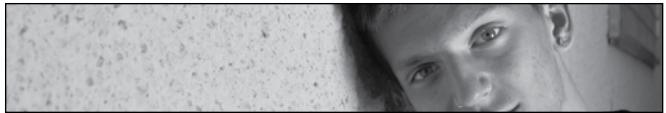


CHILDREN, YOUTH AND FAMILIES DEPARTMENT

Key Quarterly Performance Measures Report

1ST QUARTER, FISCAL YEAR 2012

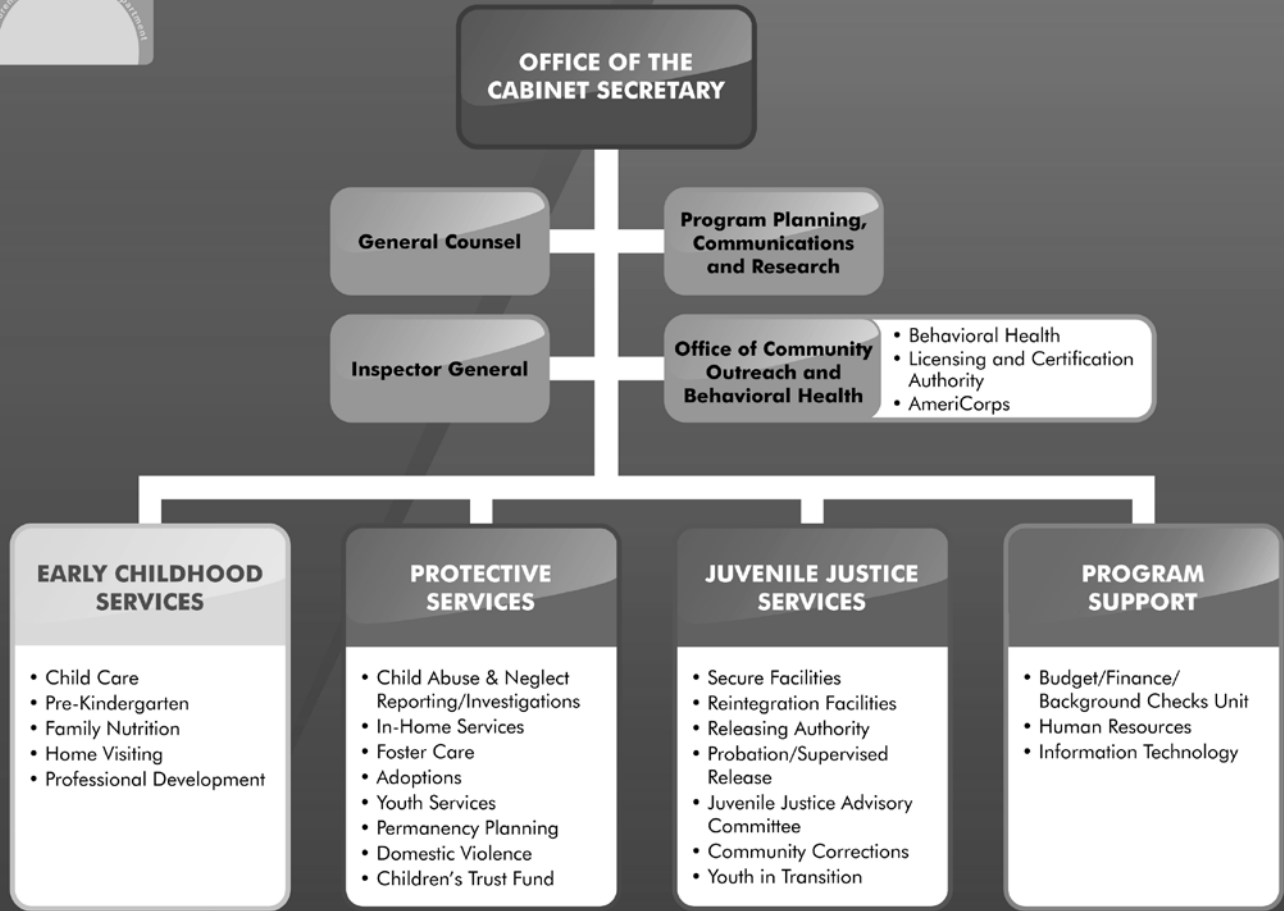


State of New Mexico
Children, Youth and Families Department





CYFD ORGANIZATIONAL STRUCTURE



Contacting CYFD

Office of the Secretary.....	505-827-7602	Juvenile Justice Services	505-827-7629
Office of the General Counsel.....	505-476-0471	Administrative Services	505-827-3874
Constituency Affairs	505-827-7606	Employee Recruitment.....	505-827-8426
Public Information Officer	505-827-7602	Foster Care/Adoptions Hotline	800-432-2075
HIPAA Privacy Office	505-827-6412	Child Abuse/Neglect Hotline.....	#SAFE (#7233) by cell or 855-333-SAFE (7233)
Early Childhood Services.....	505-827-7659		
Protective Services	505-827-8400		

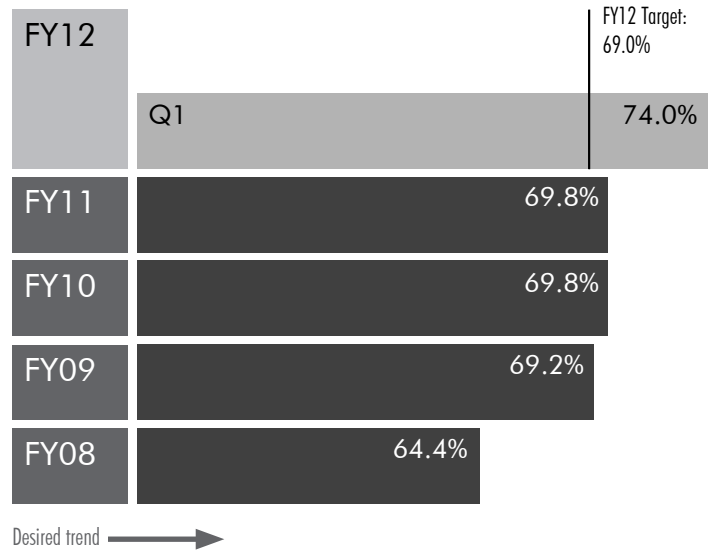
New Mexico Children, Youth and Families Department

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Percent of children receiving state subsidy in STARS/Aim High programs levels two through five or with national accreditation



Objective

- Increase the percentage of children in higher quality child care programs.

Issues

- A smaller percentage of providers in rural areas of the state have 2- to 5-Star licenses, compared to metro areas. This is most likely due to a lack of access to resources.
- Quality reimbursement differentials appear to be adequate according to the recent Cost of Quality Study completed by UNM. However, given the difference between the State base reimbursement rate and the market rate, it is likely that much of the quality differential goes toward subsidizing the base rate. Therefore, base reimbursement rates are substantially below where they should be to continue providing incentive for providers to increase their quality level.
- Due to budget shortfall CYFD/ECS implemented in January 2010 a waiting list for all new applicants for child care subsidy assistance for children from families with an income between 100 -200% of the Federal Poverty Level. The waiting list didn't affect all existing open cases from all priorities.
- The new child care licensing regulations which went into affect on June 30, 2010 integrated the 2-Star requirements as the basic licensing regulations and therefore all existing 1-Star child care facilities need to moved to 2-Star level by July 1, 2012. Exempt from this requirement is any 1-Star child care facility who does not accept subsidy children in their programs.

- The child care licensing regulations were amended effective Nov. 1, 2010 to reflect the decrease in providers monthly rates due to budget shortfall. The current decrease in CCSB revenue was caused by the ISD TANF budget shortfall.

Action Plan

- To provide information to parents seeking child care on the importance of quality and how to identify quality programs.
- To promote and provide incentives for the inclusion of children with special needs (including children with behavioral challenges and those in families that are homeless) in child care programs statewide.
- To increase child care program quality through the resources of the statewide Early Childhood Training and Technical Assistance Programs (TTAPs) through the Aim High program and other supports.
- The CYFD/ECS management team are working very closely with the executive and legislative staff to find solutions for the CCSB budget shortfall.

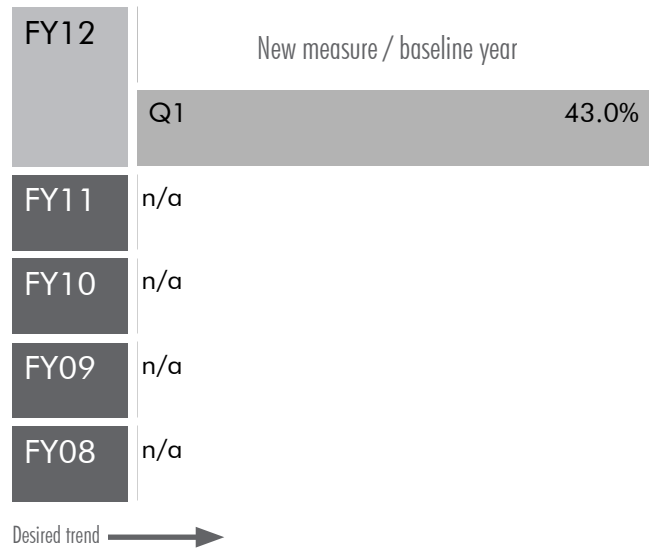
Corrective Action Plan

- Not applicable.

Data Source

- System: Family Automated Client Tracking System (FACTS)
- Windows: In Home Services, Home Provider License, Private Provider License
- Report/s: sm10a16 ("FS Providers with Active Licenses")
- Numerator: # of Subsidy Children Served at STAR Level 2 thru 5 Denominator: # of Subsidy Children Served
- All quarterly figures are cumulative.

Percent of mothers participating in home visiting who are identified as having symptoms of postpartum depression who were referred to services then received services



Objectives

- Identify postpartum depression as early as possible by utilizing the Edinburgh Postpartum Depression Screen.
- Refer for services all screens with positive score for postpartum depression.
- Work with the parent and infant in order to ameliorate possible impact of postpartum depression on the infant’s development.

Issues

- Some communities do not have resources available for women to access services for postpartum depression.
- Transportation to services may not be available.
- Untreated postpartum depression may have long-lasting impact on the infant’s healthy development.
- Services are impacted by the mother’s engagement in the services referred. Since engagement in services is voluntary, some mothers may not receive appropriate service. Mothers may choose not to received postpartum depression services.

Action Plan

- Train providers on all screening tools and monitor that screening tools are being completed and administered consistently.
- Train providers regarding the importance of parent and child interactions.
- Provide activities to promote a healthy brain development, so the child has cognitive, social, and emotional capacity to succeed in school and life.

- Train home visitors to recognize when a mother may be stressed and provide the support needed to reduce stress. A healthy mother is essential for a healthy baby.
- The federal Affordable Health Care for America Act of 2009 authorizes the funding of “maternal infant and early childhood home visitation programs” through grants to states. The funding is to: strengthen and improve coordination of services for at risk communities; supplement and not supplant funds from other sources for early childhood home visitation programs or initiatives. The Department is awaiting guidance from the federal government for the writing of the State plan.

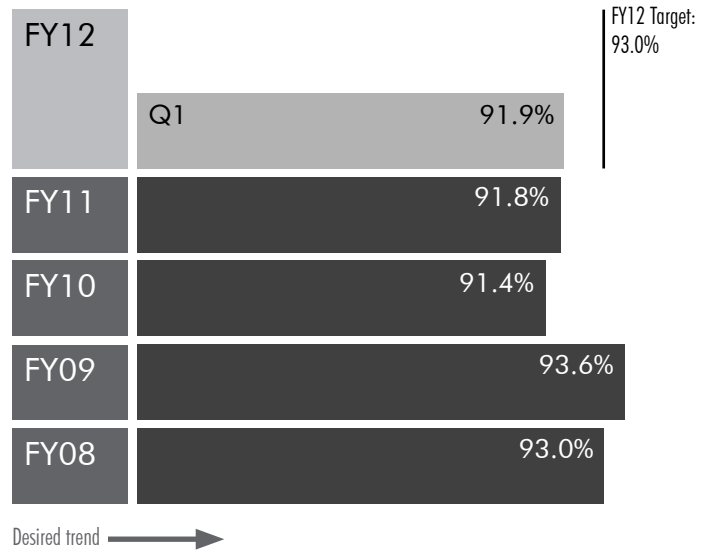
Corrective Action Plan

- Not applicable.

Data Source

- Home Visiting data provided by University of New Mexico Continuing Education Division.
- Numerator: Number of mothers identified as having symptoms of postpartum depression using the Edinburgh assessment tool and received services/Denominator: Total number of mothers who were given the Edinburgh assessment tool and screened a positive score for postpartum depression.

Percent of children who are not the subject of substantiated maltreatment within six months of a prior determination of substantiated maltreatment



Objectives

- Continue to implement practices and strategies that have been determined to be effective in addressing those contributing factors to the occurrence of repeat maltreatment.
- Continue with implementation of the new safety management model and upgraded safety assessment tool.

Issues

- Successful achievement of the target is dependent upon accurate and timely assessments of safety threats, protective capacities, risk factors and upon having adequate staffing levels and a sufficient array of resources available to families throughout the state.

Action Plan

- Continue to implement enhanced processes for safety assessment and management for investigation, in-home services, and permanency planning cases to achieve optimal safety outcomes for children.
- Through continuing implementation of the clinical supervisory CORE training, enhance supervisory skills to improve monitoring and management of child welfare cases.
- Continue efforts with the Behavioral Health Purchasing Collaborative and other public and private sector entities to identify and direct needed resources to children and families in the child welfare system, with a particular emphasis on the needs of rural communities.

- Work with the Court Improvement Project to continue cross training efforts with judges, attorneys, court personnel and Court Appointed Special Advocates (CASAs) on the safety management model.

Corrective Action Plan

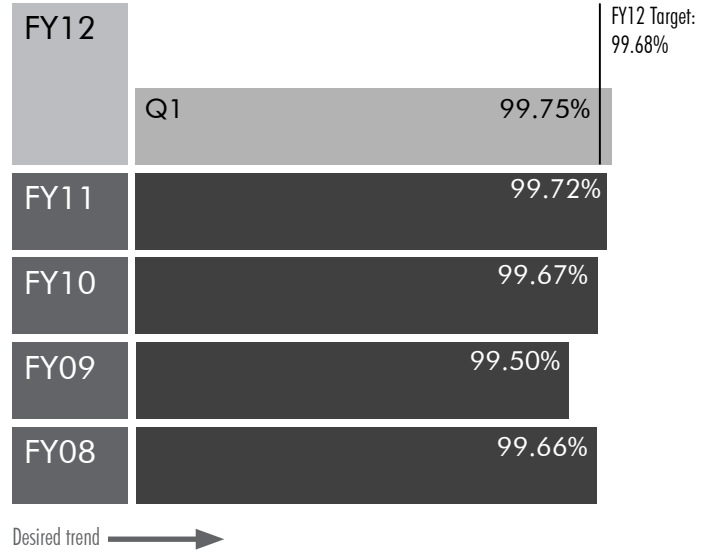
PS-CYFD is implementing strategies to maintain adequate service provision to children and families, given increases in worker caseloads resulting from vacancies and growing demand for services. The needs of the foster care population have risen, as evidenced by an increasing number of children in care with diagnosed disabilities and families experiencing inadequate housing and parental substance abuse. The child welfare system also endeavors to balance this measure’s interaction with the reunification measure and the measure for reentry within 12 months, which has been recently added to the Strategic Plan review process.

- Work with PS Regional Managers to develop and implement county-specific plans to address pending investigations.
- Continue with focused hiring strategies to ensure sufficient staffing levels in the county-based field offices.
- Continue efforts to implement Pinon Project in the five implementation zone sites with efforts to expand in SFY Q3 and Q4 into additional counties.

Data Source

- CYFD FACTS Data System.

Percent of children who are not the subject of substantiated maltreatment while in foster care



Objectives

- Continue to implement those strategies that have demonstrated to be effective in addressing the factors contributing to the occurrence of maltreatment in foster care.
- Continue utilizing the SAFE Home Study process for all new foster homes and for the recertification of existing foster homes.

Issues

- The SFY12 target is based on the National Standard for Round II of the federal Child and Family Services Review (CFSR). Successful achievement of the target is dependent upon having a sufficient pool of foster care homes, providing the training to enhance the skills of foster parents, providing sufficient support to foster parents, ensuring access to community-based services, and providing foster parents with adequate financial reimbursement for the cost of caring for children placed in their home.

Action Plan

- Provide a sufficient number of case worker visitations within the first 30 days of any new placement to assess the foster parent’s needs and ability to care for child. Thereafter, provide for a minimum of monthly case worker child visits with a majority of visitations occurring within the child’s residence.
- Continue statewide recruitment processes to manage, monitor and refine foster family recruitment. Continue to partner with Adoption Exchange to implement awarded federal grant for diligent recruitment.

- Continue conducting quality assurance reviews of the homestudy, licensing and re-licensure processes to assure compliance with agency standards.
- Coordinate and assure on-going training for new staff and contractors on the administration of the SAFE home study process.
- Provide for Family Support Services to foster parents to assist and support them in meeting the needs of the children placed in their homes.
- Continue to support county-based foster parent liaisons to provide hands-on training to foster parents and strengthen communication between case workers and foster parents to enhance agency’s ability to respond to foster parents’ needs.

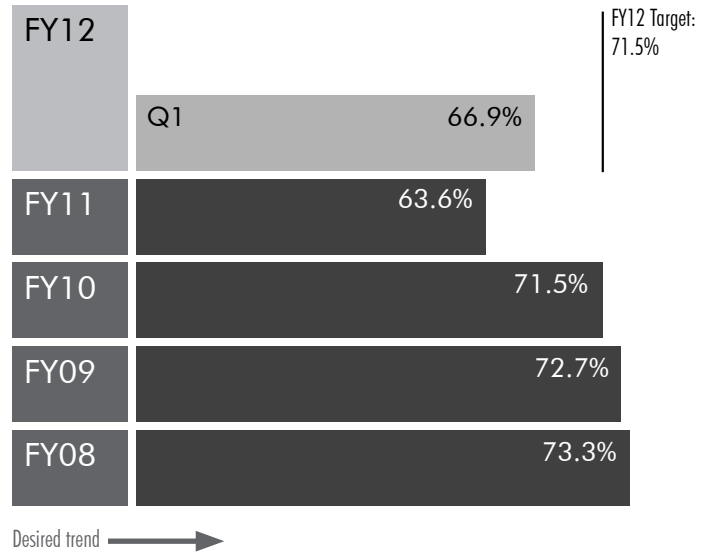
Corrective Action Plan

- Not applicable.

Data Source

- CYFD FACTS Data System.

Percent of children reunified with their natural families in less than 12 months of entry into care



Objective

- Continue to develop and utilize program strategies which identify factors which contribute to the timely and appropriate return of children to their homes.

Issues

- Up through SFY10, PS-CYFD utilized a state-based calculation approach which included reunification for all children in foster care. Under that approach, PS was able to meet the annual strategic plan target. In 2011 New Mexico adopted the federal calculation approach. The federal approach excludes children who were reunified in less than eight days. Approximately 40% of children coming into foster care in NM are reunified in less than eight days. The level of effort required for PS-CYFD to meet the safety needs of children in the foster care system for fewer than eight days is therefore not represented by the calculation approach utilized by the federal measure.
- Premature reunification can result in additional harm to a child through recurrence of maltreatment and a subsequent re-removal and placement into foster care. The CFSR Round II national median for exits to reunification in less than 12 months is 69.9%. In SFY12 the New Mexico goal was established at 71.5%. The ability of PS to work with families to provide for timely reunification is impacted by staffing levels. Increases in vacancy rates resulting in increased caseloads negatively impact staff's ability to work with families.
- Further, in New Mexico, entry into and exit from foster care is impacted by two entities outside of PS—law enforcement and the courts. Law enforcement may place children directly into PS custody, on an emergency basis. A significant proportion of PS resources are required for

these children and families with urgent needs, despite their brief time in custody. Also, the child welfare court system impacts timeliness of reunification for children remaining in custody beyond eight days. Here, delays in the timeliness of court hearings can delay family reunification. Lack of sufficient service array, especially in rural settings, additionally contributes to delays in timely family reunification, as families are not able to immediately access the services needed to assure child safety.

Action Plan

- Infuse program "Best Practices" through implementation of the Pinon Project—the PS practice model being developed and implemented through the federal child welfare Implementation Center Project.
- Continue utilizing client service agents (CSAs) to assist caseworkers in implementing and monitoring case plans, including supervising parent-child visitation.
- Utilize strategies like Family Centered Meetings (FCM), icebreakers, structured parent-child visitation and time-limited reunification contracts to promote timely and safe reunification.
- Collaborate with the Courts through the Court Improvement Project to address court scheduling issues impacting timely reunification.
- Work with Behavioral Health Purchasing Collaborative and other public and private sector entities to advocate for timely access to behavioral health and other community based services for families involved in the child welfare system.
- Work with DFA and SPO to allow for hiring of front line social worker and case worker positions while also maintaining budget.

Corrective Action Plan

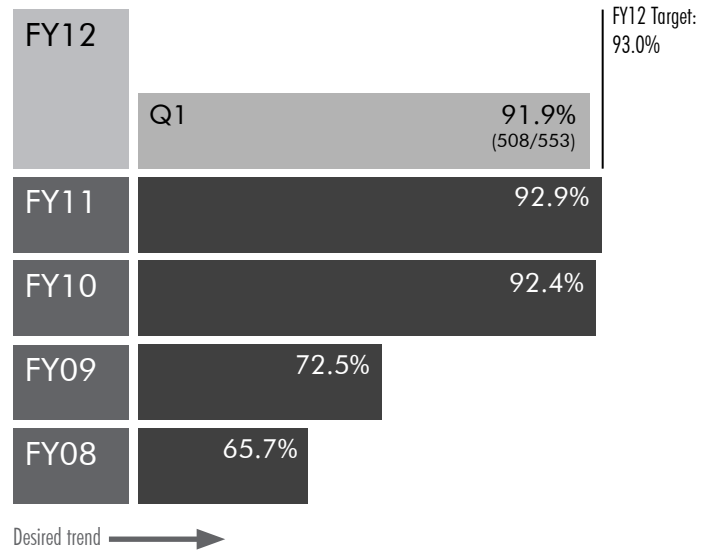
The child welfare system endeavors to balance this measure's interaction with the repeat maltreatment measure and the measure for reentry within 12 months, which has been recently added to the Strategic Plan review process. PS-CYFD is implementing strategies to maintain adequate service provision to children and families, given increases in worker caseloads resulting from vacancies and growing demand for services. The needs of the foster care population have risen, as evidenced by an increasing number of children in care with diagnosed disabilities and families experiencing inadequate housing and parental substance abuse.

- To promote timely reunification, PS-CYFD continues to utilize a safety-based decision making model.
- Continue to increase the number of Family Centered Meetings (FCM) to bring together extended families and community providers to support families with children in the foster care system.
- PS-CYFD works with the medical/behavioral health provider communities to address the challenges of limited service array in rural settings.
- Utilize the efforts of the diligent recruitment federal grant to support reunification through innovative strategies. Included in the scope of work for this grant is improvement in the training provided for foster families and upgrades for concurrent planning efforts for children in foster care.

Data Source

- CYFD FACTS data system.

Percent of adult victims or survivors receiving domestic violence services who have an individualized safety plan



Objectives

- To establish an individualized safety plan for every adult victim who is receiving services.
- To establish an individualized safety plan which will allow the victim to become more prepared when a violent situation arises.

Issues

- Survey is voluntary and anonymous, as per FVPSA requirements.
- Survey is administered one week per month to clients currently receiving services.
- Clients may choose not to develop a safety plan.
- Clients may not remain in services long enough to develop a safety plan.
- Challenges in developing a plan during a crisis situation.
- Difficult to track impact of safety plan on repeat victimization due to federal confidentiality requirements, which restrict reporting of personal identifying information.
- The data collection method for this measure will change due to federal government recommendations. This method change will impact the numbers reported.

Action Plan

- Ongoing monitoring and evaluation.
- Ongoing communication with providers.
- Ongoing technical assistance to providers.
- Statewide distribution of funds.
- Implementation of CYFD Domestic Violence Service Definition Manual, which outlines the services to achieve the objective.

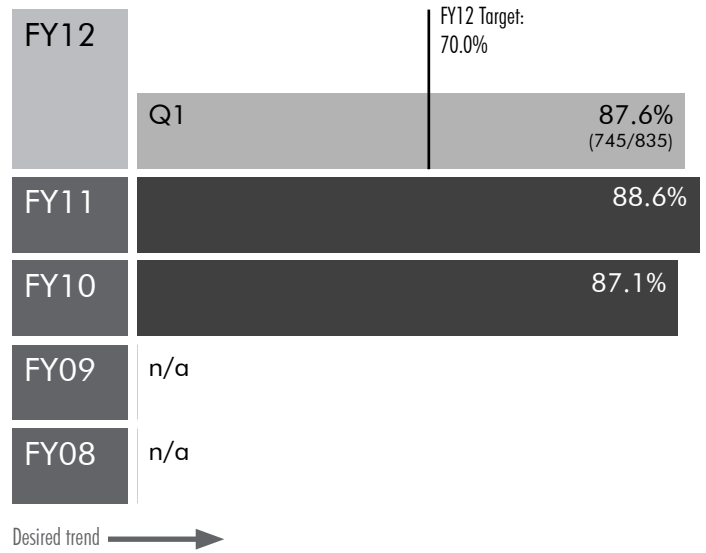
Corrective Action Plan

- Not applicable.

Data Source

- Domestic Violence Adult Victim/Survivor Survey
- Windows: Domestic Violence Survey Window
- Reports: Adult Victims/Survivors receiving DV services who report they learned how to plan for their safety
- Numerator: Total number of DV Adult Victim Witnesses who report they received information that helped them plan for their safety; Denominator: Total number of DV adult Victim/Survivors surveyed

Percent of adult victims or survivors receiving domestic violence services who are made aware of other available community services



Objective

- Decrease victim isolation and increase victim empowerment by providing advocacy, life skills education, and counseling support.

Issues

- Survey is voluntary and anonymous, as per FVPSA requirements.
- Survey is administered one week per month to clients currently receiving services.

Action Plan

- Ongoing monitoring – Monthly review of client billing data and quarterly review of performance measure data submitted by contractors.
- Ongoing evaluation – Annual on-site review of client documentation to determine compliance with the DV Service Definition Manual.
- Provide feedback and training and technical assistance to contractors after the review process in order to improve services.

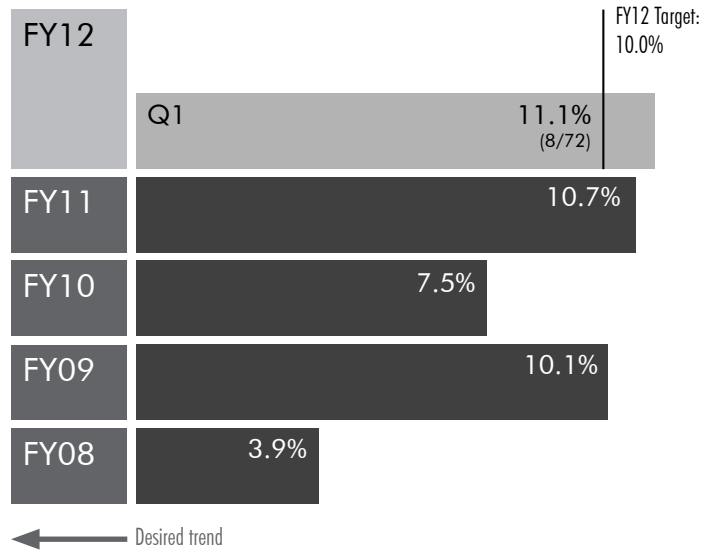
Corrective Action Plan

- Not applicable.

Data Source

- Domestic Violence Client Survey
- Windows: Domestic Violence Survey Window
- Reports: DV Clients who report they have increase knowledge in how to access available community resources.
- Numerator: Total number of adult victims receiving services who report they know more about how access community resources; Denominator: Total number of adult victims surveyed

**Percent of clients
recommitted to a CYFD
facility within two years of
discharge from facilities**



Objective

- Reduce recidivism through improved facility programs.

Issues

- Methodology reflects consistency with practice of limiting tracking of youth to only two years of release/discharge.
- Note that once a client is discharged from JJS custody they are tracked for two years following the year and quarter of discharge consistent with our statement on recidivism and consistency with recommendations by Council of Juvenile Corrections Administrators (CJCA).

Action Plan

- CYFD is in the early stages of a move towards regionalization using a positive peer culture-type approach.
- Continued implementation of comprehensive system to ensure needs of clients paroling into the community are met, including regular development and utilization of discharge plans.
- Increased emphasis on transitional services for clients in communities, including services such as, housing, education, employment, behavioral health, etc.
- Implementation of more intensive behavioral health services and greater accessibility to substance abuse counseling.

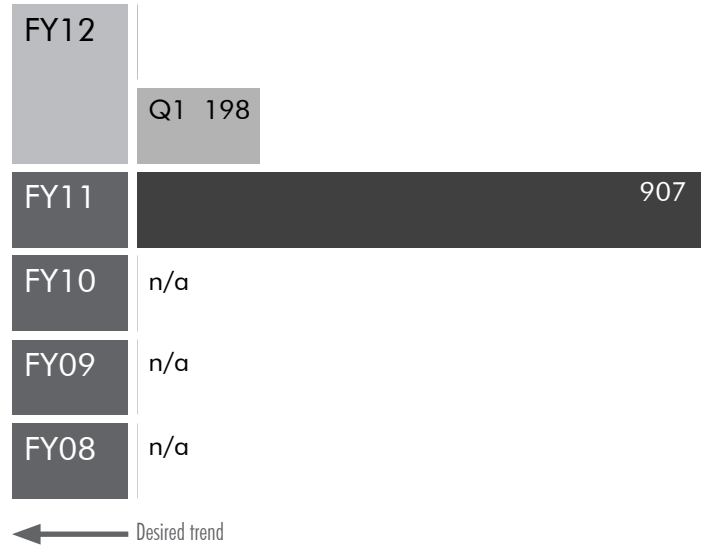
Corrective Action Plan

- Not applicable.

Data Source

- FACTS Facility Admissions Query
- Windows: Domestic Violence Survey Window
- Numerator: Number of clients admitted to a JJS facility on a judgement of commitment during the most recent quarter who had a previous commitment end during the previous two years. Concurrent commitments are not included because client must have a break in service.
- Denominator: Number of clients admitted to a JJS facility on a judgement of commitment during the reporting period.

Number of physical assaults in juvenile justice facilities



Objectives

- Aide assessment of behavioral management programs.
- Provide additional measurement related to implementing and sustaining Cambiar facility rehabilitative model.

Issues

- Definitional issue with understanding of assault versus battery, requires review of incident descriptions to determine if physical aspect appears in descriptive entry.
- Subjective measure based on interpretation of incident descriptions.
- Duplicative, since measure counts rule violations. (One incident may involve multiple clients and rule violations).

Action Plan

- Develop longitudinal record of physical assaults.
- Review series after one year to evaluate definitional issue and need for remediation, training.
- Establish target for future years.
- Continue collection, reporting and review to evaluate success of behavioral management and Cambiar program effectiveness
- Make program revisions indicated by evaluation findings.

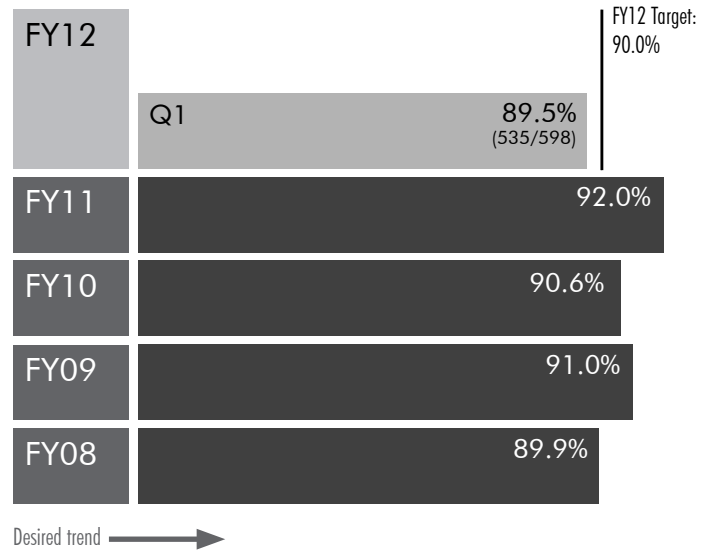
Corrective Action Plan

- Not applicable.

Data Source

- Facility Incident Reporting system, FACTS

Percent of clients who complete formal probation



Objective

- Reduce recidivism through improved community-based services.

Issues

- FY12 Q1 data is preliminary and subject to change.

Action Plan

- Implementation of comprehensive system to ensure needs of clients paroling into the community are met, including regular development and utilization of discharge plans.
- Continue to identify and promote services in each county to provide services to youth on probation or parole and their families.
- Increase utilization of technical violation intervention strategies to reduce new petition filings.

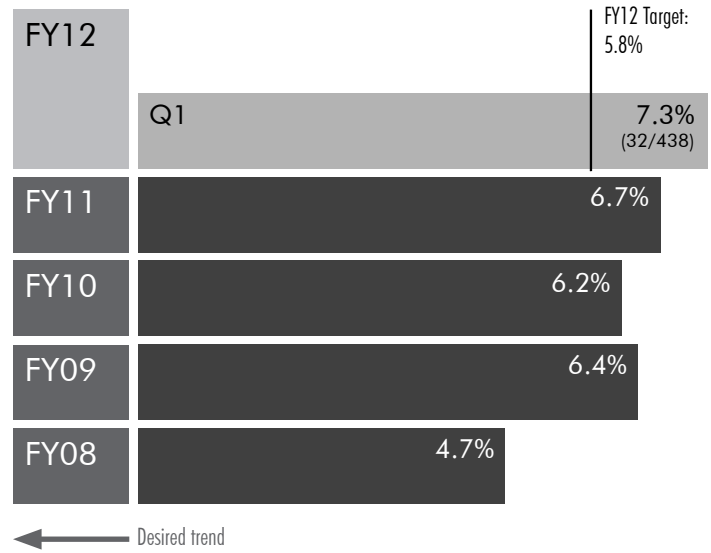
Corrective Action Plan

- Not applicable.

Data Source

- Family Automated Client Tracking System (FACTS) - Query #9 - Additions and Releases
- Numerator: Clients released from formal probation with a satisfactory or unsatisfactory release only.
- Denominator: Clients who released from formal probation. Clients with a release reason of New juvenile Probation or Continued on Supervision are excluded.

Percent of clients readjudicated within two years of previous adjudication



Objective

- Reduce recidivism through improved community-based services.

Issues

- FY12 Q1 numbers are preliminary and subject to change. Note that once a client is discharged from JJS custody they can only be tracked for two years following the year and quarter of discharge pursuant to changes to the NM Children’s Code.

Action Plan

- Continued implementation of comprehensive system to ensure needs of clients paroling into the community are met, including regular development and utilization of discharge plans.
- Increased emphasis on transitional services for clients in communities, including services such as housing, education, employment, behavioral health, etc.
- Greater collaboration with communities to identify and promote more intensive services to meet unique probation or parole demands in each county for youth and their families.
- Increase capacity of the “clinical home” sites throughout New Mexico.

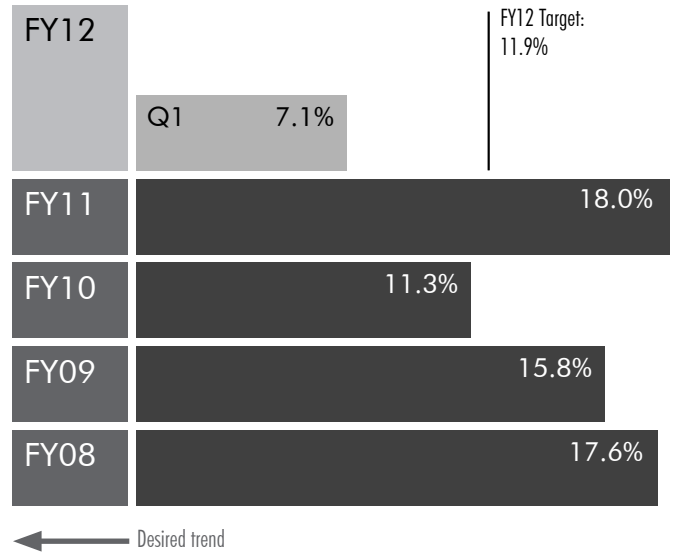
Corrective Action Plan

- Not applicable.

Data Source

- JJS Family Automated Client Tracking System (FACTS)
- MS Access Query: Field Production Reports & Readjudication Checking
- Numerator: Clients receiving a judgment during period who have a previous judgment and a break in service (period after release/case closure and before new adjudication). The break in service must not exceed two years.
- Denominator: Clients receiving a disposition during the reporting period. Clients with a Consent Decree, Dismissed, Nolle Prosequi or time expired disposition are excluded.

Turnover rates for youth care specialists



Objective

- Decrease the turnover rate for youth care specialists.

Issues

- None.

Action Plan

- Improve quality of worker supervision through improved supervision training.
- Analyze and report results of exit interviews reflecting specific reasons for front-line worker vacancy (e.g., promotion, voluntary separation, termination, etc.).
- Implemented new screening process to improve the quality of employees hired. Implemented new training program that improves cohesiveness of programs and improves staff knowledge.

Corrective Action Plan

- Not applicable.

Data Source

- SMART Database - hand count.



New Mexico Children, Youth & Families Department
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