

# New Mexico Child and Family Services Review Round 3 Program Improvement Plan

**State/Territory:** New Mexico

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**Date Resubmitted:** March 30, 2017

**Date Approved:**

**PIP Effective Date:**

**End of PIP Implementation Period:**

**End of Non-Overlapping Year:**

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**Reporting Schedule and Measurement Periods:** The Protective Services Division of the New Mexico Children, Youth and Families Department will be responsible for submitting bi-annual progress reports to the Children's Bureau. Reporting on the progress of Part One: Goals, Strategies, and Activities and Part Two: Case Review Items and Systemic Factors will occur every 6 months, beginning on June 30<sup>th</sup> within the Annual Progress and Services Report and then again on December 30<sup>th</sup>.

## Part One: Goals, Strategies and Activities

**Goal A:** Children are maintained safely in their home or in their foster care placements and will not experience repeat maltreatment. *(Safety Outcome 1 – Item 1; Safety Outcome 2 – Items 2 and 3; Permanency Outcome 1 – Item 4; Well-being Outcome 1 – Item 12C)*

**Strategy A1:** Implement a pre-initiation staffing process to ensure timely initiation of investigation.

**Activity 1:** Identify workgroup to include supervisors or managers to review and identify best practices/process related to pre-initiation staffing.

**Projected Completion Date:** 6/30/2016

**Activity 2:** Present identified practices/process to executive management for approval.

**Projected Completion Date:** 12/30/2016

**Activity 3:** Implement process into procedure and training materials to roll-out process statewide.

**Projected Completion Date:** 6/30/2017

**Activity 4:** Develop survey and solicit feedback from field staff on pre-initiation staffing process.

**Projected Completion Date:** 9/30/2017

**Activity 5:** Share survey results with PSD management and make recommend adjustments to pre-initiation staffing process as needed.

**Projected Completion Date:** 11/30/2017 and On-going as needed

**Strategy A2:** Require on-going training for new and existing CPS field workers, supervisors and managers to improve knowledge and skills in safety assessment and planning to reduce repeat maltreatment.

**Activity 1:** Identify safety assessment and safety planning training that will be offered to CPS field workers, supervisors and managers.

**Projected Completion Date:** 12/30/2016

**Activity 2:** Complete roll out and tracking of safety assessment and safety planning training.

**Projected Completion Date:** 9/30/2017

**Activity 3:** Establish feedback loop to evaluate training regarding safety assessment and planning and make adjustments to curriculum as necessary.

**Projected Completion Date:** On-going

**Strategy A3:**

Add requirement for monthly supervision and identify supervision process to improve worker knowledge, development and time management skills.

**Activity 1:** Identify how ROM can assist monthly supervision.

**Projected Completion Date:** 5/31/2016

**Activity 2:** Provide Results Oriented Management (ROM) training to all field supervisors and county office managers.

**Projected Completion Date:** 12/30/2016 and on-going

**Activity 3:** Develop a template to track one-on-one supervision and a mechanism to report back to county office managers and regional managers in order to improve accountability.

**Projected Completion Date:** 7/29/2016

**Activity 4:** Develop a process to guide monthly supervision.

**Projected Completion Date:** 6/30/2017

**Activity 5:** Implement supervision process into procedure and training materials to roll-out process statewide.

**Projected Completion Date:** 3/31/2018

**Activity 6:** All county offices will have at least one STEP graduate that will support the use of ROM in their office. Impact of STEP will be measured through formal program evaluations and presented to PSD management.

**Projected Completion Date:** 11/30/2017

**Strategy A4:**

PSD staff will improve communication and engagement with community providers to improve safety outcomes and reduce repeat maltreatment.

**Activity 1:** Identify workgroup to include supervisors or managers to review and identify best practices/process related to “warm hand-off’s”, to include a mechanism to assess impact on repeat referral.

**Projected Completion Date:** 2/27/2017

**Activity 2:** Present “warm hand-off” process and assessment mechanism to PSD management for approval.

**Projected Completion Date:** 3/31/2017

**Activity 3:** Implement warm-hand off process into procedure and training materials to roll-out statewide.

**Projected Completion Date:** 9/30/2017

**Activity 4:** Assess impact of “warm hand-offs” on repeat referrals.

**Projected Completion Date:** On-going

**Activity 5:** Review “warm hand-off” with PSD management and make adjustments as needed.

**Projected Completion Date:** On-going

**Activity 6:** Implement Family Support Services in select counties.

**Projected Completion Date:** 9/30/2016

**Activity 7:** Contract with community providers for the development of Child Advocacy Centers in 7 counties.

**Projected Completion Date:** 9/30/2016

**Activity 8:** Expand pilot Virtual Desktop Initiative (VDI) out to large metropolitan areas (Albuquerque Police Department, Bernalillo County Sherriff’s Office, MVRDA, Sandoval)

**Projected Completion Date:** 7/31/2017

**Goal B:** Children will have permanency and stability in their living situations. (*Permanency Outcome 1 – Items 4, 5, and 6; Permanency Outcome 2 – Items 7, 8, 9, 10 and 11; Well-being Outcome 1 – Items 14 and 15; Systemic Factors: Case Review System, Foster Parent Licensing, Recruitment and Retention*)

**Strategy B1:** Improve timeliness permanency for children in care through streamline case staffing process and data informed decision making.

**Activity 1:** Revise current pacing permanency staffing in procedure to include supervisor/worker staffing on all cases regardless of permanency plan every 90 days.

**Projected Completion Date:** 6/30/2017

**Activity 2:** Meet with Court Improvement Project and Administrative Office of the Courts to identify barriers that impede case progress and gather input to aid case staffing process.

**Projected Completion Date:** 12/31/2016

**Activity 3:** Prioritize referrals to Time Limited Reunification providers to focus children with a reunification plan who have been in custody for 12 months or less.

**Projected Completion Date:** 7/8/2016

**Strategy B2:** Increase number of licensed foster homes in all regions through target recruitment and improved customer service.

**Activity 1:** Track progress in reducing time frames to licensure with the launch of foster parent navigators.

**Projected Completion Date:** On-going

**Activity 2:** Provide quarterly technical assistance to county recruitment teams in the maintenance of their county target recruitment plans.

**Projected Completion Date:** 12/31/2016

**Activity 3:** Develop a self-service mechanism in which prospective foster parents can check the status of their application/ licensing process.

**Projected Completion Date:** 6/30/2017

**Activity 4:** Create and launch a blended learning platform for RAFT to provide more flexibility in initial training for new foster parents.

**Projected Completion Date:** 12/31/2016

**Strategy B3:**

Increase retention of trained and licensed foster parents.

**Activity 1:** Utilize tracking of newly licensed and existing foster parents to identify those counties needing resources and technical support in foster parent retention; and assist in on-going evaluation of target recruitment plans.

**Projected Completion Date:** 3/31/2017

**Activity 2:** Increase placement workers in select counties to decrease caseload.

**Projected Completion Date:** 2/28/2017

**Activity 3:** Standardize placement worker responsibilities statewide to optimize support to foster parents.

**Projected Completion Date:** 12/30/2017

**Activity 4:** Use Pull Together campaign as a resource for foster families in utilizing city, county and private partners to provide free or low cost recreational activities to foster parents.

**Projected Completion Date:** 3/31/2017

**Strategy B4:**

Support and preserve family connections for children, and increase safe and appropriate kinship placements for children in foster care.

**Activity 1:** Work with Capacity Building Center for States to diagnose challenges in agency culture that will require a shift in practice within Protective Services Division in making family connections a priority for children in foster care.

**Projected Completion Date:** 10/31/2016

**Activity 2:** Based on information gathered from Activity 1, develop strategies and implementation changes in practice in engaging relatives.

**Projected Completion Date:** 3/27/2017

**Activity 3:** Work with stakeholders to develop an advisory group to assist PSD in the ensuring relative connections are a priority within the division.

**Projected Completion Date:** 3/27/2017

**Activity 4:** Focus on increasing initial placement and on-going placement with relatives when appropriate and safe.

**Projected Completion Date:** 7/28/2017

**Activity 5:** Provide training to foster parent in understanding the impact and significance of preserving connections for children through RAFT and menu of on-going training options for foster parents.

**Projected Completion Date:** 12/31/2017

**Strategy B5:**

Improve frequency and quality of visitation.

**Activity 1:** Scale out practice (Chaves County Experiment) of visiting parents in their living situations monthly region by region until fully implemented statewide.

**Projected Completion Date:** SE Region – 04/30/2016

Metro Region – 6/1/2016

NW Region – 06/30/2016

NE Region – 7/30/2016

SW Region – 7/30/2016

**Activity 2:** Track to ensure that parents are visited in their living situation every month by the worker.

**Projected Completion Date:** 10/30/2016

**Activity 3:** Revise procedure to amend worker/child visitation include “alone time” between the worker and children in foster care.

**Projected Completion Date:** 6/30/2017

**Activity 4:** Include the re-evaluation of sibling separation as part of the implementation of supervisor/worker staffing on all cases regardless of permanency plan every 90 days.

**Projected Completion Date:** 6/30/2017

**Activity 5:** Implement special population review protocol to assess frequency and quality of sibling visitation to include the re-evaluation of sibling separation.

**Projected Completion Date:** Beginning in June 2017 and on-going through remainder of PIP period.

**Activity 6:** Use data from special population review inform supervisors, managers, and bureau chiefs.

**Projected Completion Date:** On-going

**Goal C:** Foster and birth parents have enhanced capacity to provide for their children's needs and children will receive services to meet their physical and mental health needs. (*Well-being Outcome 1 – Items 12 and 13; Well-being Outcome 3 – Items 17 and 18; Systemic Factor Service Array and Resource Development – Items 29 and 30*)

**Strategy C1:** Improve access to behavioral health services for children and families.

**Activity 1** Review findings and recommendations as a result of the white space study collaboration between CYFD Behavioral Health Services and New Mexico Legislative Finance Committee.

**Projected Completion Date:** 07/31/2017

**Activity 2:** Develop flow charts, desk reference guide for navigation of managed care organizations.

**Projected Completion Date:** 12/31/2016

**Activity 3:** In conjunction with Behavioral Health Services, provide each county with information on the navigation of managed care system as well as contact information for each managed care organization, and provide on-going training to PSD field staff.

**Projected Completion Date:** 6/30/2017

**Activity 4:** Work with Behavioral Health Services to provide dedicated email address to PSD field staff, so that field staff may report when there are delays in the service array or when services are unavailable.

**Projected Completion Date:** 07/31/2017

**Activity 5:** Based on feedback from dedicated email address in activity 4, Protective Services will work with Behavioral Health Services to identify gaps and mitigate barriers.

**Projected Completion Date:** 11/30/2017

**Activity 6:** Behavioral Health Services will reach out to existing service providers identified through dedicated email service described in activities 4 and 5, to provide technical assistance and training to support expansion of services.

**Projected Completion Date:** 01/31/2018

**Strategy C2:** Implement NM Wraparound CARES; provide training to support implementation and improve parental engagement in case planning.

**Activity 1:** Provide Wraparound facilitator training in targeted areas.

**Projected Completion Date:** 6/30/2017

**Activity 2:** Provide trainings that support staff participation in Wraparound statewide: NM CARES Decision Making, Youth Engagement and Family Engagement.

**Projected Completion Date:** 6/30/2017

**Strategy C3:**

Implement a strategy for improving the assessment of and response to the medical and dental health needs of children.

**Activity 1:** Work with Capacity Building Center for States to diagnose challenges in providing appropriate and timely assessment and response to the medical and dental health needs of children.

**Projected Completion Date:** 10/31/2016

**Activity 2:** Based on information gathered from Activity 1, develop strategies to improve practice regarding appropriate and timely assessment and response to the medical and dental health needs of children.

**Projected Completion Date:** 3/27/2017

**Activity 3:** Implement best practices/strategies into procedure and training materials to roll-out statewide.

**Projected Completion Date:** 8/31/2017

**Activity 4:** As part of case staffing process add to procedure the transfer of medical/dental information when there is a case transfer or placement change.

**Projected Completion Date:** 6/30/2017

**Goal D:**

Address systemic factors to improve child safety, permanency and well-being.

**Activity 1:** Revise procedure to ensure that placement changes are updated within 48 hours in FACTS.

**Projected Completion Date:** 6/30/2017

**Activity 2:** Revise procedure to ensure notification of hearing to foster care providers is sent at least 7 days prior to the hearing and that the hearing notice is being sent to the correct placement address.

**Projected Completion Date:** 6/30/2017

**Activity 3:** Revise procedure to include guidance to foster care providers around the 6 hours of required on-going training.

**Projected Completion Date:** 12/30/2017

**Activity 4:** With increase in placement workers, include completion of ICPC studies within 60 days.

**Projected Completion Date:** 6/30/2017

**Activity 5:** Revise procedure to include that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.

**Projected Completion Date:** 12/30/2017



## Part Two: Case Review Items Measurement and Systemic Factors

**Instructions:** Refer to CFSR Technical Bulletin #9 for information on identifying which items require measurement.

**Reporting Schedule and Measurement Periods:** The Protective Services Division of the New Mexico Children, Youth and Families Department will be responsible for submitting bi-annual progress reports to the Children’s Bureau. Reporting on the progress of Part One: Goals, Strategies, and Activities and Part Two: Case Review Items and Systemic Factors will occur every 6 months, beginning on June 30<sup>th</sup> within the Annual Progress and Services Report and then again on December 30<sup>th</sup>.

Case Review data will consist of QA data collected from the selected PIP sites that are reviewed annually April through September.

### Case Review Items

Case Review Item	Baseline	Improvement Goal
<b>Item 1</b> – Timeliness of Initiating Investigations of Reports of Child Maltreatment.	70.3% (26/37)	79.9%
<b>Item 2</b> – Services to Family to Protect Children in the Home and Prevent Removal or Re-entry into Foster Care.	61.9% (26/42)	71.5%
<b>Item 3</b> – Risk and Safety Assessment and Management.	49.2% (32/65)	57.2%
<b>Item 4</b> -Stability of foster care placement. (Refer to ROM Data Measure in the previous table	65% (26/40)	74.7%
<b>Item 5</b> -Permanency goal for the child.	74% (28/38)	82.8%
<b>Item 6</b> - Achieving reunification, guardianship, adoption, or other planned permanent living arrangement. (Refer to ROM Data Measure in previous table).	40% (16/40)	49.9%
<b>Item 12</b> – Needs and Services of Child, Parents, and Foster Parents.	49.2% (32/65)	57.2%

Case Review Item	Baseline	Improvement Goal
Item 12A – Needs Assessment and Services to Children.	84.6% (55/65)	NA
Item 12B – Needs Assessment and Services to Parents	47.3% (26/55)	NA
Item 12C – Needs Assessment and Services to Foster Parents	89.7% (35/39)	NA
Item 13 – Child and Family Involvement in Case Planning	64.1% (41/64)	71.7%
Item 14 – Caseworker Visits with Child	78.5% (51/65)	85.0%
Item 15 – Caseworker Visits with Parents	54.5% (30/55)	63.1%

**Data Source and Approach to Measurement:** A total of 65 case were reviewed (40 FC and 25 In Home) across 6 county sites for the state conducted CFSR. The county sites were chosen to represent all five of the regions, the diversity of the state, and a mix of urban and rural populations. The sites include the state’s largest metropolitan area, a county with a significant Native American population, and a county bordering Mexico. The sites are Bernalillo, Sandoval, San Miguel, Dona Ana, San Juan, and Chaves Counties. The same sites will be reviewed annually for ongoing PIP Measurement. New Mexico will utilize the same sampling process and case review process approved by the Children’s Bureau for ongoing PIP Measurement. The case review sample and schedule document is attached. Note that the case review schedule will replicate though the end of the non-overlapping review period.

**Systemic Factor Items:** Systemic Factor items will not require quantifiable measurement.

Systemic Factor Item	Improvement Goal
<p><b>Item 19-</b> Statewide Information System</p>	<p>Improve timeliness and accuracy of data entered in FACTS through increased training and staff coaching.</p> <ol style="list-style-type: none"> <li>1. The RAD Bureau will offer a monthly webinar on key data entry and case management activities to improve staff literacy in FACTS.</li> <li>2. The RAD Bureau will provide 12 hours of FACTS training as part of Foundations of Practice (FOP). The RAD Bureau will provide coaching opportunities to new staff after foundations by contacting new employees within one month of completion of FOP.</li> <li>3. The RAD Bureau will provide monthly reports to management for the purpose of improving data quality.</li> </ol>
<p><b>Data Source and Approach to Measurement:</b> Track employee participation in FACTS training and coaching activities and report semi-annually.</p>	
<p><b>Item 20:</b> Case Review System – Written Case Plan</p>	<p>Improve the involvement of parent in jointly creating case plans that will meet the unique needs of the parent.</p> <ol style="list-style-type: none"> <li>1. Amend procedure to include steps to increase parent engagement and parent participation in case staffing, including participation in 90 day case staffing process as appropriate.</li> <li>2. Include parent engagement in training</li> <li>3. Include parent engagement in supervision model</li> <li>4. Survey to bio parents to be given at beginning of case and end of case</li> </ol>
<p><b>Data Source and Approach to Measurement:</b> Track parental engagement through surveys given at the beginning of a case and the end of case. PSD will achieve a strength rating of 71.7% or better as part of the case review.</p>	
<p><b>Item 23:</b> Case Review System - Termination of Parental Rights</p>	<p>Improve timeliness of the filing of termination of parental rights.</p> <ol style="list-style-type: none"> <li>1. Develop a batch report that provides information on the timely filing of TPR at a statewide aggregate level.</li> <li>2. Ensure CCA's are included in the 90 day case staffings addressing termination of parental rights to address plans moving forward and any barriers to TPR.</li> <li>3. Track improvement through batch report developed in activity 1.</li> </ol>

Systemic Factor Item	Improvement Goal
<b>Data Source and Approach to Measurement:</b> Track progress through batch report that provides information on timely filing of TPR.	
<b>Item 24:</b> Case Review System – Notice of Hearings and Reviews to Caregivers	<ol style="list-style-type: none"> <li>1. Revise procedure to ensure notification of hearing to foster care providers is sent at least 7 days prior to the hearing and that the hearing notice is being sent to the correct placement address.</li> <li>2. The RAD Bureau will offer a monthly webinar on key data entry and case management activities to improve staff literacy in FACTS to include the importance of updating placement changes and ensuring foster parent addresses are current and correct.</li> <li>3. Add a question to the Legal review to determine if there was proof of service to the correct foster home.</li> </ol>
<b>Data Source and Approach to Measurement:</b> Add questions to QA Legal tool to determine there was proof of service to the correct foster home.	
<b>Item 26:</b> Staff and Provider Training – Initial Staff Training	<ol style="list-style-type: none"> <li>1. Review Foundations of Practice to ensure inclusion of policy, procedure, and FACTS training.</li> <li>2. Review Foundations of Practice to ensure curriculum addresses skills needed in all practice areas, in particular In-Home Services and Permanency Planning.</li> <li>3. On the Job Training</li> <li>4. Collect evaluation data gathered at pre and post attendance of FOP.</li> <li>5. PSD review of FOP curriculum annually to ensure all practice areas are being addressed.</li> </ol>
<b>Data Source and Approach to Measurement:</b> Track through surveys sent to worker 3 months after completion of FOP.	
<b>Item 27:</b> Staff and Provider Training – Ongoing Staff Training	<ol style="list-style-type: none"> <li>1. Develop a plan on providing 12 hours of training annually to include safety assessment and safety planning every two years.</li> <li>2. Revise procedure to include that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.</li> </ol>
<b>Data Source and Approach to Measurement:</b> Track on-going training.	
<b>Item 28:</b> Staff and Provider Training - Foster and Adoptive Parent Training	<ol style="list-style-type: none"> <li>1. Develop a plan on guidance to foster care providers around the six hours of required on-going training.</li> <li>2. Revise procedure to include guidance to foster care providers around the 6 hours of required on-going training.</li> </ol>
<b>Data Source and Approach to Measurement:</b> Develop tracking of on-going foster care provider training.	
<b>Item 29:</b> Service Array and Resource Development – Array of Services	<b>See Goal C, Strategies C1 and C2</b>

Systemic Factor Item	Improvement Goal
<b>Data Source and Approach to Measurement:</b>	
<b>Item 30:</b> Service Array and Resource Development – Individualizing Services	<b>See Goal C, Strategies C1 and C2</b>
<b>Data Source and Approach to Measurement:</b>	
<b>Item 31:</b> Agency Responsiveness to the Community – State Engagement and Consultation with Stakeholder Pursuant to the CFSP and APSR.	<ol style="list-style-type: none"> <li>1. Stakeholder Meetings with DV Providers monthly</li> <li>2. Stakeholder Meetings with TFC/CPA Agencies quarterly</li> <li>3. Stakeholder Meetings with Tribes and Pueblos quarterly</li> </ol>
Feedback from Stakeholder meetings shared with PSD and CYFD management to guide decision making and create a more collaborative approach.	
<b>Item 35:</b> Foster and Adoptive Parent Licensing, Recruitment, and Retention – Diligent Recruitment of Foster and Adoptive Homes.	<b>See Goal B, Strategies B2, B3 and B4</b>
<b>Data Source and Approach to Measurement:</b>	
<b>Item 36:</b> Foster and Adoptive Parent Licensing, Recruitment, and Retention – State Use of Cross-Jurisdictional Resources for Permanent Placements	<ol style="list-style-type: none"> <li>1. Include requirement in procedure that out of state requests for home studies must be completed within 60 days per ICPC regulations.</li> <li>2. Include in placement 101 training that will be rolled out in February 2017 statewide.</li> </ol>
<b>Data Source and Approach to Measurement:</b> Track timely completion of out of state home study request through the PSD ICPC Access database.	

## Appendix A: Review Schedule and Sampling Process

### State of New Mexico: Children Youth and Families Department

#### 2016/2017 Program Improvement Plan (PIP) Review Schedule and Sampling Process

#### REVIEW PLAN FOR PIP YEARS 2016 AND 2017

During the 2016 and 2017 calendar years, CYFD’s Quality Assurance Team will review a total of twelve cases per month using the Child and Family Services On Site Review Instrument. Unless otherwise noted, 8 foster care cases and 4 in home cases will be randomly selected for review. The review instruments will be completed in the CQI site of the Online Management System. Each of the six counties reviewed for the CFSR (Bernalillo, Dona Ana, San Juan, Sandoval, San Miguel, and Chaves) will be reviewed in 2016 and in 2017. The State’s largest metropolitan site, Bernalillo County, will be reviewed two times each year. The CFSR sites will be reviewed from April-September of each year, consistent with the months they were reviewed for CFSR. Following is the schedule for calendar years 2016 and 2017. **The case review schedule will replicate through the end of the non-overlapping PIP measurement period.**

2016/2017 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
April 11-15, 2016	Bernalillo*	3	4/1/15-9/30/15	4/1/15-11/14/15	4/1/15-4/11/16	8 Foster Care 4 In Home (CYFD & Contract)
May 9-13-, 2016	Dona Ana*	5	5/1/15-10/31/15	5/1/15-12/15/15	5/1/15-5/9/16	8 Foster Care 4 In Home (CYFD & Contract)

2016/2017 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
June 13-17, 2016	San Juan*	1	6/1/15-11/30/15	6/1/15-1/14/16	6/1/15-6/13/16	8 Foster Care 4 In Home (CYFD)
July 11-15, 2016	Sandoval/San Miguel*	1 & 2	7/1/15-12/31/15	7/1/15-2/14/16	7/1/15-7/11/16	8 Foster Care 4 In Home (CYFD)
August 15-19, 2016	Chaves*	4	8/1/15-1/31/16	8/1/15-3/16/16	8/1/15-8/15/16	8 Foster Care 4 In Home (CYFD)
September 12-16, 2016	Bernalillo*	3	9/1/15-2/29/16	9/1/15-4/14/16	9/1/15-9/12/16	8 Foster Care 4 In Home (CYFD & Contract)
April 2017	Bernalillo*	3	4/1/16-9/30/16	4/1/16-11/14/16	4/1/16-Date of Review	8 Foster Care 4 In Home
May 2017	Dona Ana*	5	5/1/16-10/31/16	5/1/16-12/15/16	5/1/16-Date of Review	8 Foster Care 4 In Home
June 2017	San Juan*	1	6/1/16-11/30/16	6/1/16-1/14/17	6/1/16-Date of Review	8 Foster Care 4 In Home
July 2017	Sandoval/San Miguel*	1 & 2	7/1/16-12/31/16	7/1/16-2/14/17	7/1/16-Date of Review	8 Foster Care 4 In Home

2016/2017 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
August 2017	Chaves*	4	8/1/16-1/31/17	8/1/16-3/16/17	8/1/16-Date of Review	8 Foster Care 4 In Home
September 2017	Bernalillo*	3	9/1/16-2/29/17	9/1/16-4/14/17	9/1/16-Date of Review	8 Foster Care 4 In Home
Total						96 Foster Care 48 In Home 144 Total

\*CFSR Site

### SAMPLING PROCESS

Foster Care Sample: The sampling frame for the state's foster care population consists of a list of all children served in the county being reviewed as reported on the AFCARS Foster Spread File (Excel spreadsheet) generated by CYFD's data system, FACTS, for the input parameters of the designated rolling sampling period. The AFCARS Foster Spread File contains case level information for all children in foster care for whom CYFD has responsibility for placement, care or supervision during the reporting period designated by the input parameters. The report selects all children in care for at least 24 hours during the parameter timeframe and includes children who enter, exit or remain in care during the parameter period. The AFCARS population also includes children on trial home visit or runaway status, and children placed by the State agency in an out of state placement.

#### Sampling Process

1. The AFCARS Foster Spread File Report will be sorted by county using the CD FIPS Code.
2. Each child in the county will be numbered.
3. A random selection will be identified utilizing the Excel randomizer formula to select cases.



4. The selected cases are then eliminated based upon the specified case elimination criteria, including scheduled case related interviews, until a viable sample is identified.
5. Eliminated cases will be identified with the reason for exclusion in the Excel Spread Sheet.

Native American Population: In order to ensure that Native American children are included in the review sample, San Juan and McKinley Counties have been selected as review sites. 13% of the population in New Mexico is Native American. For the reviews in these counties, a minimum of 10% of the foster care cases reviewed will be Native American children. During the case selection process for these County Reviews, CYFD will stratify the sample to ensure inclusion of this minimum 10% Native American children. If more than 10% of the sample is Native American, it will not be a basis for case elimination.

Case Elimination Criteria:

1. A case in which a sibling of a child is already included in the review sample.
2. A case in which the child is in foster care for fewer than 24-hours.
3. A case in which the child was on a trial home visit during the entire period under review.
4. A case which was open for subsidized adoption payment only.
5. A case in which the child reached the age of 18 before the period under review.
6. A case in which the child is in the care and responsibility of another state, and CYFD is providing supervision through an ICPC agreement.
7. A case in which the child's adoption or guardianship was finalized prior to the period under review.
8. A case in which the child was placed for the entire period under review in a locked juvenile facility or other placement that does not meet the federal definition of foster care.
9. A case in which the identified child was placed in foster care for a short term, and there is already one short term foster care case included in the sample. Short term foster care is defined as 30 days or less in substitute care. The purpose of this criteria is to ensure that sampling process will not eliminate all short term foster care cases from the review, while at the same time limiting the number of short term cases to no more than one short term foster care case per review site. If a short term case is randomly selected for the review at a given site, any additional short term cases selected for that site would be eliminated.
10. A case in which a single worker is over-represented in the review sample. No more than 75% of the review sample will be represented by a single worker. In the event that a single worker represents more than 75% of the sample, the last case selected will be replaced.
11. A case in which sufficient case related interviews could not be scheduled in order to adequately inform the case rating decisions.
  - a. Required case related interviews (or adequate substitutions as described below) include, the primary agency worker, one or both parents or adoptive parents if applicable during the period under review, the target child when they are school age or older and developmentally able to participate, foster parent(s), and one or more service providers involved with the family during the period under review. Other interviews may be added as needed to inform the case review.

- b. The QA team member assigned to schedule the interviews will document all attempts to schedule interviews and the reasons why any were not scheduled, including whether it was because the participant could not be reached or declined to participate.
- c. In the event that a required interview with a worker cannot be scheduled, the supervisor may be interviewed in his or her place.
- d. In the event that a required interview with a parent, child, or services provider could not be completed, the QA team member assigned to schedule the interviews will consult with the QA Manager or designee to determine if another interview can be added to fully inform the case ratings for the review. If an alternate interview cannot be identified, or it is determined that there is insufficient information to complete the instrument/ratings, the case will be eliminated.
- e. In the event that a scheduled interview is not completed due to no show or cancellation during the On Site Review, the review team will consult with the QA Manager or designee as soon as possible to determine if another interview could be added to fully inform the case ratings for the review. If an alternate interview cannot be identified and there is insufficient information to complete the instrument/ratings, the case will be eliminated and the back-up case will be reviewed.

Oversampling: For each county review, the remainder of the randomized sample frames will be utilized as the oversample.

In Home Services Sampling Frame: The sampling frame for the state's In Home Services population consists of a list of all children served in the county being reviewed as reported on the SM08a01 Active In Home Services Report, for the input parameters of the designated rolling sampling period, combined with a list of all families receiving In Home Services through any contract provider utilizing IV-B Funds. The SM08a01 is generated by CYFD's data system, FACTS, and tracks key reporting items required for In Home Services cases including a Voluntary Services Intake and a completed In Home Services case plan. For the counties, in which In Home Services are provided through a contract agency, a list of families served is obtained from the contract administrator.

#### Sampling Process

1. Since the SM08a01 Report is a list of all children receiving CYFD In Home Services during the parameter period, duplicate case numbers will be eliminated so that a list of families receiving services is identified.
2. The list will be sorted by county.
3. The list of families receiving CYFD In Home Services in the identified review county will be combined, as applicable, with the list of families receiving In Home Services through any contract providers.
4. Each family in the county will be numbered.
5. A random selection will be identified utilizing the Excel randomizer formula to select cases.
6. The selected cases are then eliminated based upon the specified case elimination criteria, including scheduled case related interviews, until a viable sample is identified.

Oversampling: For each county review, the remainder of the randomized sample frames will be utilized as the oversample.

Case Elimination Criteria:

1. A case in which In Home Services is open for fewer than 45 consecutive days during the period under review.
2. A case in which any child in the family was in foster care for more than 24 hours during the period under review.
3. A case in which a single worker is over-represented in the review sample. No more than 75% of the review sample will be represented by a single worker. In the event that a single worker represents more than 75% of the sample, the last case will selected will be replaced.
4. A case in which sufficient case related interviews could not be scheduled in order to adequately inform the case rating decisions.
  - a. Required case related interviews include, the primary agency worker, parent(s), at least one child in the family when they are school age or older and developmentally able to participate, and one or more service providers involved with the family during the period under review. Other interviews may be added as needed to inform the case review.
  - b. The QA team will document attempts to schedule interviews and the reasons why any interviews were not scheduled, whether it is because the participant could not be reached or declined to participate.
  - c. In the event that a required interview with a worker cannot be scheduled, the supervisor may be interviewed.
5. In the event that one or more interviews could not be completed for a given case review, the reviewers will consult with the QA Manager or designee to determine if the case should be eliminated or if there is sufficient information available to inform the case review. The assigned reviewers will notify the site lead as soon as it becomes evident that a case may need to be eliminated. In addition to interview of agency staff, at minimum, one non-agency interview (parent, child, caregiver, or service provider) is required or the case will be eliminated.

Period Under Review

The CFSR PIP Period Under Review (PUR) will be from the first day of the rolling sampling period through the date of the review.

<b>Review Dates</b>	<b>County</b>	<b>Period Under Review (From onset of Sampling Period – Date of Review)</b>
April 11-15, 2016	Bernalillo*	4/1/15-4/15/16
May 9-13, 2016	Dona Ana*	5/1/15-5/13/16
June 13-17, 2016	San Juan*	6/1/15-6/17/16
July 11-15, 2016	Sandoval/San Miguel*	7/1/15-7/15/16

<b>Review Dates</b>	<b>County</b>	<b>Period Under Review (From onset of Sampling Period – Date of Review)</b>
August 15-19, 2016	Chaves*	8/1/15-8/19/16
September 12-16, 2016	Bernalillo*	9/1/15-9/16/16
April 2017	Bernalillo*	4/1/16-Date of Review
May 2017	Dona Ana*	5/1/16- Date of Review
June 2017	San Juan*	6/1/16-Date of Review
July 2017	Sandoval/San Miguel*	7/1/16-Date of Review
August 2017	Chaves*	8/1/16-Date of Review
September 2017	Bernalillo*	9/1/16-Date of review

Please direct any questions or other feedback concerning this schedule and the sampling process to Karla Young.

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## Appendix B: PIP Measurement Plan Goal Calculation Worksheet

### New Mexico: CFSR Program Improvement Plan (PIP) Measurement Plan Goals

Case Review Items requiring measurement in the PIP based on the state's CFSR Round 3 findings and TB#9. 2015 State-conducted CFSR findings are used to establish the state's PIP baselines and goals.

CFSR Items	Item Description	Z value for 80% Confidence Level <sup>1</sup>	Number of applicable cases <sup>2</sup>	Number of cases rated a Strength	PIP Baseline <sup>3</sup>	Baseline Sampling Error <sup>4</sup>	PIP Goal <sup>5</sup>
<b>Item 1</b>	Timeliness of Initiating Investigations of Reports of Child Maltreatment	1.28	37	26	70.3%	0.09618124 6	79.9%
<b>Item 2</b>	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	1.28	42	26	61.9%	0.09591415 4	71.5%
<b>Item 3</b>	Risk and Safety Assessment and Management	1.28	65	32	49.2%	0.07937283 5	57.2%
<b>Item 4</b>	Stability of Foster Care Placement	1.28	40	26	65.0%	0.09653186	74.7%
<b>Item 5</b>	Permanency Goal for Child	1.28	38	28	73.7%	0.09143523 6	82.8%
<b>Item 6</b>	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	1.28	40	16	40.0%	0.09914837 4	49.9%
<b>Item 12</b>	Needs and Services of Child, Parents, and Foster Parents	1.28	65	32	49.2%	0.07937283 5	57.2%
<b>Item 13</b>	Child and Family Involvement in Case Planning	1.28	64	41	64.1%	0.07677076 3	71.7%
<b>Item 14</b>	Caseworker Visits With Child	1.28	65	51	78.5%	0.06526630 7	85.0%
<b>Item 15</b>	Caseworker Visits With Parents	1.28	55	30	54.5%	0.08594024 1	63.1%

Explanatory Notes:

- 1) Z-values: Represents the standard normal (Z) distribution of a data set and measures the number of standard errors to be added and subtracted in order to achieve our desired confidence level (the percentage of confidence we want in the results). In order to have 80% confidence in the results of the sample data, a Z-value of 1.28 is used to calculate the margin of error.
- 2) Minimum Number of Applicable Cases: Identifies the minimum number of applicable cases used to establish the baseline based on the CF SR final report.
- 3) PIP Baseline: Percentage of applicable cases reviewed rated a strength for the specified CF SR item.
- 4) Baseline Sampling Error: Represents the margin of error that arises in a data collection process as a result of using a sample rather than the entire universe of cases.
- 5) PIP Goal: Calculated by adding the sampling error to the baseline percentage.

## Appendix C: PIP Sampling Process for Insufficient In-Home Services Case Available for Review

This appendix C refers to the PIP sampling process that New Mexico agreed to use in the event of insufficient In-Home Services cases available for review.

In preparing for the upcoming Quality Assurance reviews designated as PIP sites, it was determined that New Mexico will be unable to secure a sufficient sample of In Home cases to conduct the review as planned in two of the six counties scheduled for review, San Juan County in June 2016 and Chaves County in 2016. For each PIP site we planned to review 8 foster care and 4 In Home cases. The April and May 2016 reviews in Bernalillo and Dona County have already been completed. Please note there is no planned changes to the FC selection process.

The CYFD Team met with the Children's Bureau and the MASC Team to discuss options and the following strategies were discussed:

- **Expand the sampling period for In Home up to the date of the review.**

*San Juan County has hired an In Home practitioner who was assigned cases beginning in April 2016. By expanding the sampling period to the date of the review, four additional In Home Cases were identified, but only one was eligible for review. Two were eliminated because the children in the family were placed in foster care during the period under review and one because it was not open a minimum of 45 days during the period under review and would not be eligible for the review until 6/25/16, after the review week was completed.*

- **Expand the eligible cases for the In Home Review to include the IFIS cases in San Juan County.**

*IFIS is a voluntary service program. Families were referred from investigation to a permanency planning worker without legal intervention or placement in foster care. The permanency planning worker provided case management services to the family. The county office provided a log of all cases that were referred to IFIS. There were three cases on the list that were open for the minimum 45 days during the review period. These three cases were selected for the review. One case is open with a new investigation The other two cases are closed. The QA staff is making efforts to locate and schedule interviews with these families. The established review criteria requires that cases be dropped from review if the required interviews are not scheduled. However since there are no back up cases, the review will proceed with the interviews that are secured and a decision made after the review if there was sufficient information to adequately inform the review process. If selected In Home or IFIS cases are eliminated after the San Juan case than a proportional number of cases will need to be added from the remaining sites to replace the eliminated cases.*

- **Increase the sample size in the remaining three counties with In Home Services programs to replace the sample for Chaves County.**

*In preparation for the upcoming review, a sample of In Home cases was pulled for the period for of 8/1/15-5/31/16 to determine whether there will be a sufficient sample of cases in the remaining three counties to expand the sample size by four cases. Although these cases have not yet been searched to determine how many will be eliminated because the children entered foster care of because they were not open a sufficient number of days it does appear that there is enough cases to select a sample.*

Review Week	Review Site	Total Number of available cases to sample (8/1/15-5/31/16)	Proposed sample size.
July 11-15, 2016	San Miguel	33 In Home Cases	Expand sample from 2 cases to 3 cases
July 11-15, 2016	Sandoval	26 In Home Cases	Expand sample from 2 cases to 3 Cases
September 12-16, 2016	Bernalillo	160 In Home Cases	Expand from 4 cases to 6 cases

2016 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
April 11-15, 2016	Bernalillo*	3	4/1/15-9/30/15	4/1/15-11/14/15	4/1/15-4/11/16	8 Foster Care 4 In Home (CYFD & Contract)
May 9-13-, 2016	Dona Ana*	5	5/1/15-10/31/15	5/1/15-12/15/15	5/1/15-5/9/16	8 Foster Care 4 In Home (CYFD & Contract)
June 13-17, 2016	San Juan*	1	6/1/15-11/30/15	6/1/15-6/10/16	6/1/15-6/13/16	8 Foster Care 1 In Home (CYFD) 3 IFIS (CYFD)



2016 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
July 11-15, 2016	Sandoval/San Miguel*	1 & 2	7/1/15-12/31/15	7/1/15-7/1/16	7/1/15-7/11/16	8 Foster Care 6 In Home (3 San Miguel, 3 Sandoval) (CYFD)
August 15-19, 2016	Chaves*	4	8/1/15-1/31/16	NA	8/1/15-8/15/16	8 Foster Care 0 In Home
September 12-16, 2016	Bernalillo*	3	9/1/15-2/29/16	9/1/15-9/1/16	9/1/15-9/12/16	8 Foster Care 6 In Home (CYFD & Contract)
Total						48 Foster Care 24 In Home 72 Total

Please direct any questions or other feedback concerning this schedule and the sampling process to the QA Manager.

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