

CHSDA STRATEGIC VISION AND PRIORITIES

6-2016

The Colorado Human Services Directors Association of Colorado (CHSDA) is a non-profit association representing the human service directors from Colorado's counties. CHSDA promotes a human services system that encourages self-sufficiency of families and communities and protects vulnerable children and adults from abuse and neglect.

CHSDA's Strategic Vision: A Value Curve Approach to Human Services

CHSDA has defined its strategic vision, which drives our work and is reflected in the priorities we adopt. CHSDA is committed to the development of prevention services, system integration, and outcome improvement, which is reflected in the Human Services Value Curve, to achieve healthy, thriving communities.

CHSDA embraces the Human Services Value Curve Framework and its implementation in our organizations as a way to improve outcomes for the people we serve. We recognize that counties must focus first on complying with state and Federal mandates and performance measures (regulative model). However, for counties to improve outcomes for the families that we serve, e.g., prevent abuse and neglect, or end the cycle of poverty, we must work toward increased collaboration and program/community integration to ultimately reach a generative level and ensure long-term individual and community success. That includes exploring innovative ways, including flexible funding, to share services in smaller counties and best practices across the state.

- Prevention services allow county human/social services departments to invest in families before they reach crisis levels. Early interventions include employment supports, access to quality child care, food and financial assistance, and access to mental health and substance abuse services. Investing in these and other community-based safety net resources provides front-end services that help our clients thrive and reduces high-cost institutional interventions.
- Providing early intervention services requires an integration of systems that can treat individuals in a comprehensive way. Integration includes both working collaboratively with community and other agency partners to build networks of services and also to provide wrap around services among various program areas within county departments of human/social services.
- CHSDA prioritizes outcomes-based practices that allow us to determine if our interventions and services improve the livelihoods of our clients and the overall well-being

of the communities we serve. CHSDA is committed to data-driven decision-making in the management and implementation of all services.

CHSDA Subcommittee Work

CHSDA's substantive subcommittees have identified their strategic priorities and the goals and action items they intend to work towards to achieve the larger strategic priority.

CHSDA Children and Families Subcommittee:

Strategic priority: Utilizing prevention and early intervention strategies to ensure that the child welfare system only places the right kids in the right level of care, which will ensure better outcomes in the lives of children and families. Ensuring that at-risk adults receive the same level of care and support that is received by families in the child welfare system.

Goals/Action items:

- Continuum of Care: CHSDA is committed to bolstering other services in the child welfare system, including prevention and early intervention efforts, to reduce the use of congregate care. This work directly supports the effort to ensure that the correct children are placed in the appropriate level of care.
- Data-analytics: CHSDA is committed to using data to prioritize and work towards improved strategic outcomes. This may include not only hold counties and the state accountable to certain outcome-focused measures, but also to utilizing data to better prevent abuse and neglect and make decisions about intervention in the lives of the families we serve.
- Funding: CHSDA is committed to ensuring that adequate funding is made available to counties for them to fully and effectively implement a child welfare system that can flexibly respond to the needs of our clients. We are committed to utilizing flexible funding streams that allow for early and appropriate interventions. We are also dedicated to addressing the capacity and workload demands identified in the Child Welfare Workload study, which means reducing system inefficiencies, building staff capacity, improving workforce recruitment and retention efforts, and monitoring against increased demands on the system without a subsequent reduction in unnecessary requirements and increase in funding.
- Child Welfare Staffing: CHSDA intends to focus on recruiting and retaining a quality child welfare workforce.
- Adult Protection Emphasis: CHSDA is committed to a reinvigorated emphasis on the care, support, and services available to at-risk adults in Colorado. This requires us

to prioritize staffing capacity, training, and the availability of services at the State and county levels.

CHSDA Economic Security Subcommittee:

Strategic Priority: Ensuring that human services clients are timely and appropriately served and implement strategic initiatives to help clients achieve self-sufficiency.

Goals/Action Items:

- **County Administration:** In order to ensure benefits and services are provided to our clients in a timely and accurate manner, CHSDA is committed to address statewide shortfalls in County Administration funding. Tracking the implementation of SB-190 will be critical to ensuring that sufficient capacity and resources exist to achieve performance outcomes.
- **CCCAP reform:** Implementation of HB-1317 requirements will necessitate strategic analysis of multiple factors including provider quality, provider rates and tiered reimbursement, and the impact on capacity to serve children within current funding levels.
- **Computer/Data Systems:** Counties are committed to ensuring the PEAK system and its interfaces to other systems are functional, accurate, and streamline experiences for clients and users, rather than creating unintended additional work-arounds or workload. CHSDA will also work to ensure CBMS, TRAILS, CHATS, CAPS, ASCES, and other statewide data systems are dependable and accurate to ensure human services clients are timely and appropriately served.
Performance and Accountability: CHSDA plans to set, communicate, and monitor performance and accountability for both CHSDA and its State partners. This includes identifying root causes of shortfalls and expecting mitigation strategies from responsible entities (CDHS, OIT, HCPF, etc.).
- **Health Care Implementation:** CHSDA is committed to working with all related partners to enhance health coverage opportunities and enrollment for Coloradans. This includes addressing a lack of connection to providers in some parts of the State, expectations to partner with RCCOs, developing and training our eligibility workforce to provide wraparound services, and help in the expansion of the number of Medicaid providers across the State.

CHSDA Finance Subcommittee:

Strategic Priority: Ensuring that available appropriated resources are equitably distributed among the counties, in the most flexible ways possible, to provide the necessary level of funding for effective human service programs. Pursuing adequate funding for any programs demonstrating insufficient resource availability.

Goals/Action Items:

- County Administration: CHSDA strives to assure that County Admin covers the cost of completing the actual workload faced by counties.
- Adult Protective Services: CHSDA is committed to working to close the gap in funding that resulted from actual increase in referrals versus the projected increase that occurred under SB13-111, which implemented mandatory reporting for at-risk elders. Similarly, counties will monitor the costs of implementing SB15-109, which implemented mandatory reporting for individuals with intellectual and developmental disabilities to make sure that counties have the resources and support necessary to best serve this at-risk population.
- Colorado Child Care Assistance Program (CCCAP): CHSDA is committed to making sure there are sufficient allocations to counties for them to run effective child care programs and plan to explore the concept and impacts of using County CCCAP Allocations on quality initiatives.
- Child Welfare Funding: There are a number of important topics that CHSDA will continue to monitor, including a fund restructure analysis and provider rate setting methodology reconsideration ordered by the General Assembly, an impending IV-E Waiver expiration, and federal legislation addressing child welfare funding.
- Temporary Aid to Needy Families (TANF): CHSDA will monitor TANF Reauthorization at the federal level and the developments related to implemented WIOA and its impacts on TANF.
- REAL Colorado: CHSDA is committed to reviving REAL Colorado, an initiative that fought against unfunded mandates, assured that data systems were adequate, reviewed rules for redundancies and inefficiencies, and prioritized the fiscal support necessary at the local level.
- Internal Priorities: The subcommittee will update the Fiscal Manual and will keep CHSDA membership informed of important developments with all programmatic allocations and funding levels.