



COLORADO
Department of Human Services

"We are the people
who help people."

SMART ACT HEARING

January 22, 2021



Our Mission, Vision, Values & Motto

Our Mission



Together, we empower Coloradans to thrive.

Our Vision

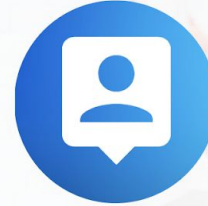


To serve Coloradans through bold and innovative health and human services.

Our Values



- A People-First Approach
- Balance Creates Quality of Life
- We Hold Ourselves Accountable
- Transparency Matters
- We are Ethical
- Collaboration Helps us Rise Together



Our Motto

We are the people who help people.



TOGETHER, We empower Coloradans to thrive.

With five distinct offices, our work supports people and families at every stage of their journey through life - from early childhood to adult and aging services. Our work is driven by our values - shared principles that advance our mission and empower our team to make a difference everyday in everyway .

Our Program Offices



Children, Youth
and Family



Economic
Security



Early
Childhood



Behavioral
Health



Adults, Aging and Disability
Services

Better Together

Our programming is diverse and also impactful! We design and deliver high-quality human services that improve the safety, independence and well being of Coloradans.

CDHS IMPACT

1700+ Coloradans per day

900(+) youth being served everyday, all day.

3 Regional
Centers
239 residents &
40 Group
Homes

5,000(+)
employees
with **over**
70% service
in direct
care.

588 patients at
Fort Logan &
Pueblo.

2 Mental Health
Institutes

413 honorably
discharged veterans
& families.

5 Veterans Community
Living Centers*

Over 1,000,000
behavior health
crisis services
provided since
2014

13 Youth Services
Center Facilities*

455 youth
(average daily
population)



Better Together CDHS 2020-23 Strategic Plan

In the Better Together Plan, we identify 4 Key Strategic Initiatives that will guide us in executing a unified, non-siloed approach toward our success. We launched the Better Together CDHS 2020-23 Strategic Plan earlier this year. This plan identifies department priorities in alignment with our new mission, vision and values, and these priorities will serve as driving forces to elevate the work we do as the people who help people.

The 4 Keys →



Focus on the whole person, the whole family, and the whole community

Create efficient and effective processes



Leverage technology to ensure success.

Make CDHS a great place to work



Equity, Diversity, and Inclusion

- CDHS Equity Action Plan (60% complete)
 - Conducting first agency-wide EDI assessment
 - Family and Community Engagement Roadmap
 - Developing an EDI “Coaching” Model
- Human Resources Efforts
 - Inclusive hiring and retention practices



Our Team

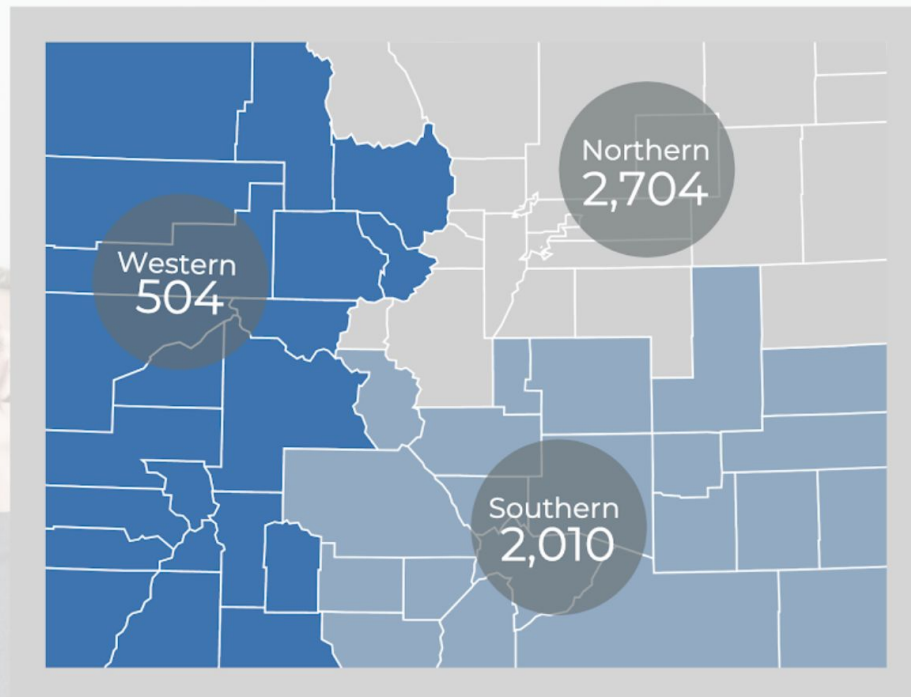
"We will challenge the status quo and consistently seek new ways to impact change." - **CDHS Team Members**

5,218

Team members across Colorado
Over 70% in direct care

CDHS Team Members by Region

- Northern 2,704
- Southern 2,010
- Western 504



343 buildings across the state

Adams

Adams Youth Services Center
Colorado State Veterans Nursing Home at Fitzsimons

Arapahoe

Marvin W. Foote Youth Services Center
Ridge View Youth Services Center

Denver

Gilliam Youth Services Center
Mental Health Institute at Fort Logan

El Paso

Spring Creek Youth Services Center
Zebulon Pike Youth Services Center

Fremont

McCandless State Veterans Nursing Home at Florence

Garfield

Colorado State Veterans Nursing Home at Rifle

Jefferson

The Campus at Lookout Mountain
-Golden Peak YSC
-Aspire YSC
-Summit YSC
Mount View Youth Services Center
Wheat Ridge Regional Center

Mesa

Grand Junction Regional Center
Grand Mesa Youth Services Center

Pueblo

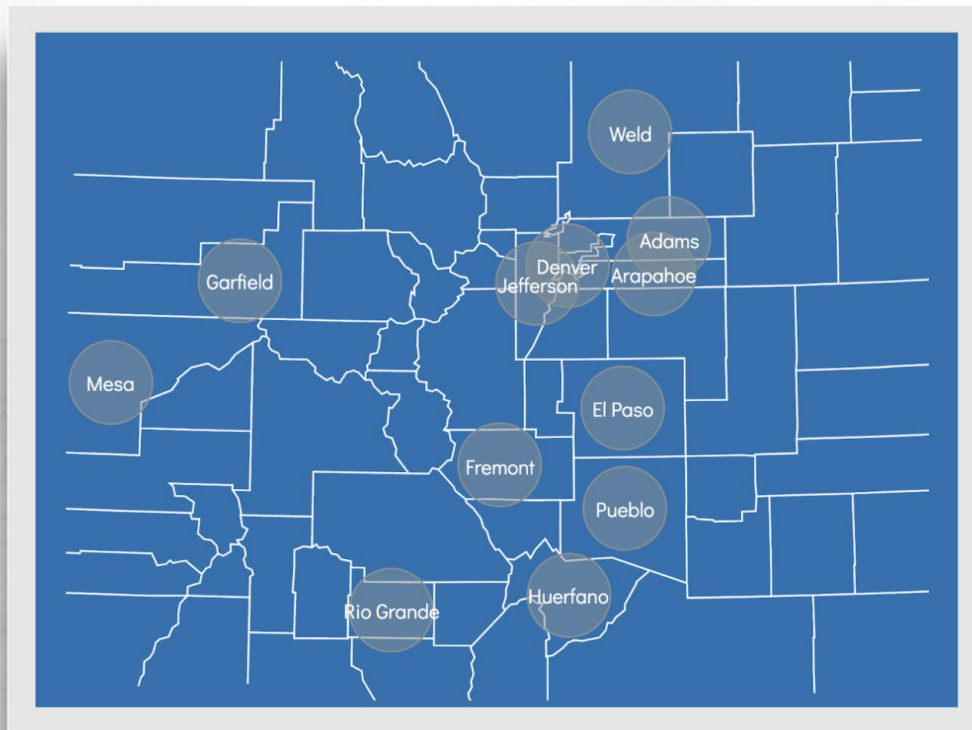
Mental Health Institute at Pueblo
Pueblo Youth Services Center
Pueblo Regional Center

Rio Grande

Colorado State Veterans Center at Homelake

Weld

Plate Valley Services Center



Huerfano

*Spanish Peak/Walsenburg Nursing Home

Watkins

- *Ridgeview YSC
Note: Watkins is a census designated place 'cdp' in Arapahoe & Adams Counties



COLORADO

Department of Human Services

Teleworking

PANDEMIC RESPONSE: CDHS successfully transitioned all employees who are able to work from home to work remotely productively. As CDHS provides 24 hour care, 7 days a week, to the most vulnerable citizens of Colorado, the majority of our staff cannot work from home.

- How to Work from Home Job Aid
- New Employee Onboarding Job Aid
- Business Technology Remote Working Toolkit
- Facilitated monthly webinars to support employees including Self Care in Times of Stress, Managing Virtual Teams, Google Drive 101, Time Management, and Personality Lingo.
- CDHS employees have access to more than 1,000 on-demand courses in Cornerstone for support and professional development.

POST-PANDEMIC: CDHS is currently assessing our needs post-pandemic with a focus on our values of people-first and work/life balance.

- Revised Flexible Work arrangement policy that allows for greater flexibility and increased teleworking

COMMUNICATIONS: CDHS has communications protocols including regular town halls, Department-wide email updates, texting, videos and webinars, newsletters, intranet pages, and other resources to support and keep our employees informed during this unique time.

2021 Legislative Agenda

Create a State
Behavioral Health
Administration

Expand Behavioral
Health Transition
Specialist Program

Recognition of Foster
Homes Certified
by Federally
Recognized Tribes

Transition-Age
Foster Youth
Services

Colorado Children's
Trust Fund Board
Updates

Early Intervention
Evaluation
Responsibility
Changes

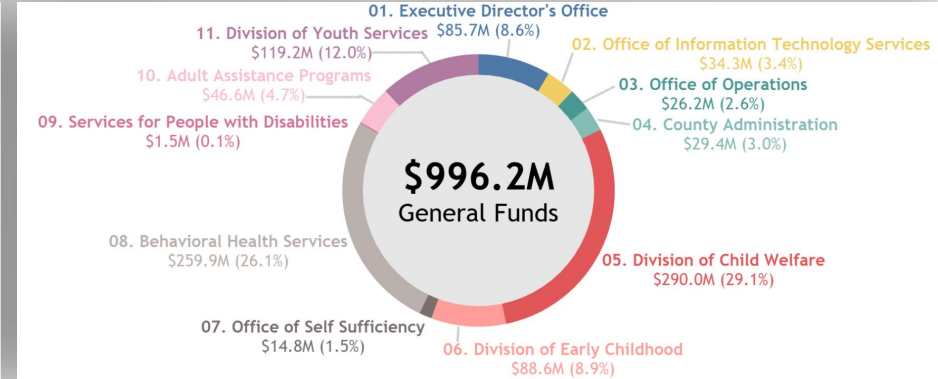
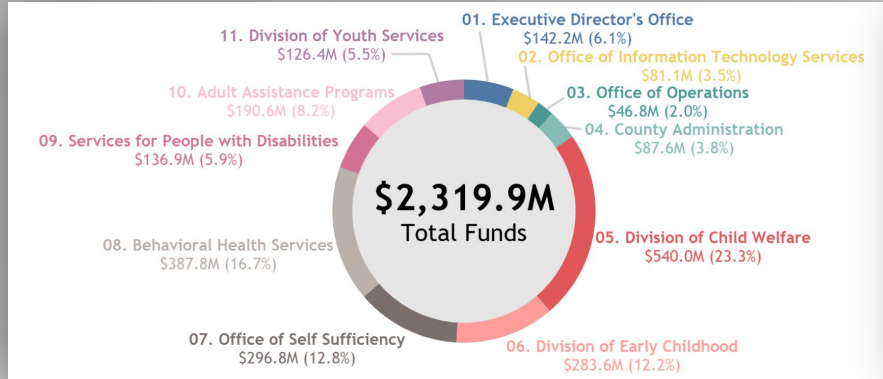
Adjust Market
Rate Study
Frequency

Public Assistance
Burials Technical
Change



FY 2021-22 Budget Request Snapshot

FY 2021-22 Total Funds: \$2.3 billion
FY 2021-22 General Fund: \$996.2 million
FY 2021-22 FTE: 5,190



FY 2021-22 Budget Request Highlights

Office of Behavioral Health

- \$910,000 for improved crisis services for children and youth needing immediate, effective, and comprehensive behavioral health interventions
- \$20.0 million to improve tele-behavioral health services and decrease provider administrative burden
- Decrease of \$1.2 million to restructure the police department at the Mental Health Institute at Pueblo to promote a clinical environment

Office of Children, Youth and Families

- \$1.8 million to continue implementation of the federal Family First Prevention Services Act

FY 2021-22 Budget Request Highlights

Office of Early Childhood

- \$3.0 million for increased salaries for early childhood educators through the Colorado Child Care Assistance Program (CCCAP)
- \$1.2 million to establish an early care and education Recruitment and Retention Grant and Scholarship Program to support the early childhood workforce

Office of Economic Security

- \$4.0 million to support 576 low-income citizens participating in the Colorado Works Subsidized Training and Employment Program
- \$720,739 to establish a National School Lunch Program commodity food program warehouse and distribution system

Regulatory Agenda

2020 Regulatory Report

35 rules revised or amended

20 new rules

6 rules reviewed

7 rules repealed

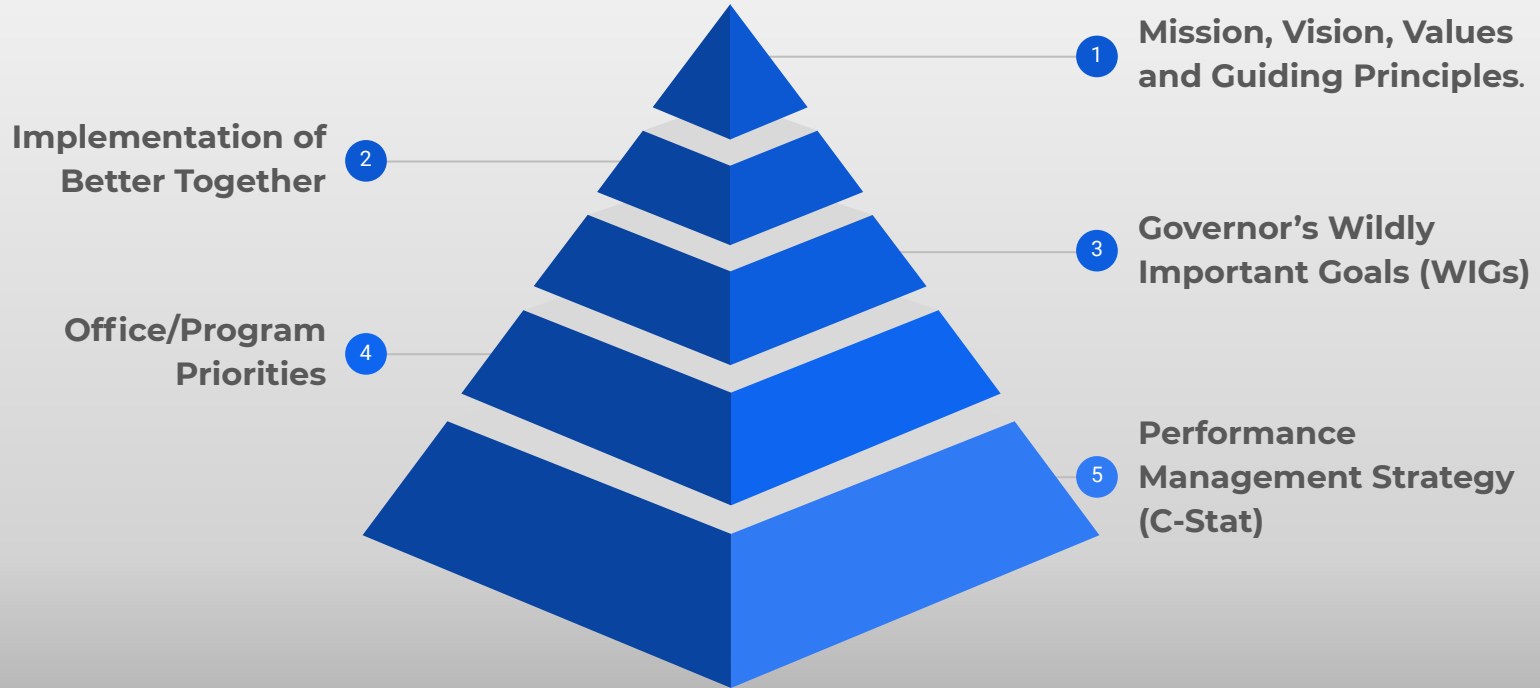
2021 Regulatory Agenda

38 rules to be revised or amended

18 new rules

7 rules to be repealed

Performance Management





**Better
Together**

Bold Moves

We will be courageous and creative when solving problems to ensure Coloradans receive the best services from CDHS

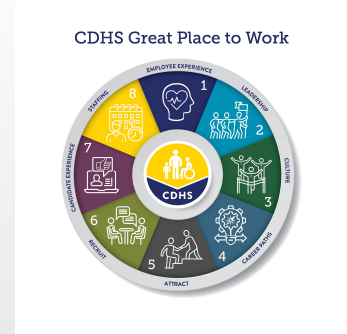


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Administrative Solutions
SMART Act Hearing

Performance Indicator 1



Making CDHS a Great Place to Work

WIG: Increase the overall department Staff Engagement Score from 62% to 67%

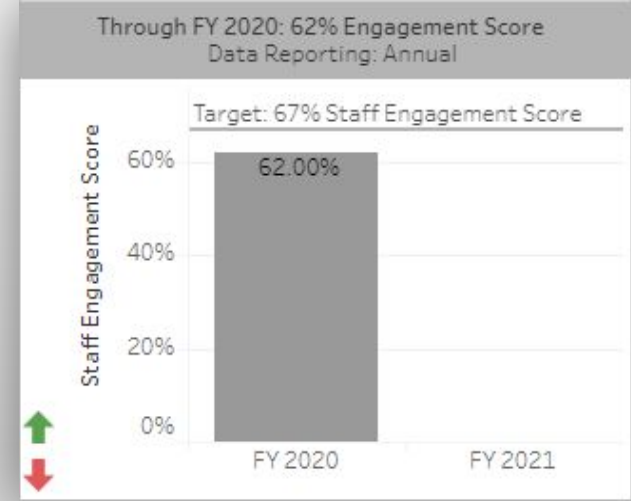
WIG: Increase the overall department Staff Engagement Score from 62% to 67%

Making CDHS a Great Place to Work

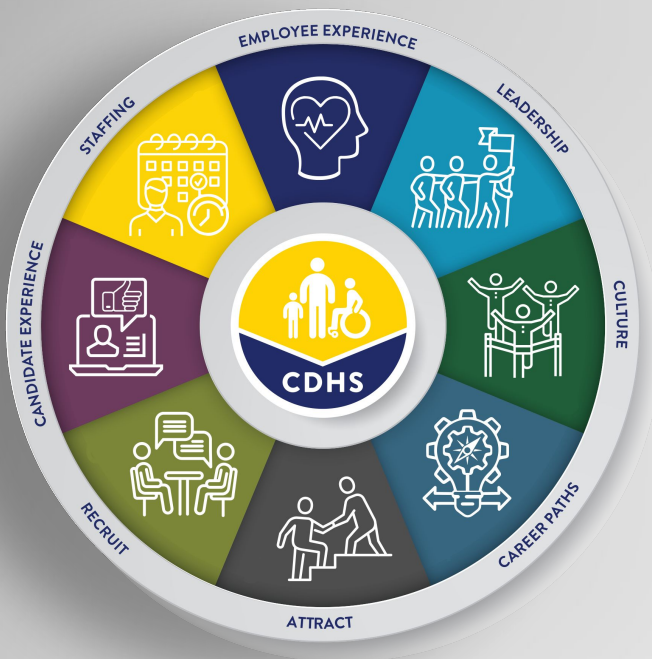
Why is engagement important?

How are we moving the needle?

- Qualtrics
- Career pathing
- Flex Place Policy upgrade
- Leader training
- Marketing
- Streamline recruitment and onboarding



Great Place to Work



The CDHS Initiatives

EMPLOYEE EXPERIENCE

Having happy, healthy and thriving employees is the best way for CDHS to be successful.

LEADERSHIP

We are focused on developing CDHS employees to be leaders at all levels and ensuring every employee has the tools to be successful.

CULTURE

We want our employees to feel like they belong here and they can thrive here. CDHS will focus on Equity, Diversity and Inclusion and promoting an engaging and inclusive culture.

CAREER PATHS

We value our employees and want to ensure they are learning and growing in their role at CDHS. This initiative provides a structure for assessing the skills needed for a role, how CDHS trains and develops those skills and how employees can move to the next step in their career.

ATTRACT - RECRUIT - CANDIDATE EXPERIENCE

As we compete for talent in the workforce, we need candidates to know that they can make a positive impact in the lives of Coloradans when employed at CDHS. This initiative focuses on how we will brand, market and communicate CDHS as a great place to work to our employees and candidates. The recruit initiative creates relationships in our communities to help us hire the very best people to work at CDHS.

STAFFING

We leverage technology and tools to be more flexible, efficient and effective in how we staff our programs and direct-care facilities.

Performance Indicator 2

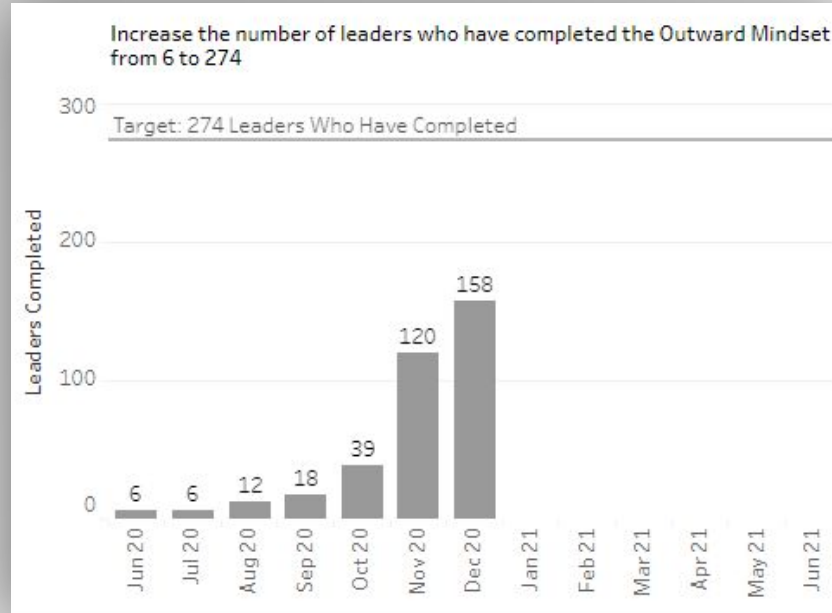


Making CDHS a Great Place to Work

Increase the number of leaders who have completed the Outward Mindset from 6 to 274

Increase the number of leaders who have completed the Outward Mindset from 6 to 274

Making CDHS a Great Place to Work



Performance Indicator 3

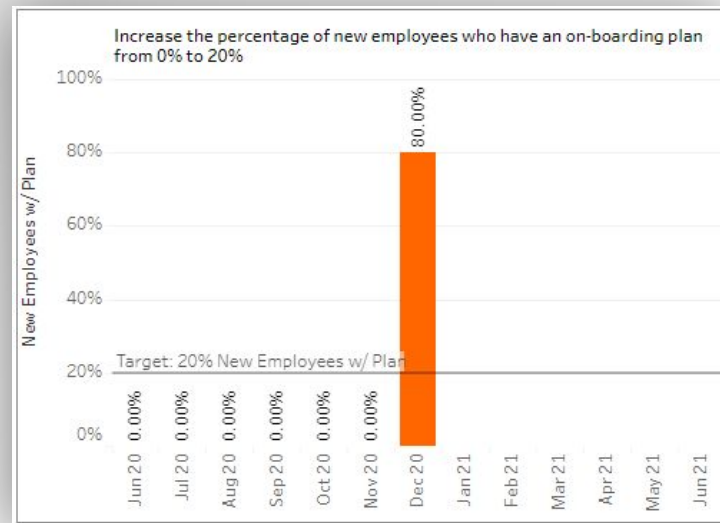
Making CDHS a Great Place to Work

Increase the percentage of new employees who have an onboarding plan from 0% to 20%

Increase the percentage of new employees who have an onboarding plan from 0% to 20%

Making CDHS a Great Place to Work

- Achieved! The percent of new employees who have an onboarding plan was determined to be 80% following a department wide assessment!
- What's next? The department's Onboarding Committee will continue to work on best practices and ideas for CDHS including a new onboarding intranet page which will serve as a repository of on-boarding resources and tools.



Driven by our Mission

We provide programs and services that help older adults and adults with disabilities remain independent in their home/community of their choice.

Our Values

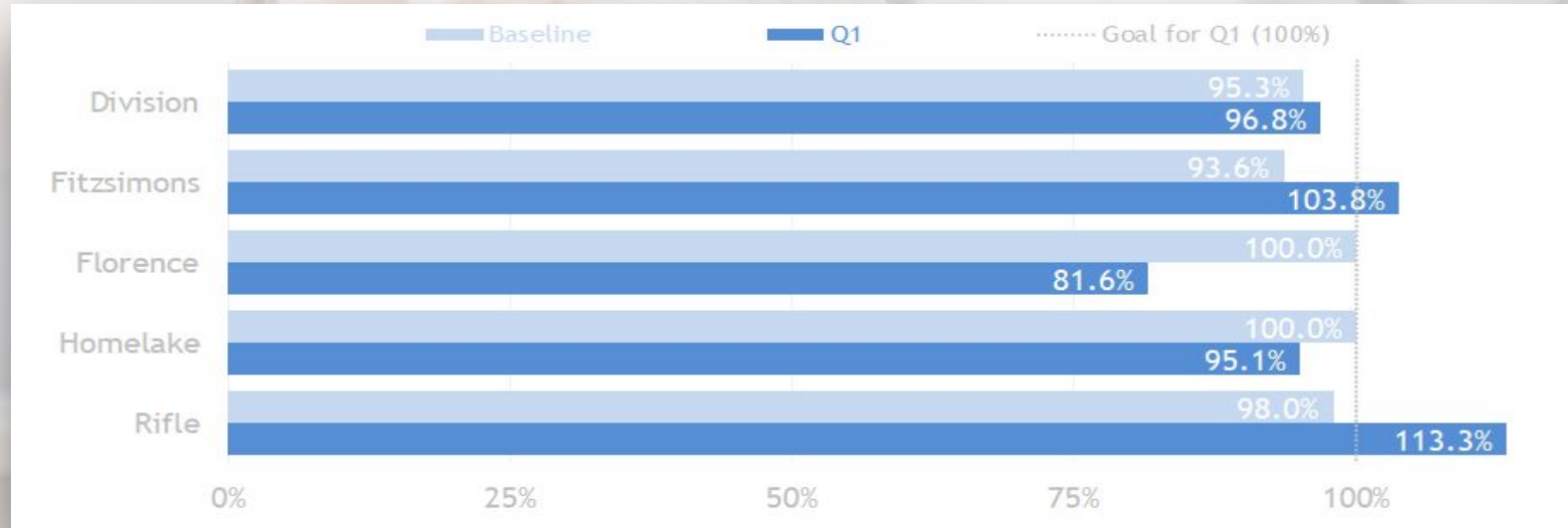
A Person's Right to Choose
Meaningful Opportunities
Diversity, Equity & Inclusion
Effective Service Delivery



Veterans Community Living Centers

Outcome: Increasing Quality of Life in the VCLC's through resident survey

Preliminary response rate





Division of Regional Center Operations

Outcome: Percent of Individuals Meeting Transition Criteria

Home and community based services (HCBS) person-centered services provide opportunities for individuals to receive services in their own home or community rather than institutions or other isolated settings.



Division of Regional Center Operations

Outcome: Percent of Individuals Meeting Transition Criteria



Disability Determination Services

Outcome: Decrease Examiner Processing Time

Goal: 55 Days

FY19: 45.8 days

FY20: 41.2 days

The DDS adapted efficient business processes to handle an unprecedented number of cases that had been backlogged during the postponement of scheduling.

Disability Determination Services

Best in the Nation

Percent of Accurate Initial
Eligibility Decisions

July 2020



COLORADO

Department of Human Services

Statutory Requirements

Respite Care Task Force
(Section 26-1-702, C.R.S.)

Long-term Care Ombudsman Program
(Section 26-11.5-111, C.R.S.)



TOGETHER **We empower Coloradans to thrive**

Behavioral Health Task Force Blueprint

Colorado will have a behavioral health system that puts people first

Phase 1

- Create a Behavioral Health Administration
- Expand Tele-Behavioral Health Services
- Conduct Statutory Review & Identify New Funding Sources

Phase 2

- Implement Care Coordination
- Implement 19 Recommended Actions for a Strong Behavioral Health System

Phase 3

- Assess and Implement Remaining Recommendations

Behavioral Health Task Force Goals

Build upon the development of the Behavioral Health Task Force's (BHTF) multi-year recommendations and execute on a minimum of four high-impact BHTF Blueprint activities by June 30, 2021.

The Behavioral Health Reform Team has identified the following wildly important goals to execute on:

01

Complete the implementation plan to establish the Behavioral Health Administration.

02

Integrate recommendations for specific populations.

03

Complete proposal to increase Safety Net System.

04

Complete statutory review.

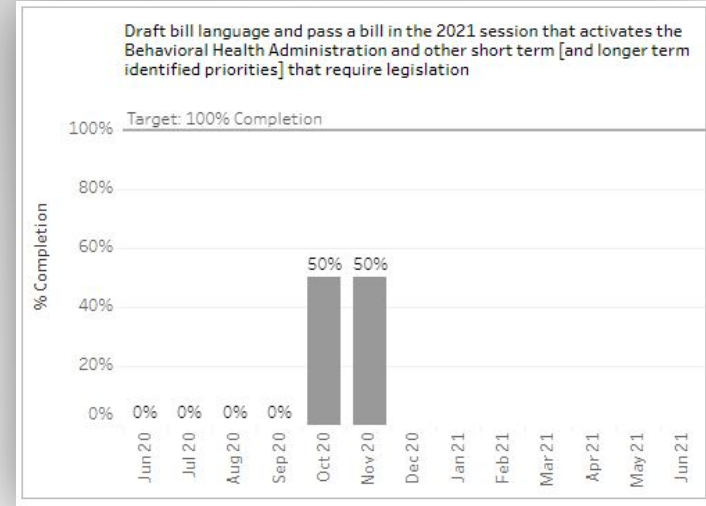
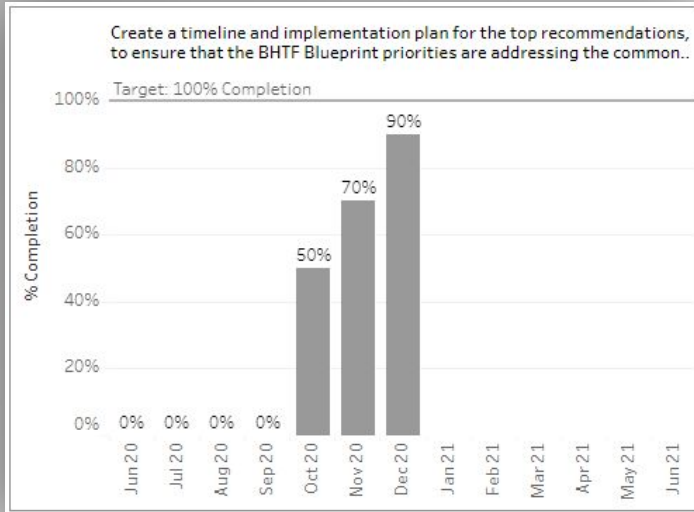
05

Complete an analysis to identify new funding sources.

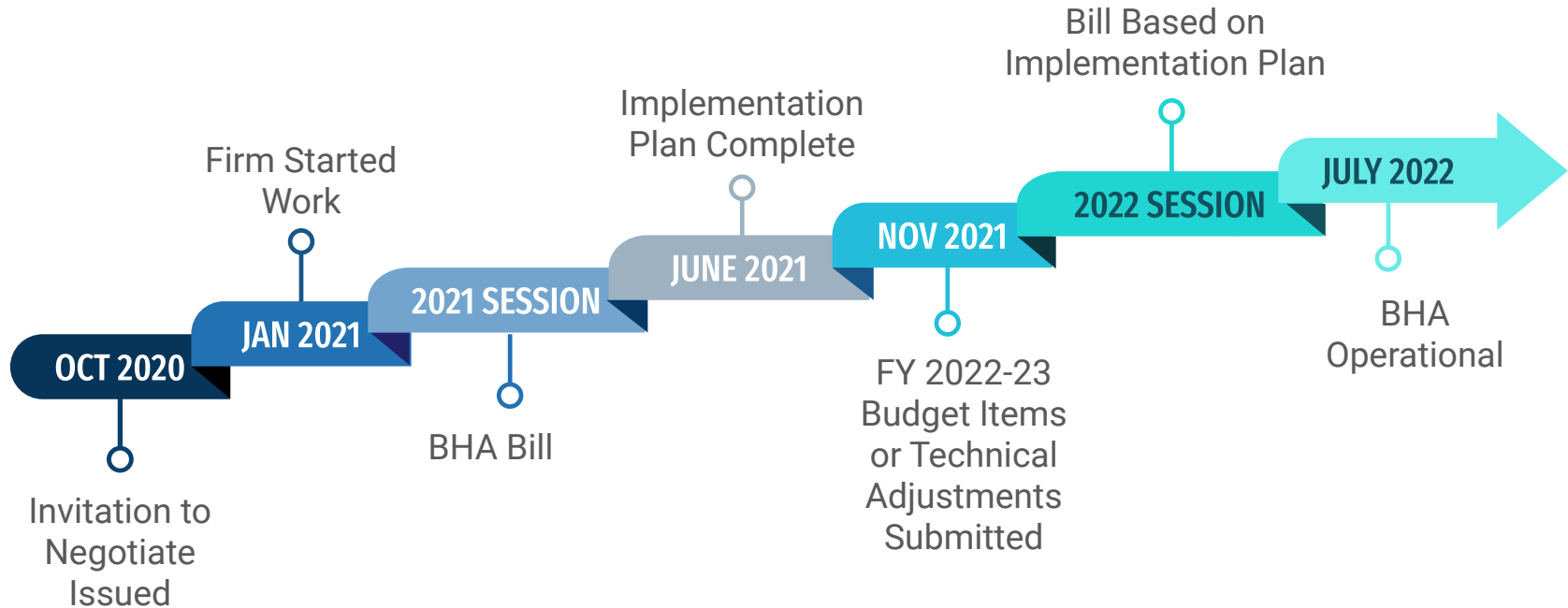
Behavioral Health Task Force Recommendations

Create a Timeline And Implementation Plan for Top Recommendations by December 31, 2020

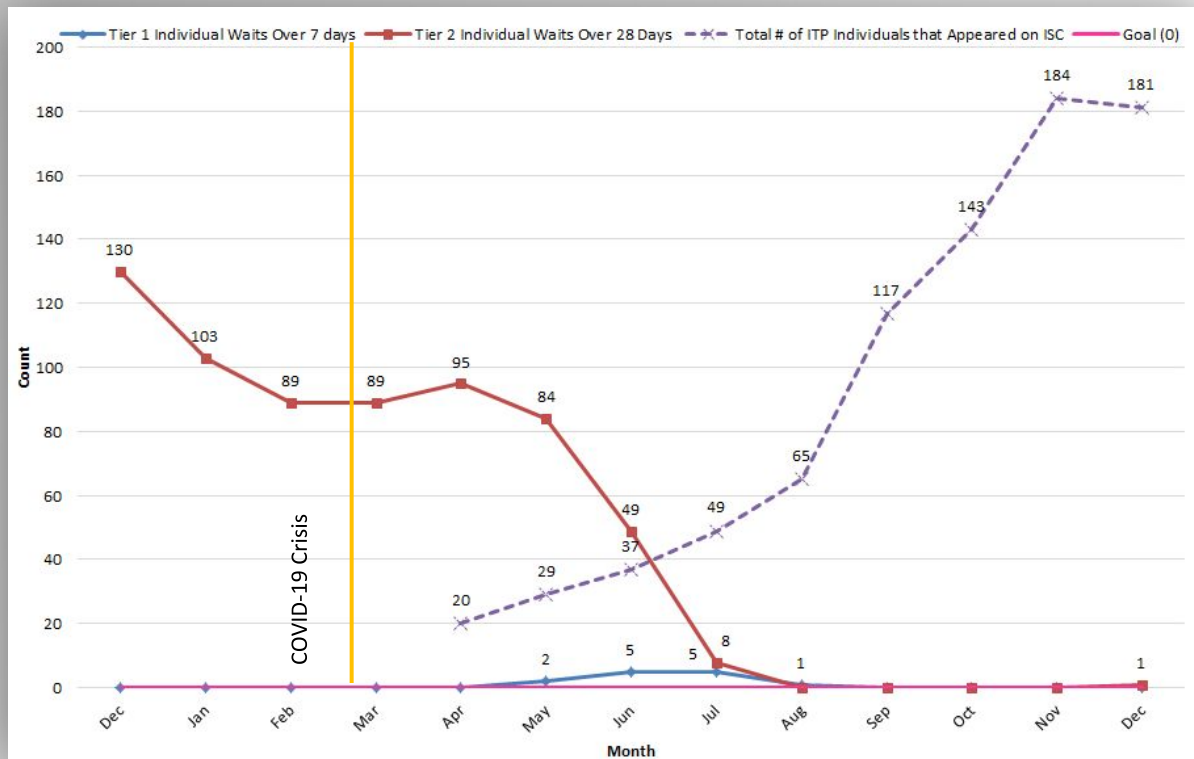
Draft and Pass a Bill that Activates the Behavioral Health Administration by June 30, 2021



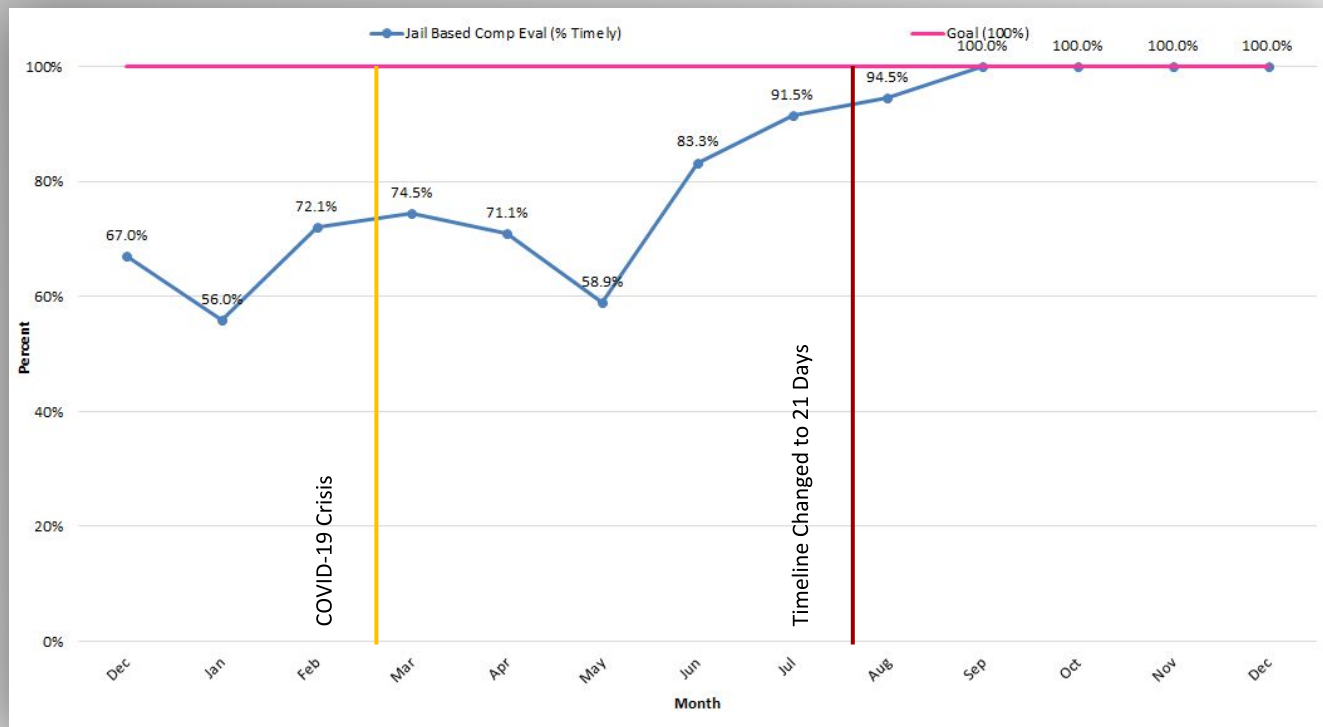
Behavioral Health Administration Timeline



Performance Indicator: Reduce the Number of People Waiting Beyond the Timeframes of the Consent Decree for Inpatient Restoration to 0



Performance Indicator: Increase Timeliness for Jail-Based Competency Evaluations to 100%



Statutory Requirements

Substance Use Disorder Services

(Section 27-80-107.5, C.R.S.)

Behavioral Health Crisis Response System

(Section 27-60-103, C.R.S.)

Community Transition Specialist Program

(Section 27-66.5-105, C.R.S.)

Medication Consistency Program

(Section 27-70-103, C.R.S.)

High-Fidelity Wraparound Services

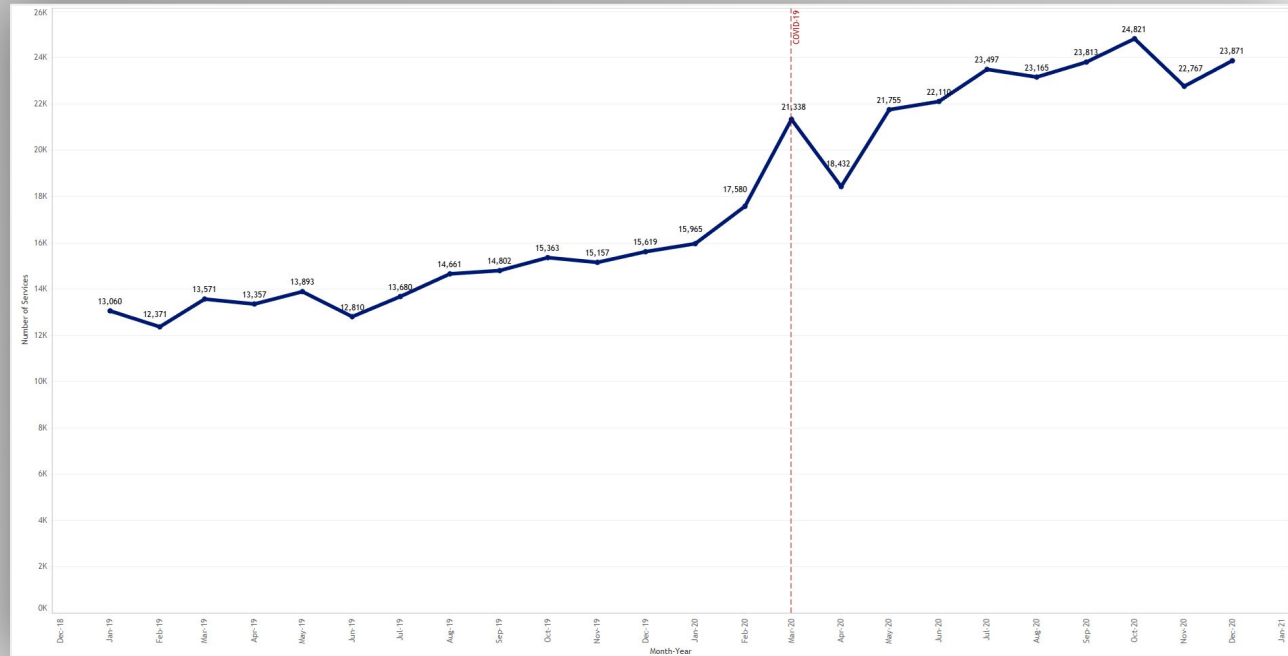
(Section 27-62-102, C.R.S.)

Diversion Programs

(Section 27-60-106.5, C.R.S.)

Behavioral Health Crisis Response System

Crisis Line Volume



COLORADO

Department of Human Services



About the Office

Our Vision is to ensure children, youth, and families across Colorado are safe and thriving

Program	Program Participants
Child Welfare	10,293
Foster Care	4,363
Adoption	406
Youth Services	713
Domestic Violence	18,616
Colorado Sexual Health Initiative	430
Juvenile Parole Board	130
Pay for Success	450

Program Specifics

- ← Children currently being served in open cases (in-home or out-of-home placement)
- ← Kids currently in out-of-home placement, including kinship care, foster care, or congregate care
- ← Children currently awaiting adoption
- ← Youth served each day in detention, commitment and parole
- ← DVP funded programs served 18,616 individuals last year
- ← 320 youth and 110 adults have been served to date this fiscal year
- ← Youth parole hearings to date this fiscal year
- ← Approximately 450 individuals and families served to date.

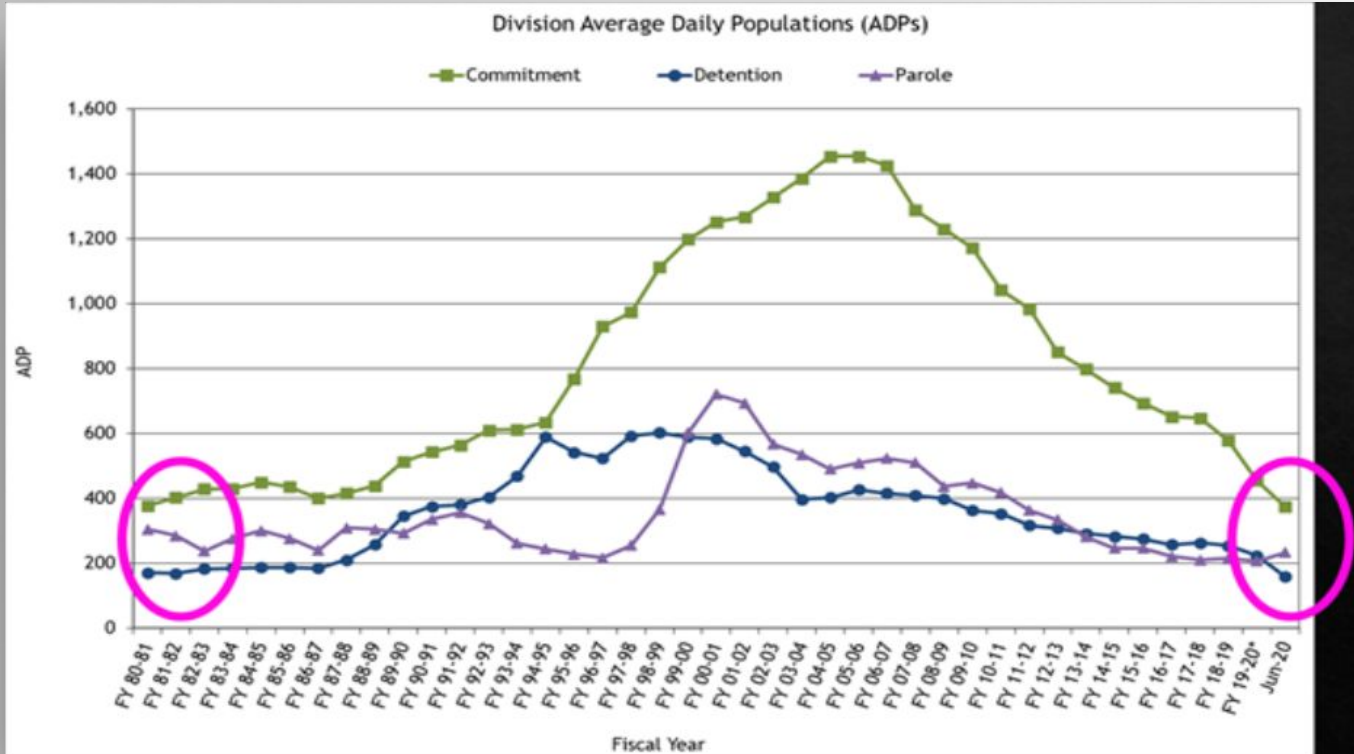
Overview of Division of Youth Services

"The most impactful part of my commitment has been treatment. I was blessed to have a therapist like Trish. I worked extremely hard for a long time with Trish, replacing 15 years worth of pain with positivity and resilience and processing my trauma through an intense form of therapy called EMDR. It was a long, difficult, emotional journey that I couldn't have made it through without her."

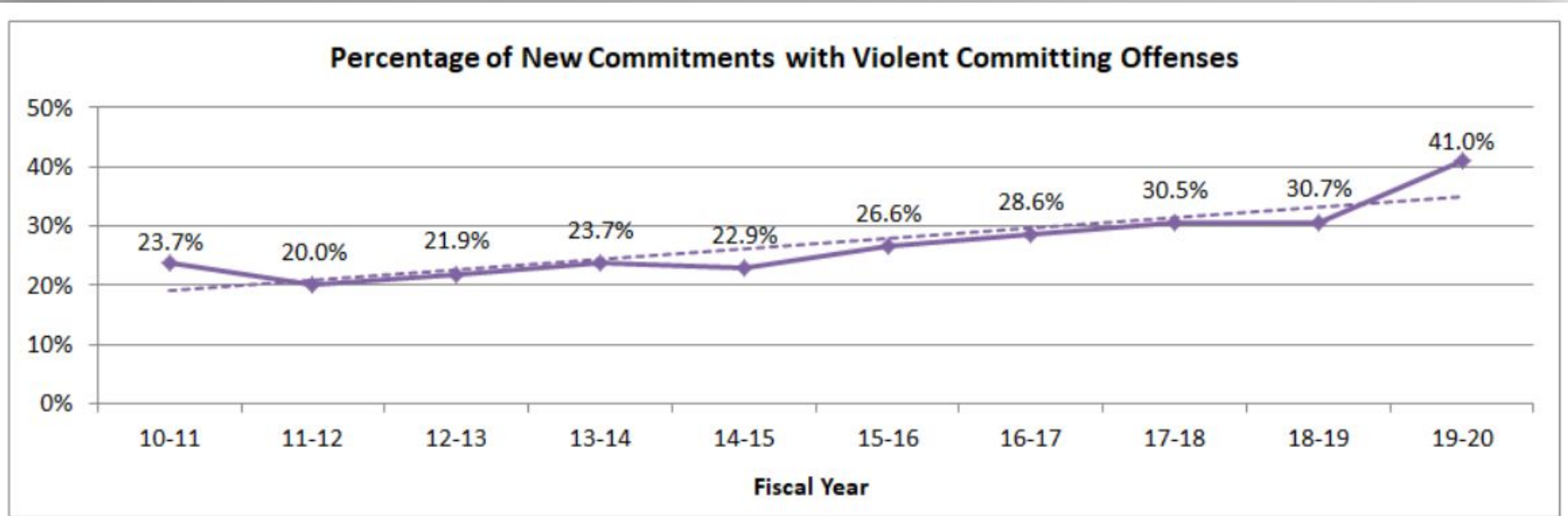
- Sienna (DYS Youth)



Reduction in DYS Caseload



Reduction in DYS Caseload, Increase in Complexity

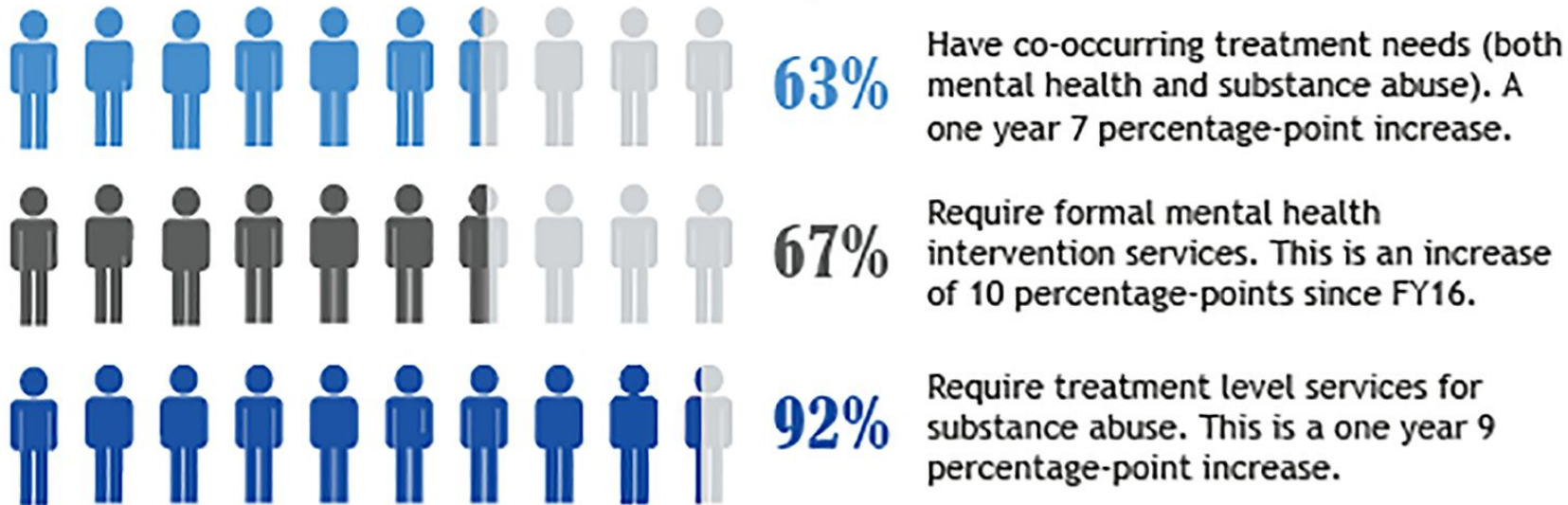


Note: Crimes labeled as "violent" are those in Trails that most closely mirror the FBI's Index Crimes per the Uniform Crime Reporting (UCR) and the National Incident-Based Reporting System (NIBRS).



Increase in Complexity

Treatment Needs of Newly Committed Youth



Performance Indicator 1

To help youth lead constructive lives by providing high-quality, responsive treatment, the Division will increase treatment services from 10 hours per month to 15.5 hours per month by June 2022.



Performance Indicator 2

Youth who have a GED or High School Diploma at Discharge

Education Services



264

High School
Diplomas and
G.E.D.'s Awarded



336

Career and
Technical Education
Certifications
Achieved in FY20.



CSU

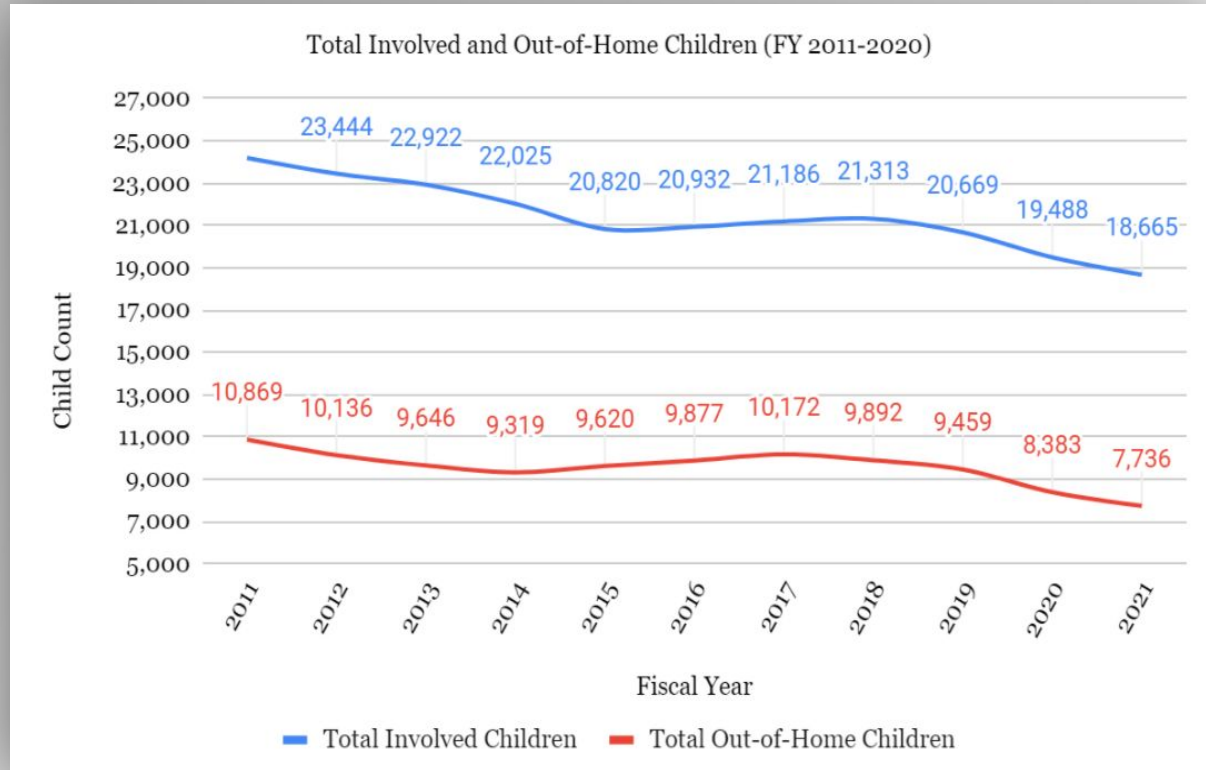
New Partnership
with CSU Pueblo
to receive college
credit



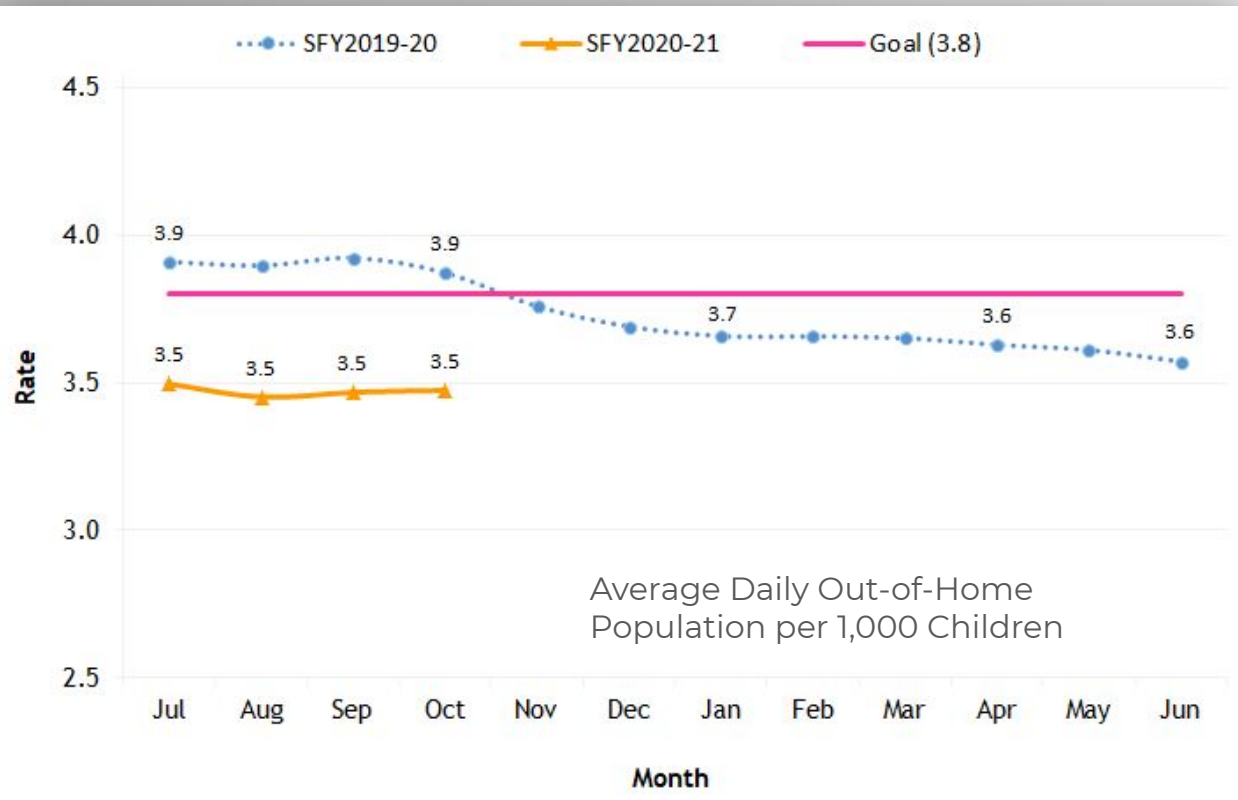
Division of Child Welfare

“Each provider came in our home, taught us something, engaged the whole family. It wasn't just for my son. I learned about trauma and how it affects your kids. I learned about parenting a child with trauma.” - Parent

Child Welfare by the Numbers: Involvements



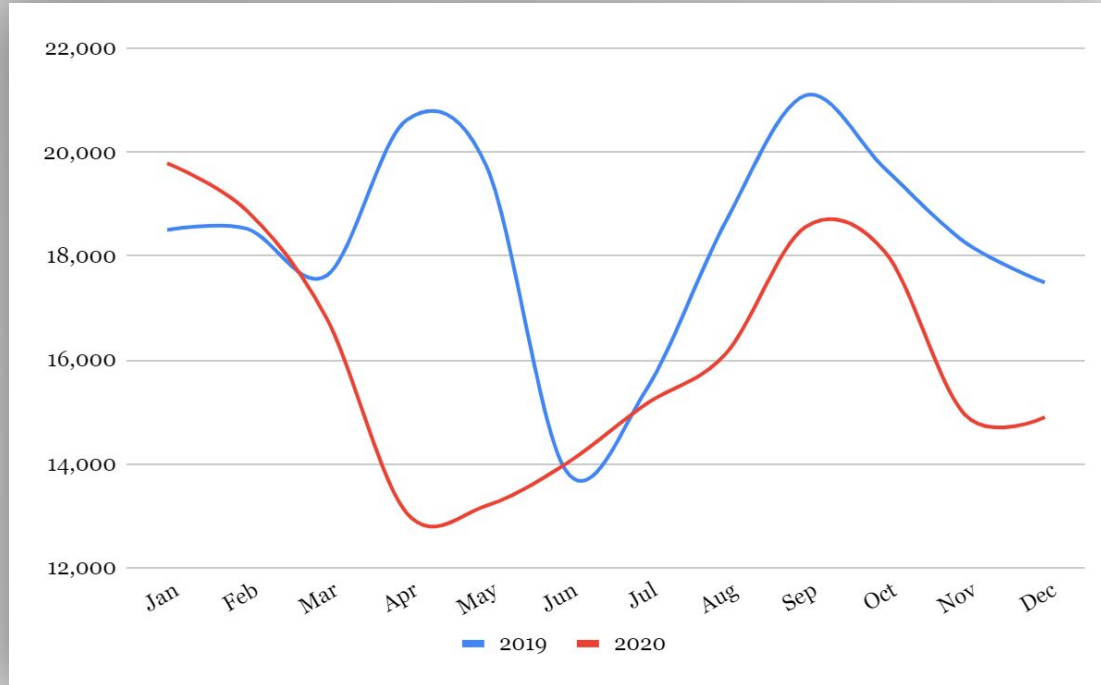
Performance Indicator 3



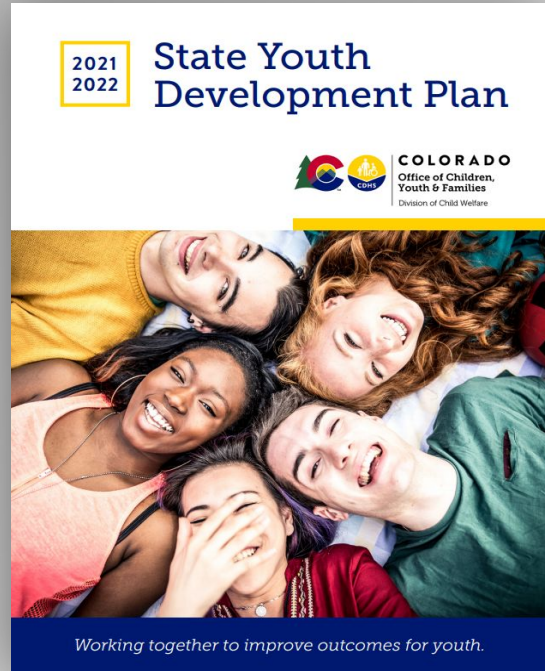
Statutory Requirement

Total Child Welfare Hotline Calls

There were **193,448** total hotline calls through CY 2020 compared to **219,478** in CY 2019.



Statutory Requirement



The Colorado Statewide Youth Development Plan is a guide for:

- Using positive youth development as an approach for partnering with youth ages 9 to 25 to help them achieve their full potential
- Understanding the gaps in programs and services for youth and the recommended strategies for addressing these gaps
- Engaging a broad array of stakeholders, including youth, to improve supports for youth so that they are education-ready, career-ready, and ready for life



Statutory Requirement

Substance Exposed Newborns



A family of six is posed in a grassy field under a bright, sunny sky. The mother, with long dark hair, is in the center holding a young boy. The father, wearing a baseball cap, stands to her right. Four other children are around them, all smiling. The text "Adoption Assistance Update" is overlaid in large blue letters.

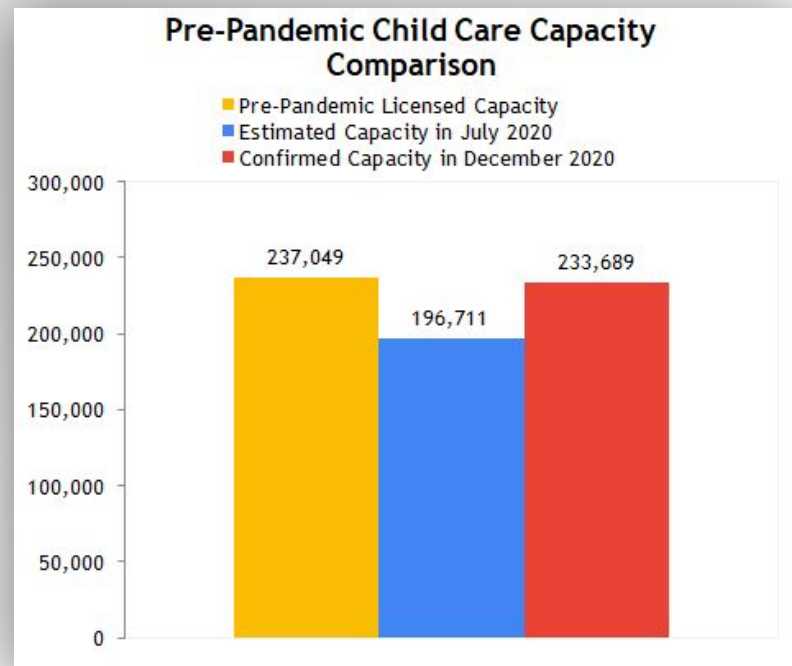
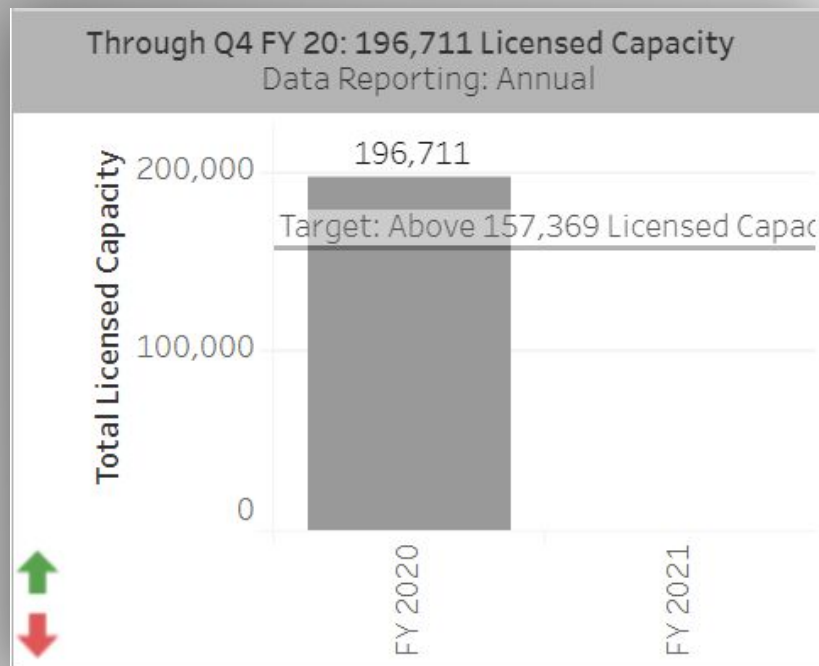
Adoption Assistance Update





All Children Are
Healthy, Valued
& Thriving

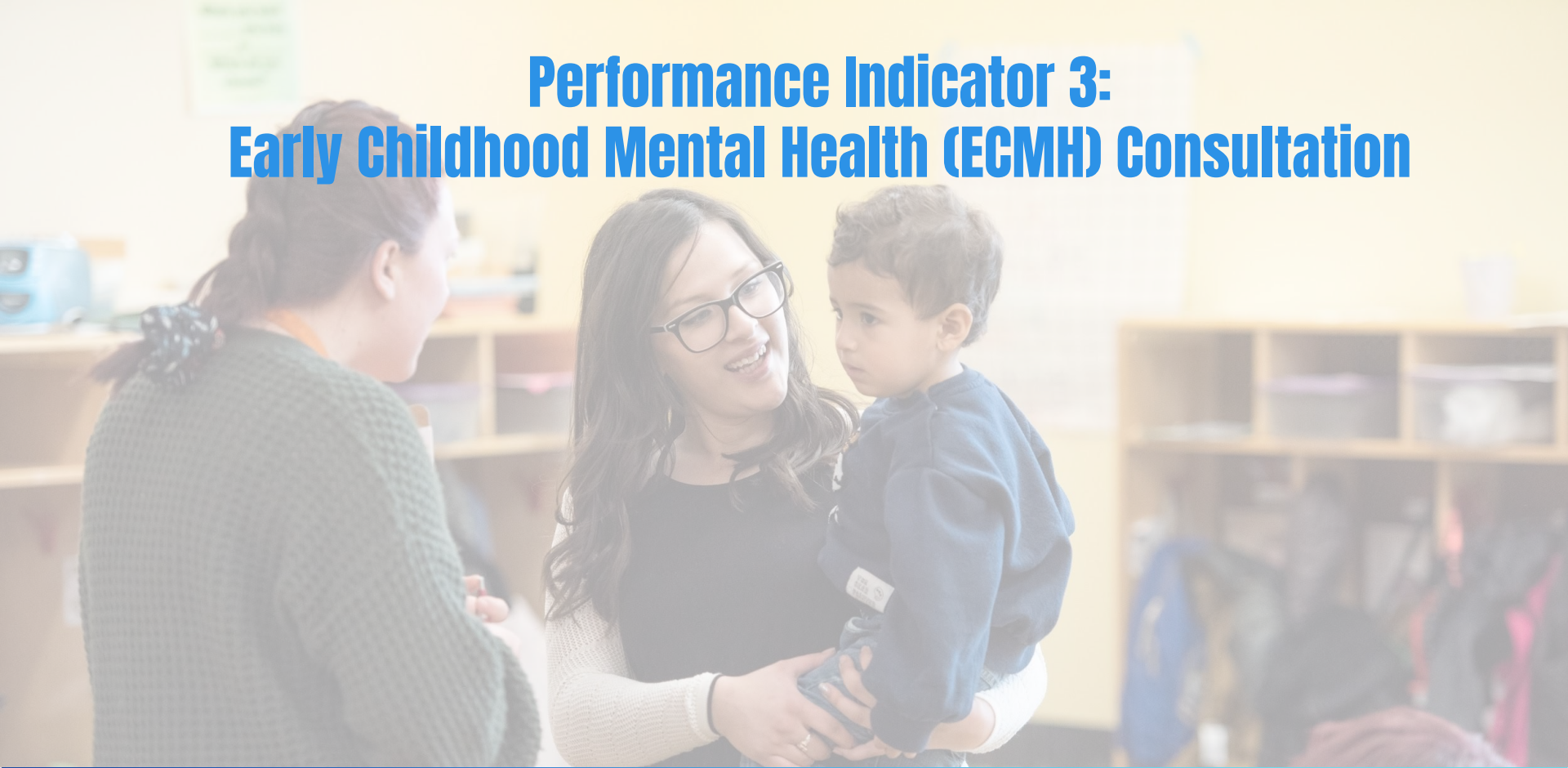
Performance Indicator 1: Retained Care Capacity



Performance Indicator 2: Early Childhood Workforce Retention and Support

Direct Financial Aid for Child Care Providers	Business Training Consultation	Child Care Development Associates (CDA) Scholarships
<ul style="list-style-type: none">• \$19,085,169 total• \$11 million for Emergency Child Care (525 providers)• \$8.5 million for Sustainability Grants (2,486 providers)• HB 20-1002	<ul style="list-style-type: none">• Small Business Development Centers (SBDC) are recruiting and training child care providers.• Providers receive 1:1 business consultation• Training is voluntary and would otherwise cost \$450-\$600 per person.	<ul style="list-style-type: none">• Original budget was to provide 220 scholarships• Increased number of scholarships by 180 (400 total) due to overwhelming demand• Scholarships recipients receive individualized coaching and support

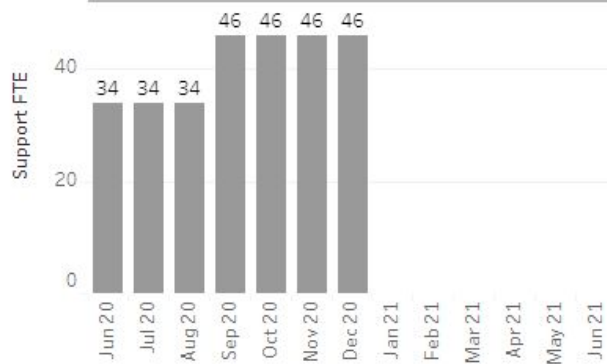
Performance Indicator 3: Early Childhood Mental Health (ECMH) Consultation



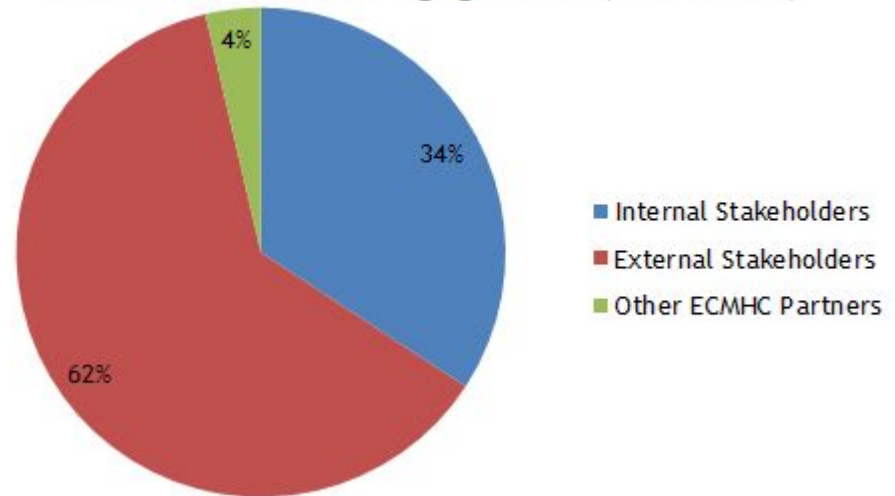
Performance Indicator 3: Early Childhood Mental Health (ECMH) Consultation

Increase the number of Early Childhood Mental Health Specialists (Full-time Equivalent, FTE) which support children, families, and providers from 34 to 52

Target: 52 Support FTE



HB10-2053 Part 4 Engagement (110 Hours)



Conclusion & Questions



To serve the
people of Colorado,
we develop a culture
and work
environment that
creates an energized,
inspired, and healthy
team capable of
giving their best to
Coloradans.

Whole Person. Whole Family Whole Community



About the Office

Food and Energy Assistance Division

Supplemental Nutrition Assistance Program

The Emergency Food Assistance Program

Commodity Supplemental Food Program

National School Lunch Program- Commodities

Low-Income Energy Assistance Program

Employment and Benefits Division

Colorado Works - Basic Cash Assistance

Adult Financial

Old Age Pension

Employment First

Refugee Services

Child Support Division

Collection and distribution of Child Support

Employment and Support services to parents

Staff Development Division

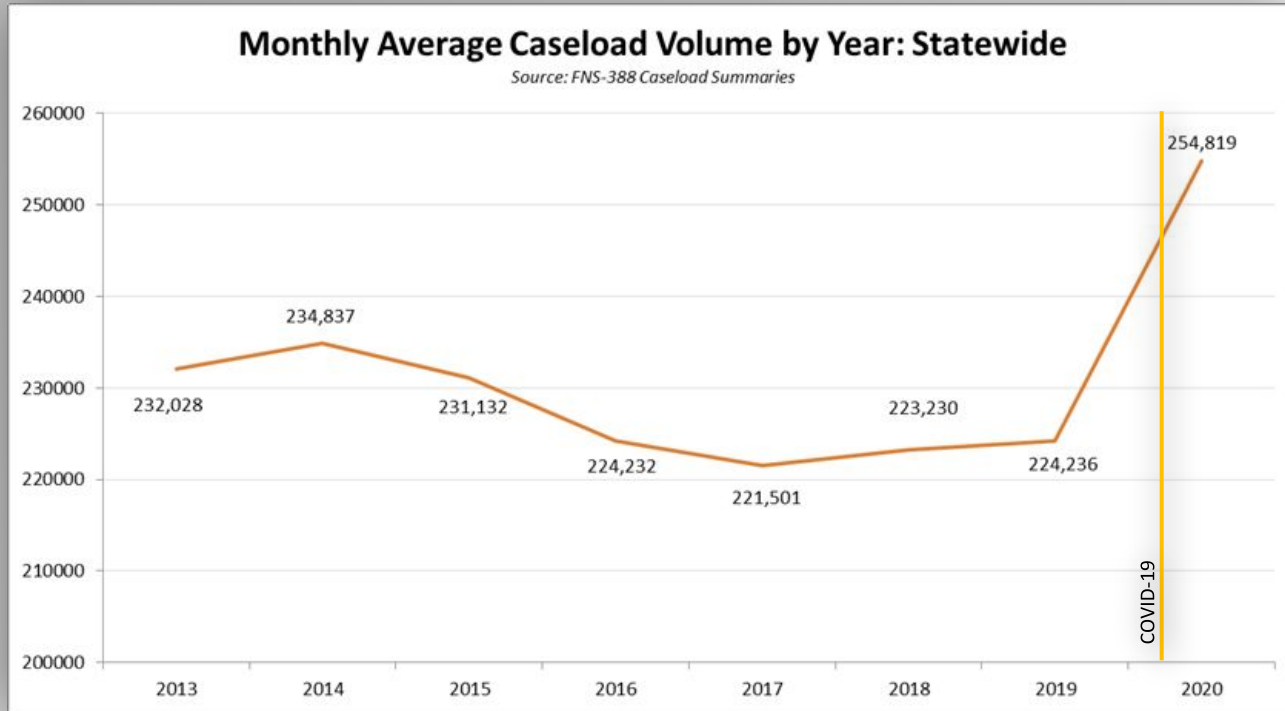
Training eligibility technicians statewide for CDHS benefit and medicaid programs



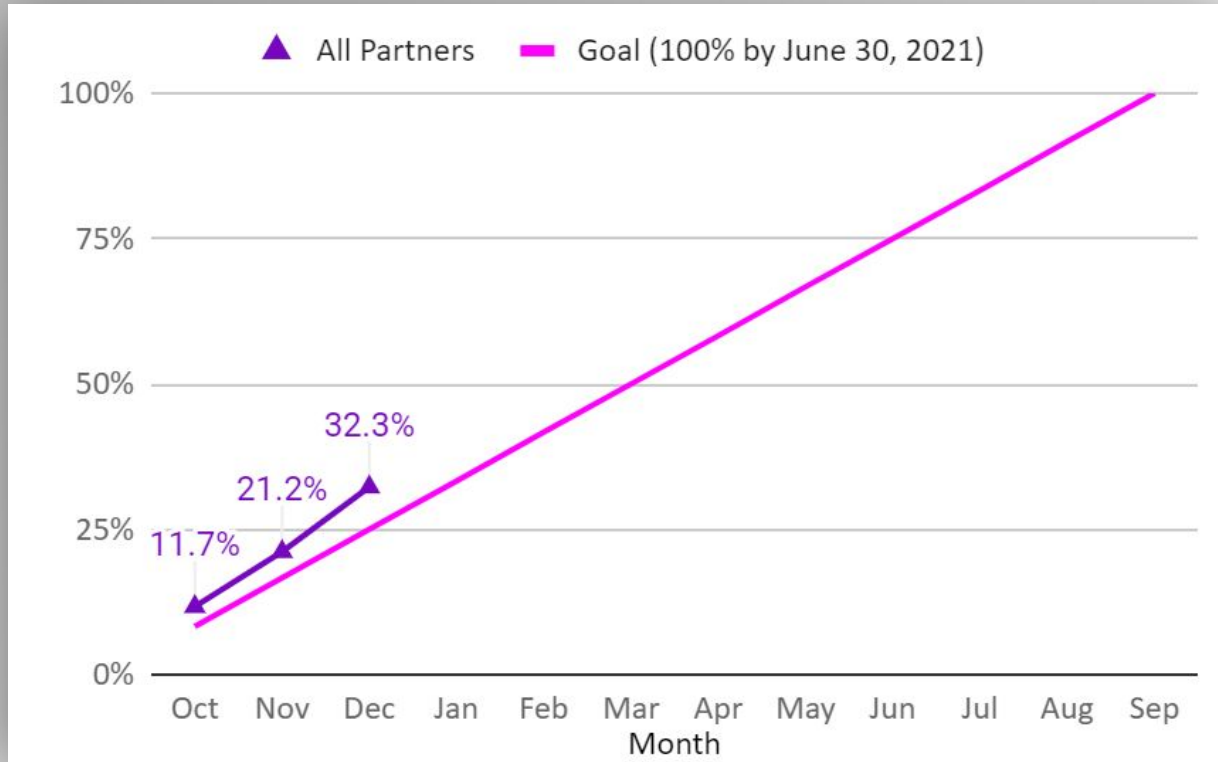
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Department of Human Services

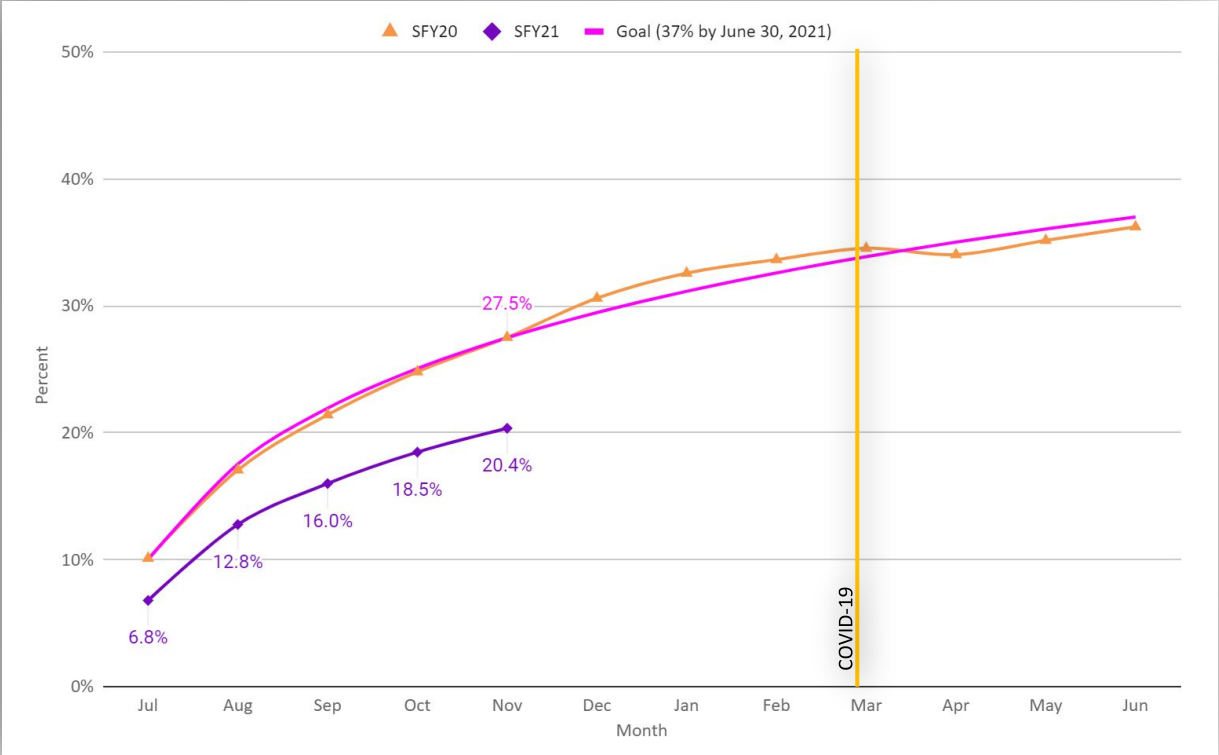
SNAP Caseload



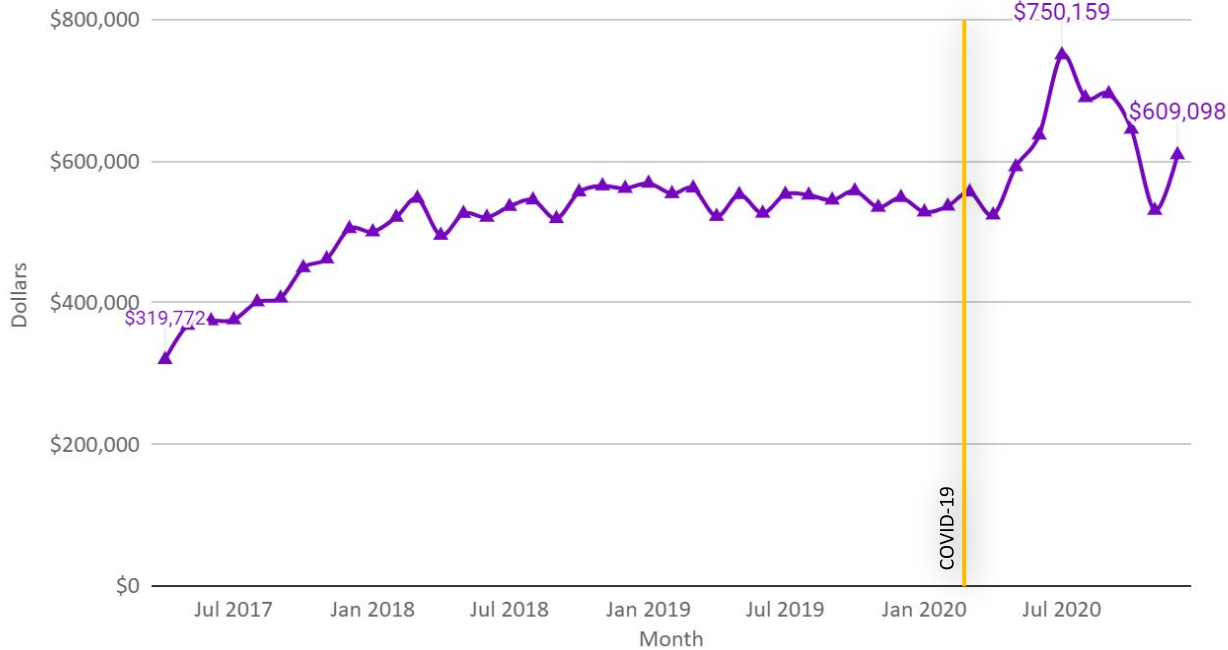
Performance Indicator 1: Outreach Partner SNAP Application Volume



Performance Indicator 2: Colorado Works Entered Employment



Pass-Through Child Support





Thank You!



COLORADO

Department of Human Services