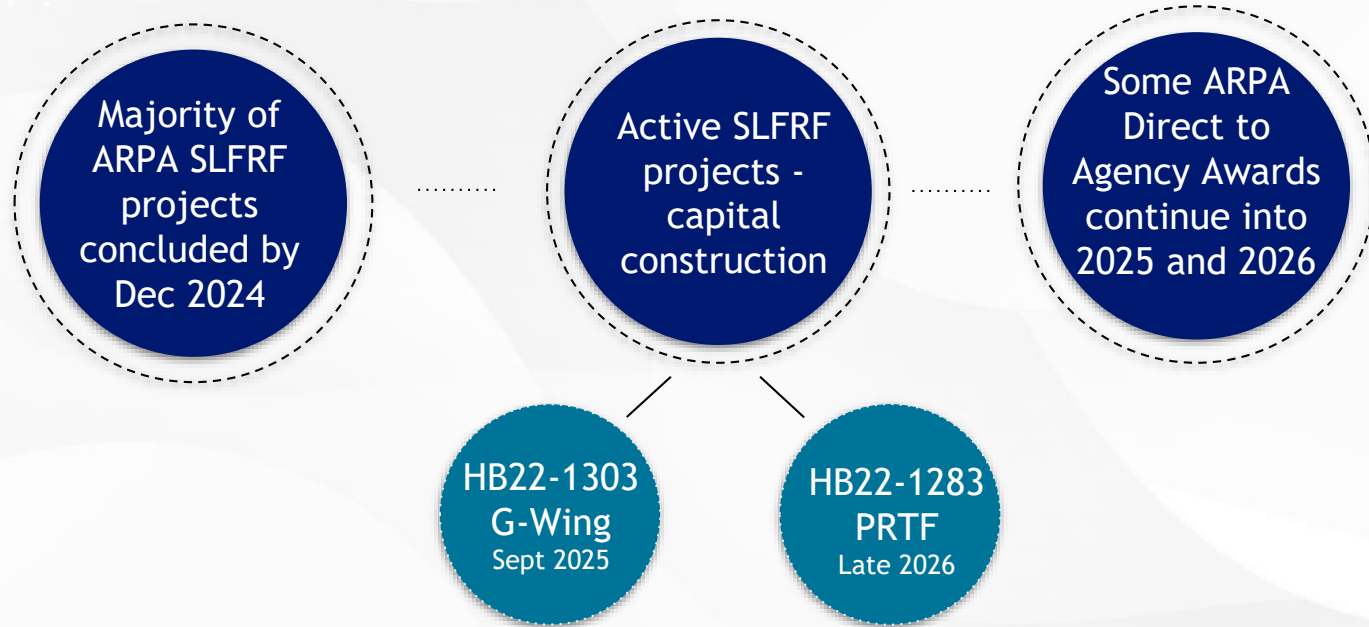


# Stimulus Spending Snapshot by Office

Data as of Dec. 31, 2024.  
Please note this does not  
include \$1.2b in stimulus-  
related entitlements.



# Stimulus Efforts - Updates on project status and spend rate



- All SLFRF Funds are obligated as of 12/31/2024, with the exception of capital projects

# Appendix A Summary: Statutory Requirements

## Office of Adult, Aging, and Disability Services

- State Funding for Senior Services
- Strategic Investments in Aging Grant Program
- Alternative response pilot program for Adult Protective Services

## Office of Children, Youth and Families

- Residential Treatment Rate Setting
- Child Welfare Hotline
- Colorado Statewide Youth Development Plan

## Office of Civil and Forensic Mental Health

- No updates required

## Office of Economic Security

- Community Food Assistance Provider Grant Program
- Diaper Distribution Program
- Modifications To Colorado Works Program
- Colorado Works Outreach and Engagement Plan
- Teen Parent Driving Instruction Course

## Executive Director's Office - Strategy

- Lifelong Colorado Initiative

## Appendix B Summary

- [Organizational Chart](#)

## Appendix C Summary

- [Results-Driven Management System Tier 1 Map](#)



# Thank you! Questions?

[CDHS 2023-24 Performance Plan](#)

[Dashboard](#)

**Point of Contact:**

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*emily.hanson@state.co.us*