

**NEW MEXICO  
ANNUAL PROGRESS & SERVICES REPORT  
2010 – 2011**

**— NM 2009 – 2014 CHILD & FAMILY SERVICES PLAN —**

**SUBMITTED TO:  
CHILDREN'S BUREAU  
ADMINISTRATION FOR CHILDREN AND FAMILIES  
U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES**

**SUBMITTED BY:  
PROTECTIVE SERVICES DIVISION  
NEW MEXICO CHILDREN, YOUTH & FAMILIES DEPARTMENT**

**JUNE 30, 2011**

## TABLE OF CONTENTS

I.	Introduction .....	1
A.	PSD Overview & Structure .....	1
B.	Mission, Vision, Outcomes, Values and Principles .....	2
C.	Consultation & Coordination .....	4
II.	Reviews & New Directions.....	6
A.	CFSR and PIP .....	6
B.	IV-E Eligibility Review .....	6
C.	The New Mexico Piñon Project .....	8
III.	PSD Service Continuum and Description of Major Program Areas .....	11
A.	Continuum of Services .....	11
B.	Description of Major Program Areas .....	12
1.	Child Welfare Services .....	12
2.	Promoting Safe and Stable Families Program (PSSF).....	16
3.	CAPTA .....	20
4.	Chafee Foster Care Independence Program .....	20
5.	Education and Training Vouchers.....	20
C.	Decision Making Process.....	21
IV.	Child Welfare and PSSF Goals, Objectives, and Strategies .....	22
A.	Goal 1: Safety .....	23
B.	Goal 2: Permanency .....	31
C.	Goal 3: Well-Being .....	38
D.	Goal 4: CSFR Systemic Factors .....	44
V.	Coordination with Tribes.....	57
VI.	Health Care Services.....	64
VII.	Disaster Planning .....	69

VIII.	Demonstration Waivers .....	71
IX.	Monthly Caseworker Visits .....	71
X.	Foster & Adoptive Parent Recruitment & Retention .....	73
XI.	Adoption Incentive Payments .....	80
XII.	Training .....	81
XIII.	Technical Assistance.....	95
XIV.	Research, Evaluation, & Management Information .....	96
XV.	Quality Assurance .....	99
XVI.	Chafee Foster Care Independence Program (CFCIP) & Education and Training Vouchers (ETVs).....	101
XVII.	Statistical & Supporting Information.....	115
	A.    ETV Data .....	115
	B.    Inter-Country Adoptions .....	115
	C.    Monthly Caseworker Visit Data .....	116

Attachments:

Title IV-E Stipend Program Detail

CFS-101, Part I, Part II, and Part III (separate cover)

## I. INTRODUCTION

### A. PSD Overview & Structure

The Protective Services Division (PSD) is one of four service areas that make up the New Mexico of Children, Youth and Families Department (CYFD):

- Protective Services;
- Youth & Family Services;
- Early Childhood Services;
- Juvenile Justice Facilities.

CYFD Administrative Services supports all the service areas and includes Budget & Revenue, Financial Management, Employee Support Services and Information Technology Services. In the Office of the Department Secretary are located the General Counsel's Office, the Inspector General's Office, the Office of Quality Assurance, The Constituent Affairs Liaison, the Native American Liaison, and the African American Liaison.

PSD is the state agency designated to administer the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), the Promoting Safe and Stable Families (PSSF) Program (Title IV-B subpart 2), Child Abuse Prevention and Treatment Act (CAPTA & CBCAP), Title IV-E, the Chafee Foster Care Independence Program and Education and Training Voucher Program. As such, PSD is responsible for all child welfare services for children and families in New Mexico. The Division is mandated, in accordance with the New Mexico Children's Code, Section 32A-4 *et. seq.*, NMSA 1997, to receive and investigate reports of children in need of protection from abuse and/or neglect by their parent, guardian or custodian, and to take action to protect those children whose safety cannot be assured in the home. In addition, the Division is committed to assuring the well-being of the children in its care and to providing permanency for those children as quickly as safely possible.

PSD provides child protective services and other child welfare services in every geographic area in the state. Administration of the child welfare program is centralized, with direct services offered through county offices located within five designated regions. County Office Managers report to five Regional Managers who, in turn, report to two Field Deputy Directors. One of the Field Deputies manages the Statewide Central Intake and one manages the In-Home Services Program. The Administrative Deputy Director manages administrative functions, including the Policy, Training and Federal Reporting Bureau, Adoption and Foster Care Bureau Research and Evaluation Bureau, Practice Improvement Bureau, Fiscal/Budget, Chafee/ETV, Human Resources and Administration and the Constituent Ombudsperson and Immigration Liaison. PSD has in-house Children's Court Attorneys, located throughout the state and managed by Regional Attorney Managers under the Chief Children's Court Attorney. An organizational chart is included with this plan in Attachment A.

## **B. Vision, Mission, Outcomes, Values & Principles**

During the past year PSD, through the Piñon Project, a collaborative project with the Mountains and Plains Child Welfare Implementation Center to develop a child welfare practice model (see Section II.C below), has identified a vision, mission, outcomes, values and principles.

**Vision:** Children and Youth in New Mexico live in a family environment free from abuse and neglect

**Mission:** We serve children, youth and families by:

- Protecting children and youth from abuse and neglect;
- Pursuing timely permanency; and promoting well being.

**Outcomes:**

**Safety Outcome:**

- Children and youth are protected from abuse and neglect and live with their families whenever possible.

**Permanency Outcomes:**

- Children and youth live in safe and stable environments and maintain their connections with their families and communities.
- Children and youth live in family environments, preferably their own, and when that is not possible, with stable relatives or adoptive families.
- Children and youth will achieve timely permanence.

**Well Being Outcomes:**

- Children and youth are provided appropriate services to meet their educational, physical and mental health needs.
- Families have enhanced capacities to provide for their children's needs.

**Values and Principles:**

**Safety:** Child and youth safety is paramount. Managing safety begins with the first contact and continues through the life of the case. We assess safety threats, child vulnerabilities, and protective capacities. We reach factually supported conclusions in a timely and thorough manner.

**Children and Youth Centered Practice:** Our practice is centered on the safety, best interests, well being and needs of the child and youth we serve. Whenever possible, the child and youth's views, thoughts, and ideas are expressed and taken into consideration in planning and service provision.

**Focus on Families:** We recognize that all families have strengths and deserve a voice in decisions about their children. We work with and support the entire family, including fathers, as we address the abuse or neglect of a child within that family.

**Culturally Competent Practice:** We strive to understand, respect and serve children and families within the context of their own family rules, traditions, history and culture.

**Shared Responsibility:** We recognize that community partnerships are essential to ensure child safety, permanency and well being and build strong families. The entire community shares the responsibility of protecting children and youth from abuse and neglect. Children are best served when they are part of and supported by their community with services that are accessible, individualized and local.

**Communication:** We communicate in a respectful and appropriate manner that considers each person's perspective and focuses on the best interests of children, youth and families.

**Trustworthiness & Accountability:** We recognize our responsibility to be trustworthy and accountable. We strive to be fair and compassionate and act with respect and integrity. Within the limits of confidentiality, we continue to strive to be transparent and responsive with our partners and our communities.

**Organizational Competence:** We value the input and professionalism of staff, create a supportive, respectful and positive environment and endorse continuous quality improvement and best practice. Our staff is our most important asset. Children and families deserve trained, skillful staff to engage and assist families.

**Data and Evidence Informed Practice:** We recognize that the use of data and evidence informed practice is critical for effective decision making on behalf of children, youth and families.

**Customer Service:** We work effectively with internal and external customers to achieve desired work results and maintain positive relationships.

In CYFD's *State Strategic Plan*, six Performance Measures are identified for Protective Services:

1. Percent of children who are the subject of substantiated maltreatment within six months of a prior determination of substantiated maltreatment.
2. Percent of children reunified with their natural families in less than 12 months of entry into care.
3. Percent of children who are the subject of substantiated maltreatment while in foster care.
4. Percent of children in foster care for 12 months with no more than two placements.
5. Percent of children adopted within 24 months from entry into foster care.
6. Percent of children who re-enter care within 12 months of a discharge from care.

The first five of these measures were among the specific measures included in the 2009 - 2014 Child and Families Services Plan (CFSP), numbers 1 and 3 under Safety (IV.A) and numbers 1, 2, 4, and 5 under Permanency (IV.B). The sixth was added for the new state fiscal year (beginning July 2011) and is now included in the Plan as number 1 under Permanency (IV.B).



## C. Consultation and Coordination

New Mexico prides itself on its long-term and effective collaboration with numerous partners and stakeholders. PSD was found to be in substantial compliance with the systemic factor “Agency Responsiveness to the Community” in both rounds of the CFSR. Many of those collaborations were continued and strengthened in 2010 – 2011, including:

Courts: All participants in the last CFSR statewide self-assessment noted that the Court Improvement Project (CIP) is the pinnacle of multi-stakeholder collaboration, producing numerous positive outcomes. PSD is represented on the CIP Task Force and many of the CIP’s work groups, including the Advisory Groups for the CIP training and data grants.

The ability of the states to use Title IV-E funds to support training for judges, attorneys, CASA volunteers, and court staff continues to be explored and will certainly enhance this partnership over the coming years, especially our collaboration with the Children’s Law Center at the University of New Mexico School of Law, the sub-grantee on the CIP training grant. PSD and the Children’s Law Center, as well as the New Mexico Administrative Office of the Courts, are exploring utilizing IV-E support to offer training for judges and court-appointed attorneys. At this writing, PSD and New Mexico CASA are cooperating on the development of E-learning training on CASA for CASA volunteers and PSD staff, and CASAs are now invited to most PSD staff training events.

Piñon Project (Practice Model Development): As described further in Section II.C below, PSD’s Piñon Project, a collaborative project with the Mountains and Plains Child Welfare Implementation Center to develop a child welfare practice model, includes an Advisory Group consisting of stakeholders and partners in the state’s child welfare system. The Advisory Group meets bi-monthly and reviews the work of the Project Team and various work groups.

Behavioral Health Purchasing Collaborative: New Mexico’s Behavioral Health Purchasing Collaborative (BHPC), established in July 2005, continues to integrate the funding and provision of behavioral health services for families and children. CYFD is involved as a member of the Behavioral Health Purchasing Collaborative, and the Cabinet Secretary is one of the three-member cabinet level Executive Team. Many PSD Regional Managers and COMs participate in Local Collaborative stakeholder meetings in an effort to strengthen the service array and provide more resources to families. Building on a model developed by Juvenile Justice Services, PSD and OptumHealth are creating a collaborative care management (triage) process to provide care coordination for children in the foster care system. PSD local managers, family members, community providers and OptumHealth representatives participate in this process. Efforts to exchange data with OptumHealth have been frustrated due to the inability to get adequate and discrete records from Optum Health; it is unclear when and how this effort will continue.

PSSF Providers: As described further in Section III.B.2, community providers across the state are contracted (through a competitive bid process) for Family Support, Family Preservation, Time-Limited Family Reunification, and Adoption Promotion and Support Services. Providers meet with PSD staff at least four times a year and participate in various conferences and other events on a regular basis.

Schools and Educational Associations: PSD participates and represents child welfare on the New Mexico State Advisory Panel – Individuals with Disabilities Education Act (IDEA) Part C.

Tribal Collaboration: PSD, and indeed all of CYFD, remains firmly committed to working collaboratively with the 22 tribes located in New Mexico, as well as with those tribes whose members come into the care of the agency. Tribal input was obtained in the development of PSD's five year plan, as well as this APSR and plans for the coming year, as well as other important policy and program areas that impact tribes as called for in the Tribal-State Consultation Protocol document (see Section V, Coordination with Tribes). The clearest indication of CYFD's commitment to tribal consultation and collaboration was the creation of the Native American Liaison (NAL) Program. Activities in 2010 – 2011 and plans for 2011 – 2012 are detailed in Section V.

Youth: PSD supports and is actively involved with Adelante, an organization of foster care youth and foster care alumni. Members of Adelante plan the annual Independent Living Conference, not only identifying topics for workshops and speakers, but also managing the budget, developing the theme, and the process of conference activities. Youth are also involved in planning and participating in the Annual Children's Law Institute. PSD collaborates with Adelante to improve outcomes for older children in care, focusing most recently developing a NM Foster Youth Bill of Rights and Document of Responsibilities. Efforts involving youth in terms of the Chafee and ETV programs are described in more detail in Section XVII.

Public Input: As required by state regulation, a public hearing is held any time PSD proposes new policy for promulgation. In 2010 – 2011, two public hearings were held regarding changes to policy in four areas. A public hearing held in early 2010 resulted in PSD and Child Placement Agency staff collaborating in the fall of 2010 to develop proposed changes to the state's Child Placement Agency Act. Those changes were enacted in the 2011 State Legislature and will go into effect July 1, 2011. A public hearing is also held to solicit input from stakeholders into PSD's Social Security Block Grant (SSBG) Title XX plan. That hearing was held in September 2010.

The NM Citizen Review Board Project publishes an annual report which provides recommendations for systemic changes in the child welfare system. See Attachments for PSD's response to the 2010 Report.

PSD and CYFD each maintain a constituency liaison to provide direct access to CYFD PSD. In addition, CYFD maintains a website, [www.cyfd.org](http://www.cyfd.org), which provides information about CYFD and CYFD programs.

Other Forums: In addition to numerous county-based meetings, there are other forums and multiple opportunities which will continue to be used for ongoing collaboration and cooperation, including the annual Children's Law Institute, presentations at the annual Foster Parent Conference and the Adoptive Families Conference, the Children's Justice Act Advisory Group, the Court Improvement Project Task Force, the Interagency Coordinating Council for Early Intervention, and the Children's Cabinet.

## II. REVIEWS & NEW DIRECTIONS

### A. Child & Family Services Review (CFSR) and Program Improvement Plan (PIP)

PSD has fully embraced the goals and outcome measures of the Child and Family Services Review (CFSR). During New Mexico's most recent on-site review, federal reviewers noted the obvious familiarity with CFSR outcomes and review process on the part of staff, judges, service providers, and other partners. The 2007 Annual Progress and Services Report on the 2005 – 2009 Child and Families Services Plan (CFSP) considerably reorganized our original plan in order to better incorporate CFSR outcomes and the anticipated activities of the new PIP. The goals, strategies and action steps of the PIP were fully integrated into New Mexico's plan in 2008. The state's 2009 – 2014 CFSP is organized in large measure around CFSR outcomes.

### B. IV-E ELIGIBILITY REVIEW

The Children's Bureau conducted a primary review of PSD's Title IV-E foster care program during July of 2009. The Bureau found that New Mexico was in substantial compliance with federal eligibility requirements for the period under review. One case was found to be an error case; this did not exceed the threshold for compliance in a primary review. A secondary review will not be required. The agency is now in the period under review for the next IV-E review, scheduled for the summer of 2012.

In addition to the 2012 eligibility review, PSD has volunteered to participate in a pilot of the IV-E Foster Care Administrative Cost Review (ACR) in the summer of 2011. These reviews are intended to test ACF's ACR methodology to measure and reduce improper administrative costs in the federal foster care program. The review will examine three financial processes:

- Cost pools and worker effort reporting systems;
- Title IV-E eligibility rate determination; and
- Determination of foster care candidate status.

## C. THE NM PIÑON PROJECT

PSD was selected by the Mountain and Plains Child Welfare Implementation Center to receive Training and Technical Assistance to develop a Child Practice Model for the Division. The project has been underway since November 2009 and it involves Protective Services leadership, regional and field staff, foster parents, parents, youth, tribes, courts, providers and other stakeholders. The Project Implementation Lead is Michelle Prior; PSD's liaison to MPCWIC is Isela Burciaga.

The practice model is a framework of how Protective Services' employees, families, and stakeholders will unite in creating a physical and emotional environment that focuses on the safety, permanency, and well-being of children and their families. It contains definitions and explanations regarding how Protective Services as a whole will work internally and partner with families, service providers, tribes and other stakeholders in child welfare services. The project will take three years to complete and will roll out in phases.

When complete the Practice Model will:

- Define how Protective Services engages families, youth, and the community in developing and delivering services that meet the unique needs of those served by the agency.
- Define standards of practice
- Define how outcomes will be measured both quantitatively and qualitatively.
- Incorporate a clear, written explanation of how Protective Services will successfully function.
- Promote practice that is evidence informed and guided by values and principles, therefore increasing the likelihood of positive outcomes for children, youth, families, and the community.
- Link Protective Services' policy, practice, training, supervision and quality assurance with its mission, vision, agency values and strategic plan.

Major tasks are identified in the table below.

<b>Project Tasks</b>	<b>Time Frame</b>
Articulation of Mission, Vision, Values and Operating Principles for PSD	Completed-October 2010
Establish Project Work Team and Advisory Group and Research and Evaluation, Practice Model, and Communications Work Groups	Completed-June 2010
New work groups: SCI Standards Work Group, Investigations Standards Work Group, and	May 2011

Project Tasks	Time Frame
Family Centered Meeting Standards Work Group	
Conduct a NM Organizational Health Assessment to include online survey of all PS staff and 16 internal and external focus groups	Survey completed Nov 2010 Focus Groups completed January 2011
Research and develop a Practice Model Framework	Second draft March 2011 Third draft June 2011
Identify Best Practices and Promising Strategies	March 2011
Develop an ongoing Communication Plan for the project	April 2011
Identify five counties and SCI as initial implementation sites	May 2011
Develop Communication Plan for implementation sites	June 2011
Establish Implementation County Readiness Groups	July 2011
Identify resources to develop mentoring and coaching skill sets for supervisors in the implementation sites	July 2011
Conduct Implementation Site COM, Supervisor and Worker Meetings with selected sites	Sept-Oct 2011
Implementation kick off events	Sept-Oct 2011
Develop procedures to measure & monitor both child & family outcomes & staff outcomes	2011 and beyond
Implementation of the model and its component parts	Fall 2011
Ongoing research and evaluation with redirection of efforts as necessary	Ongoing
Review results of implementation efforts	Jan 2012
Conduct additional readiness activities in preparation for next phase of implementation	Spring 2012
Develop broad evaluation outcomes	May-June 2012
Plan for transition between MPCWIC and PSD	Summer 2012

Staff from across all regional offices and functional areas of PSD continues to build on the best practices that are already in place in the field. Tribal child welfare directors are actively engaged in this project and are at the table participating in trainings, work groups and the Advisory group. CYFD's Native American Liaison is an active participant in the process. Other stakeholders involved are the Citizen's Review Board, Corinne Wolfe Children's Law Center, judges, respondent attorneys, Guardians ad Litem, the Administrative Office of the Courts, Court Appointed Special Advocates, parents, foster parents, foster youth, Title IV-B Service providers, New Mexico State University as our training partner, and sister agencies.

PSD undertook a statewide organizational readiness assessment during the months of November and December 2010 and January 2011. The assessment was coordinated with the assistance of the Mountains and Plains Child Welfare Implementation Center. Agency leadership and the members of the Piñon project's Research and Evaluation Workgroup identified a need to conduct a broad assessment of PS staff and stakeholders to gather:

- Staff's perceptions of the agency's overall organizational health
- Staff and stakeholder perceptions of both effective and ineffective change initiatives that were introduced by PS in the past
- Staff and stakeholder input related to elements of current practice that should be addressed or strengthened in the development of the new Practice Model.

The assessment process had two components: a web-based survey and focus groups. The survey measured 17 scales related to "organizational health" and the focus groups looked at perceptions about change, perceptions about practices, and needs for external stakeholder communication. Surveys were administered via the web and overall, 547 out of 800 surveys were submitted (68%). Respondents represented all positions from across the State.

Strengths identified in the survey are: Efficacy, adaptability, supervisor support, job satisfaction, supervisor competence, knowledge of System of Care, and community resources.

A summary of findings can be found at [www.cyfd.org/pinonproject](http://www.cyfd.org/pinonproject)

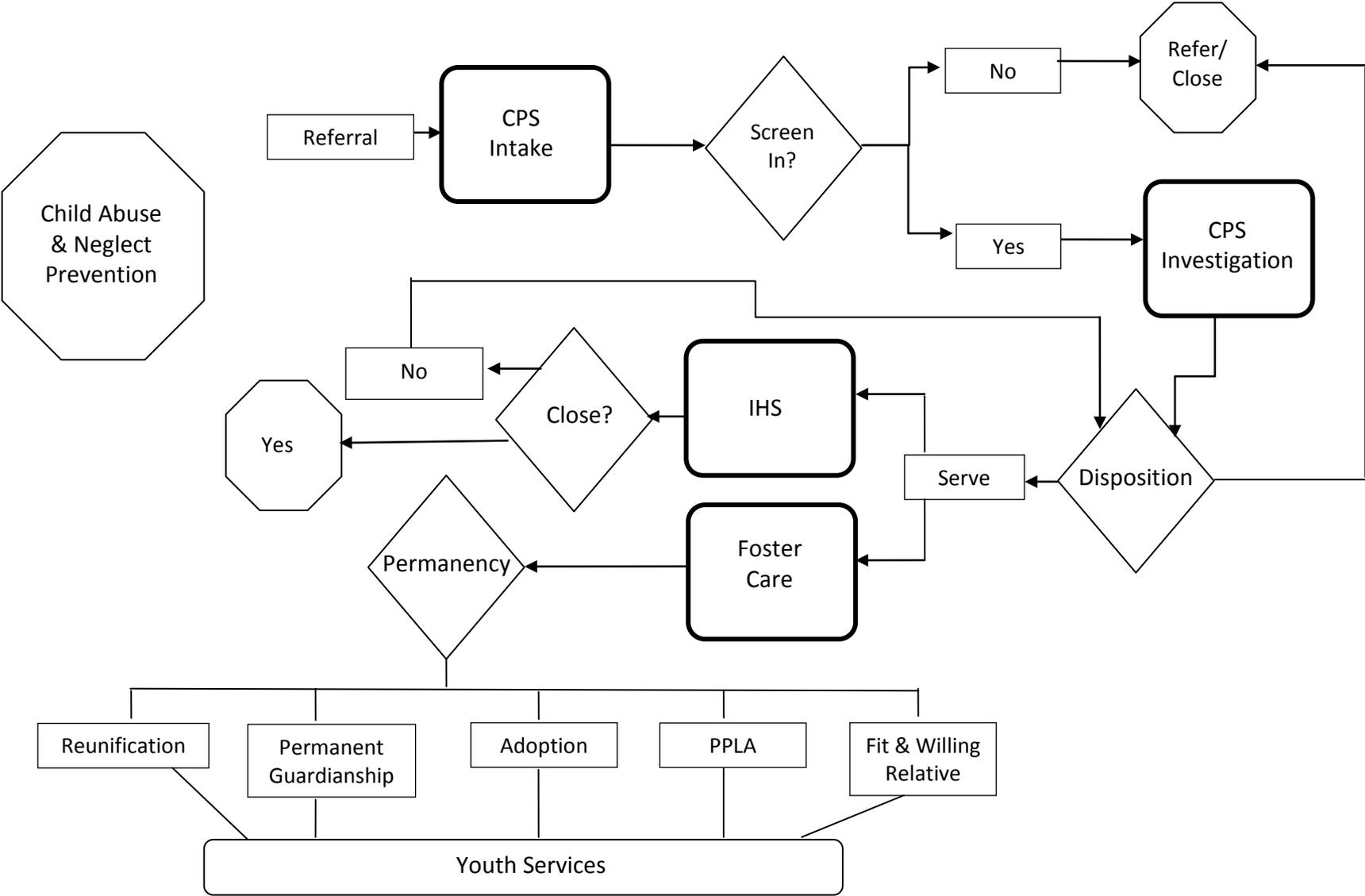
Key project activities to date include:

- April 2010-Comprehensive training on Implementation Science conducted by the National Implementation Research Network; attended by 75+ people including judges, tribes, foster parents, providers, advocates and key stakeholder along with New Mexico PS staff.
- Through the 2010 Annual Trainings, all PSD staff was introduced to the Science of Implementation and the development of the Child Welfare Practice Model Project.
- Establishment of the Project Workgroup responsible for overall strategy, project monitoring, guiding, delegating and coordinating project activities and work teams. Group meets monthly.
- Establishment of the Research and Evaluation Workgroup – led by the Butler Institute out of the University of Denver – responsible for evaluating the overall initiative, assessing organizational readiness for change and determining key outcome measures for the project as a whole. Group meets monthly.
- Establishment of the Project Advisory Group consisting of key community partners and stakeholders who will review major deliverables and provide feedback on project direction and practice model components. This group meets every other month.
- Development of a Draft Vision, Mission and Values for Protective Services which has been vetted by state staff, community representatives and the Project Advisory group.

- Development of the Practice Model Work Group-Identification of key individuals who began to develop the new Practice Model.
- Development of the Communications Work Group-Identification of key individuals who continue to craft the Communications plan for the project.
- Sept 2010-Advisory team members presented the project at the 7<sup>th</sup> Annual Tri-State – Arizona, New Mexico, Utah, Navajo Nation and CYFD Intergovernmental Agreement Meeting.
- Oct 2010- Advisory team members presented the project and updates at the Annual Foster parent conference.
- Nov 2010- PS Supervisors Conference-Presented the project to PS Supervisors from across the state.
- Dec 2010-Presented the project to the NM IDEA Advisory Panel with quarterly updates.
- Jan 2011-PS and MPCWIC held a workshop and introducing the project and updates at the Children’s Law Institute.
- Ongoing-creating a listserv of stakeholders who want regular updates.
- March 2011-Monthly newsletter to PS staff and approximately 300 stakeholders
- PSD participated in the third Roundtable sponsored by MPCWIC in March 2011. The NM Team presented a project update, to include the NM Organizational Readiness Assessment, survey strategies and results. The NM team along with Regina Yazzie, Navajo Nation Social Services Director, participated on a panel to discuss tribal engagement and collaboration with the state and the project. Lastly, the NM team hosted a coaching session on peer-to-peer consultation.
- April 2011- NRC on Organizational Improvement facilitated session with the Communication Work group to develop a high level communications plan for the project.
- Spring 2011- NM selected for the National Cross-Site Evaluation. James Bell Associates (JBA) is conducting case studies of selected child welfare jurisdictions, including New Mexico that have promising and innovative organizational and systems change efforts underway, and have used the services of an Implementation Centers (IC) and National Resource Centers (NRCs) to help support those efforts.
- May 2011- Five counties and Statewide Central Intake were identified as implementation sites. Initial implementation will focus on intake and investigations.
- May 2011-Presentation at the Annual Tribal Title IV-B Meeting-Tribal-State Conversation.
- Fall 2011- Implementation sites kick off event and Implementation of the Model in selected sites.

# III. PSD SERVICE CONTINUUM & DESCRIPTION OF MAJOR PROGRAM AREAS

## A. Continuum of Services



## **B. Descriptions of Major Program Areas**

This section provides a brief narrative description of the services provided in each of the Program Areas. Services are provided statewide unless specifically noted. The child welfare services described in Section 1 below are provided through a combination of funds, as permitted in the State's federally approved Cost Allocation Plan. These funding sources include the Stephanie Tubbs Jones Child Welfare Services Program (Title IV-B subpart 1), CBCAP, Title IV-E, and the New Mexico General Fund. Section 2 below describes services provided through the Promoting Safe and Stable Families Program (Title IV-B subpart 2). Services funded through the Child Abuse Prevention and Treatment Act (CAPTA) are described in Section 3 below, and the Chafee Foster Care Independence Program and Education and Training Voucher Program are described in Sections 4 and 5.

### **1. Child Welfare Services**

Section A above depicts the continuum of services provided by PSD. Most of those services fall in the category of Child Welfare Services, designed to prevent child abuse and neglect, respond to allegations of abuse/neglect, intervene and provide services to maltreated children or children at risk of maltreatment and their families, provide foster care and permanency to children needing protection and youth services to older youth in foster care, youth who emancipated from the foster care system and youth adopted from foster care after age 16. All these services are focused on assuring the safety, permanency, and well-being of the children served by PSD.

#### **a. Child Abuse & Neglect Prevention Services**

With federal CBCAP and state general funds, PSD provides community-based prevention and support services through a combination of contracted and direct services. Over the past several years, this program has provided Fatherhood services, teen parenting and incarcerated parents program throughout the state. In keeping with federal directions, PSD's approach to CBCAP planning, programming, and monitoring emphasizes:

- greater use of evidence-based or evidence-informed programs and projects;
- efforts to enhance parental capacity and parental involvement in CBCAP program development;
- better integration with child welfare services (as a front-end component of the continuum of services),
- services for underserved populations, and
- more effective use of leveraging funds to support prevention activities.

These requirements have been incorporated in Requests for Proposals released for the provision of CBCAP services. Recently all Fatherhood programs were trained on logic models and "24/7 Dad." In the coming year PSD will enter into a contract for independent evaluation of CBCAP programs. Teen parent and incarcerated parents programs were terminated in State fiscal year 2011 as a result of state budget cuts.

PSD also provides prevention services through public speaking, participation in community based training events and conferences, and informational materials. In the spring of 2011, PSD launched an extensive public information campaign focused on a new "short code" phone number (#SAFE) for accessing PSD's Statewide Central Intake. (See paragraph below for more information.) More

information on CYFD supported prevention programs can be located in New Mexico's Child Abuse Prevention and Treatment Act Plan (CAPTA) and the CBCAP plan.

#### **b. Child Protective Services Intake**

Reports are received by PSD's Statewide Central Intake (SCI) through the state's toll free number. SCI responds to calls and is staffed 24 hours a day, seven days a week with professionally trained and educated caseworkers and social workers. Intake workers use a "decision tree" to guide them in making the decision as to whether or not a report meets the legal criteria for investigation and in assigning a priority for the report. The toll free line has the capacity for callers in both English and Spanish. The majority of reports come from school personnel and law enforcement, and there are separate dedicated phone lines for these sources. Dedicated lines have streamlined the process for key reporters and allowed the intake workers to respond rapidly. SCI also receives a significant number of reports from anonymous reporters. All reporters who leave a name and address receive a letter which informs them if the report has been accepted for investigation or not and the location and phone number of the county field office the report was assigned to in case the caller has further information.

In the spring of 2011, in conjunction with Child Abuse Awareness Month, PSD successfully rolled out a "short code" number for SCI, #SAFE (#7233) from cell phones or 1-855-333-SAFE from all phones. This effort required the cooperation of every cell phone and land line carrier in the State of New Mexico. The extensive public information campaign included a proclamation issued by Governor Susana Martinez, news releases and features, billboards in prominent locations statewide, public service announcements, spots in movie theatre trailers, "stuffers" included with utility bills, and items such as mouse pads and magnets which were given to service providers and other providers. There was an immediate increase in calls to SCI, and the long-term effectiveness of this new accessibility will be monitored during the coming year.

#### **c. Child Protective Services Investigation**

Reports of abuse or neglect that meet the state's criteria for investigation are assigned a priority status based on the severity of harm or safety concerns of the child, including CAPTA requirements regarding an infant born drug-addicted or exposed. Emergency reports are initiated within three hours from the acceptance of the report at SCI, Priority 1 reports within 24 hours, and Priority 2 reports within five calendar days. A report is considered to have been initiated when the assigned caseworker has face-to-face contact with the reported alleged victim child. PSD is responsible for conducting civil investigation of allegations of child maltreatment; law enforcement conducts criminal investigations. County offices work with local law enforcement to coordinate when each entity is involved.

Investigations are conducted by workers in the county field offices. The investigation decision, due within 30 days of the report, includes a determination of substantiated or unsubstantiated on each of the allegations in the report. The services of medical professionals, mental health professionals and other related professionals are used as appropriate to assess the safety of the child, threat of risk of harm to the child, the protective capacities of the caregivers, and the family's needs and strengths. The workers use standardized safety assessment, risk assessment, and family needs and strengths assessment tools to make a determination about the safety and risk to the child and what actions, if any, should be taken by PSD. Children under the age of three who are subject of a substantiated report of child maltreatment are referred to the state's early intervention program, Family Infant Toddler (FIT), for an assessment.

As described further in Section IV.A.3, PSD implemented a new Safety Assessment & Management practice in the spring of 2010. This practice requires the completion of an assessment of impending and present danger threats and protective capacities within 30 days of the report. A Safety Assessment is also completed at various points throughout the life of the case.

PSD conducts facilitated a Family Centered Meeting (FCM) prior to filing a petition to remove a child from home. These meetings also assist PSD in locating relatives in order to comply with the relative notification requirement of the federal Fostering Connections to Success and Increasing Adoptions Act of 2008.

By law, only law enforcement can remove a child from the home without the order of the court. As part of a set of amendments passed by the 2009 legislature, the State's Children's Code now requires that law enforcement contact PSD before placing the child into custody. PSD will conduct an on-site safety assessment to determine whether or not it is appropriate to take the child into custody. In addition, the law now clarifies that PSD may release a child from custody within the two-day emergency temporary custody time period if it is determined that release is appropriate. In the fall of 2009, PSD received preliminary approval from the state's Criminal Justice Act Advisory Group (CJAAG) for funding to develop a brief e-learning training for law enforcement personnel on this Code change as well as the new safety assessment process. Final approval will be sought in June 2010. This effort expands upon the regionally based joint training with law enforcement on the impact of removal on children that was conducted as part of the Round 2 PIP.

#### **d. In-Home Services**

The purpose of In-Home Services (IHS) is to promote the safety of children and reduce the risk of the recurrence of maltreatment of children by their caregivers without the intervention of the courts. Services are designed to enhance the family's capacity to provide for their children's needs in a safe environment, create stability within the home and develop healthy and supportive ongoing community relationships. IHS is an integrated, comprehensive approach to strengthening and preserving families who are at risk for, or who are currently experiencing problems in family functioning. IHS case interventions are provided for a maximum of 180 days with a possibility of up to three 45 day extensions.

##### Child Protective Service (CPS) Child Care:

- One of the purposes of CPS child care is to enable the child to remain safely in the home and to enable parents or guardians involved with IHS to participate in activities that are part of their comprehensive service plan.
- Any child twelve years old or younger is eligible for CPS child care without regard to income. CPS child care can be accessed for up to two weeks of service (*i.e.*, a parent needs to attend substance abuse counseling twice a week for a total of three hours while working with IHS.) The IHS worker can also assist the family in applying for income eligible child care.

Emergency Discretionary Funds (EDF): EDF are utilized to assist the family with the goals identified in the family plan to enhance protective capacities, reduce risk and remove, offset, mitigate and/or control safety threats for children in the home. When related to safety and risk, EDF can be used to purchase products or services such as rent or rent deposits, utilities, clothing, transportation, food, home or car repair, and appliance repair.

## **e. Foster Care**

Permanency planning services (foster care services) are provided when legal intervention is required to protect a child's safety and enhance the child's well being. Legal intervention often involves a child in state custody being placed in foster care. New Mexico's Children's Code contains the requirements of the Adoption and Safe Families Act and other relevant federal laws, including the Safe and Timely Interstate Placement of Foster Children Act of 2006, the Child and Family Services Improvement Act of 2006, and the Adam Walsh Child Protection and Safety Act of 2006. Changes to the Code in 2009 assure compliance with the Fostering Connections to Success and Increasing Adoptions Act of 2008.

Entry into Custody: A child can enter PSD custody through emergency placement by law enforcement, but an abuse/neglect petition must be filed with the district court within two business days of custody or the child will be returned to the parent or guardian. PSD has the responsibility to make reasonable efforts to prevent the removal of a child from the home; however, the child's safety always takes precedence. If a child enters foster care, PSD then has the responsibility to make reasonable efforts to reunify the child with the parent or guardian, if that can be done safely for the child. A significant number of the children who enter foster care (approximately 40-45%) are reunified in less than eight days. Among the reasons for the development of PSD's new Safety Assessment and Management practice (see IV.A.3) was this fact and the related need to consider safe alternatives to removal.

Permanency Planning Services: Permanency planning services include services needed to enhance caregiver protective capacities to ameliorate the safety and risk factors present in the child's family, as well as the services needed to safely maintain the child in the out-of-home placement and address well-being needs when out-of-home care is necessary to protect the child. PSD establishes a permanency plan for every child in PSD custody. Reunification is the initial plan of choice for each child, unless that plan is determined not to be appropriate. Other acceptable plans are adoption, permanent guardianship, placement with a fit and willing relative, and other planned permanent living arrangement. In 2009 PSD developed a new model for Concurrent Planning: all children under age 4 (and their siblings if appropriate) have a concurrent plan, with reunification as the primary plan and either adoption or guardianship the alternate plan. PSD's new Safety Assessment and Management practice (see IV.A.3), requires the completion of a Safety Assessment before returning a child home (including for a trial home visit), before judicial reviews and Permanency Hearings, and in contemplation of a change of the child's permanency plan.

Level of Care: Children are assessed upon entry into foster care for their appropriate level of care. The child's level of care determines the maintenance payment amount, identifies the needs of the child, the skill level of the foster care provider and provides an initial assessment of the needs of the foster care provider. All children enter foster care as a Level 1 placement. Children who have a higher level of need than the general population of children in out of home care and who also require a higher level of supervision and skill by the substitute care provider are eligible for Level 2 foster care. Level 3 foster care is for those children with significant medical or behavioral needs who require a significantly and consistently higher level of care from a highly trained caregiver. These are children who would otherwise require hospitalization or institutional placement.

Health Care: Children who are legal residents of the United States in out-of-home care are eligible for Medicaid, either through Title IV-E eligibility, SSI or state-funded care. Medical care is provided for children who are non-citizens through state funds. Children receive Early Periodic Screening Diagnostic and Treatment (EPSDT) assessment within the first 30 days of placement; this begins the process to identify any needs they have and begin early intervention. In terms of services, Targeted Case Management (TCM) services are provided to eligible children to ensure their physical and mental health needs are met appropriately. The quality of the TCM performance is regularly reviewed internally, although New Mexico has discontinued billing Medicaid for TCM services.

Caseworkers record health care information in FACTS, the state SACWIS system, and work with the foster care provider to maintain the child's traveling file to provide for continuity of health care information should the child change placement or exit foster care. Youth emancipating from foster care are provided copies of their health care records.

Representation & Advocacy: For every legal custody case, the parent or guardian is appointed an attorney if they cannot afford one, and every child is appointed an attorney Guardian ad Litem or a Youth Attorney. Children under the age of 14 are appointed an attorney Guardian ad Litem who represents the best interest of the child. Older youth have a Youth Attorney who represents the position and wishes of the child. Many children are assigned a Court Appointed Special Advocate (CASA), who acts as an advocate for the child and reports on the status of the child to the judge at reviews. New Mexico has a Citizens Review Board (CRB) system, and Boards around the state conduct reviews of legal custody cases on a periodic basis.

Foster Care Providers: PSD recruits, trains, licenses, and maintains foster families for placement of children. Placement types include emergency shelter/crisis shelter, emergency foster care, family foster care, relative foster care, independent living arrangements, treatment foster care, group homes, residential treatment care, and psychiatric/medical hospitalization. There is an emphasis on placements with relatives, and policy directs that relative placement options be considered throughout the life of the case. Both relative and non-relative foster care applicants are required to complete the same set of licensing criteria, including a criminal records check, training, a home safety check list, and a mutual assessment process to identify the strengths of the applicant family and their appropriateness for caring for children in state custody, whether temporarily in foster care or permanently in adoption. Agency policy and procedure detail the requirements for local, state and federal criminal record checks for persons applying to be foster parents or relative foster parents. Criminal background checks and abuse/neglect checks are also required for any adult residing in the home of the foster parent/relative foster parent applicant. PSD provides foster care maintenance payments to substitute care providers as financial reimbursement for the care of children placed in their home. Maintenance payments are supported by both general funds and Title IV-E funds.

## **2. Promoting Safe and Stable Families Program**

The continuum of services funded through the Title IV-B subpart 2 Promoting Safe and Stable Families (PSSF) Program is complemented by other services provided to families by PSD, funded with state general funds and through other sources. This range of services is described in this section. Protective Services earmarks 20% of PSSF funds for each of the four allowable services: Family Support Services, Family Preservation Services, Time-Limited Reunification Services and Adoption Promotion and Support. Additionally, 10% is earmarked for administrative costs which include the salaries and operating costs of program managers who are administering the delivery of these services statewide. The remaining 10% is earmarked for planning, training and evaluation of the community based services.

Contracts are issued through a competitive bid process. The RFP requires that all agencies be community based providers. PSD then awarded the contracts based on the most qualified proposals. PSD provides quarterly training and ongoing technical assistance to all providers.

## **a. Family Support**

Since July 2008, Family Support services have been directed to foster and adoptive families. This emphasis for family support services enhances PSD's efforts to move from a medical model ("fixing" sick clients) to a resiliency and strengths-based model, providing families the support they need to promote the safety, permanency and well-being of children in their care. Contracts have been awarded to seven providers throughout the state, providing services to foster and adoptive families in 19 counties (Bernalillo, Valencia, Sandoval, Cibola, Santa Fe, Taos, Rio Arriba, Los Alamos, Torrance, Socorro, Sierra, Catron, Hidalgo, Grant, Luna, Doña Ana, McKinley, Chavez, and Eddy). Foster/adoptive families receive family support services upon any new placement. The purpose of this service is to assist the foster/adoptive family in assessing and meeting the needs of the child placed in their home and to help the foster/adoptive family to prepare for and manage the impact of the placement on the family.

Family Support Services to the foster/adoptive family are more intensive upon the initial placement and remain available throughout the placement period as long as needed. The purpose of these services is to reduce maltreatment in foster care, to increase placement stability, and enhance child and family well-being. The types of services which may be provided include:

- Home visits;
- Parent support visits;
- Information and referral;
- Crisis intervention;
- Support services;
- Life skills;
- Education and training;
- Mentoring, and
- Transportation.

These same services (as well as safety assessments, parenting classes for incarcerated parents, and coached visitation for children with their incarcerated parents) were also provided in the past two years to families who are in crisis and risk having an out-of-home placement of the children due to the incarceration of a parent. These services will be discontinued after June 2011.

Beginning July 2011, family support services will be offered in Doña Ana and Lea Counties for teen parents. Contractors will provide case management, home visitation, and life skills development services to young parents or expectant parents between the ages of 14 – 24. Priority will be given to those young adults who are involved with Protective Services, since many of those youth are also (or become) young parents. Depending on the success of this pilot effort, these services may be continued and expanded in future years.

## **b. Family Preservation**

PSD implements family preservation services through our in-home services program. The model incorporates the basic premises of family preservation services as an intensive in-home service, while recognizing that the short-term crisis intervention model did not offer the sufficient amount of time needed to address the complex needs of the children and their families. The development of a family service model for practice is a step to move services to the front end of problem solving and assistance to families. Family needs and strengths are identified by a mutual assessment process that builds on the family's existing strengths and supports and expands their network of resources, building their capacity to meet the needs of the family system and of the individual family members. The model develops a strong partnership between the department and the family, and expands to include traditional and nontraditional helping agencies, individuals, and organizations based on the unique qualities and characteristics of each family.

For the past several years, family preservation services have been available to families in 28 county offices either through direct services from PSD staff or contract services from community providers. Family Preservation Services are intended to work with families at imminent risk of having a child removed from the home due to abuse or neglect, with moderate to high needs/strengths ratings on the SDM. They are home-based services with an emphasis on skill building and are a means to help maintain the stability of the family unit and prevent out of home placement of the child. The services are time-limited and are driven by providing effective management of safety threats, enhancing caregiver protective capacities, and addressing factors that contribute to the risk of abuse or neglect of the child. The purpose of these services is to enhance family capacity to provide for child safety and reduce the risk of abuse and neglect using the family's strengths while addressing family needs.

Families referred to contractors by PSD receive family preservation support every week for four months in the following areas:

- Safety planning;
- Skill building including parenting skills, children's social and life skills, family relationship enhancement, mood management, interpersonal skills, nutrition, time management and household maintenance;
- Transportation;
- Assistance in finding housing;
- Case management;
- Counseling.

## **c. Time-Limited Reunification Services**

When a child cannot be safely maintained in the home and the child enters foster care, time-limited reunification services are offered through direct intervention contract providers in some areas of the state. Services are provided by contractors in Bernalillo, Sandoval, Valencia, Santa Fe, Torrance, McKinley, Union, Colfax, Dona Ana, Grant, Hidalgo, Luna, Catron, Rio Arriba, Los Alamos and Chavez. They include development of a safety plan by a designated support system, visitation, therapy and parent skill building, and respite services and monitoring when the child returns to the home. Services provided directly by protective services case workers may include case management, supervised and directed visitation, transportation, skill building, parent education, and referrals to community based services such as counseling. PSD utilizes ancillary support services provided by other program areas and other state agencies such as childcare, substance abuse intervention, mental health intervention, and employment assistance.

Time Limited Reunification contracts were strengthened in 2008, requiring the TLR contractors to provide intensive services and assist in reunifying families in an expedited time frame (four months from the date of referral). These contracts incorporate monthly Family Support Network Development meetings with the biological family, child welfare, TLR provider, other service providers and/or interested parties to review the safety assessment, treatment plan, reunification goals, and visitation plan to ensure the family is receiving the appropriate services required to achieve the reunification plan. PSD staff have been trained on improved collaboration with TLR providers.

#### **d. Adoption Promotion and Support Services**

If it is determined that a child cannot be reunited safely with the parent or guardian, PSD works to identify an adoptive home that will meet the child's needs and provide a nurturing family environment. Services are provided through a combination of staff and contractor providers. PSD recruits, trains, licenses, and maintains adoptive families for children in the custody of the department. PSD has a policy preference for placement and adoption with relatives and dually licenses for foster care and adoption. PSD works to minimize the trauma of change of placement by implementing concurrent planning and encouraging adoption of children by their current foster parents. Both relative and non-relative adoptive applicants have the same licensing requirements, including criminal records checks, training, a home safety check list and mutual assessment process.

PSD provides adoption promotion and support services through a combination of direct and contracted services. State staff and contracted workers are available to recruit, train and study adoptive families and to provide post-placement support services. Post adoptive support services are available through state and IV-E subsidies. PSD works with AdoptUSKids, the Adoption Exchange and other national exchanges to conduct child-specific recruitment for children requiring adoptive families. The contract with the Adoption Exchange provides a quarterly newsletter for all adoptive parents.

PSD continues to implement the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial evaluation of all members of a prospective foster/adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more stable and safe placement options for children. In 2009, agency policies, procedures and practice were amended to incorporate SAFE.

Beginning in late 2008, PSD contracted with a statewide agency to provide post-decree family support services for adoptive families. The FIESTA Program includes Family activities, Information, Education, Support groups and Trainning for Adoptive families. The services include social opportunities for adoptive parents and their children in every region of the state. Information is provided through a lending library of books, videos, and DVDs. Additionally, the agency sponsors a blog, so that parents can network on-line. An adoptive parent family contact in every region is responsible for coordinating activities and running a warm line.

In 2007 CYFD began offering an annual Adoption Conference to all adoptive families and their children. The conference allows adoptive families to meet other adoptive families and for the parents to get training on specific topics, while the children are engaged in activities for the day.

During 2006-2007 CYFD began offering mediation services for biological and pre-adoptive families considering open adoption and Post-Adoption Contract Agreements. This service is funded through Title IV-B funds and is provided by the Administrative Office of the Courts. In the 2009 Legislative session, the New Mexico Children's Code was amended to require that a motion for mediation in contemplation of an open adoption be filed when the agency files a motion for termination of parental rights. The Code was also amended to include the option of Post-Adoption Contact Agreements among siblings.

PSD continues its partnerships with two non-profit organizations within the state. The Heart Gallery of New Mexico has been a valuable resource for supporting the state and adoptive children in adoption recruitment efforts. The Heart Gallery offers small grants to children and families to support special needs of the family that may include training, camps, and or additional support.

### **3. CAPTA**

PSD is the state agency responsible for administering the Child Abuse Prevention and Treatment Act (CAPTA) state plan. The CAPTA plan shares many of the same goals and objectives found within Child Welfare Services and PSSF, and agency policies and procedures and state law have been made compliant with the CAPTA requirements. As directed in ACYF-CB-PI-11-06, PSD's CAPTA Plan is being submitted under separate cover.

### **4. Chafee Foster Care Independence Program**

New Mexico uses both staff and contract resources to provide for the needs of older youth in foster care, those youth who have emancipated out of foster care, and those youth adopted from the foster care system at sixteen years of age or older. A strong statewide youth advisory board, Adelante, participates in developing the youth services program (independent living program) and provides feedback and suggestions to PSD staff, foster parents and community providers. PSD is committed to partnering with youth to identify and develop relationships with adults who can serve as mentors and advocates as the youth transitions to adulthood.

Components of New Mexico's CFCIP include an independent living (IL) assessment, domain-based case planning (including housing), competency based IL skills development, Educational and Training Vouchers (ETVs), positive youth development and continuation of Medicaid eligibility up to age 21. Goals, objectives, and latest accomplishments of the Chafee Foster Care Independence Program are provided in more detail in Section XVII.

### **5. Education and Training Vouchers**

PSD continues to strengthen the ETV program through outreach activities and the engagement of youth to assist in accessing post-secondary educational opportunities and increasing their participation in the ETV program. Goals, objectives, and latest accomplishments are provided in more detail in Section XVII.

### **C. Decision Making Process**

PSD selects community-based agencies and organizations to provide family support services in accordance with the State of New Mexico's Procurement Code, CYFD's financial regulations, and the state's federally approved Cost Allocation Formula. Contracts are issued through a competitive bid process. Requests for proposals are issued outlining services and requesting proposals. Proposals are then received from community-based agencies. An RFP committee consisting of field personnel and central office personnel is assigned to review proposals. Proposals are then reviewed and scored to determine who will be awarded contracts. Contracts, which are negotiated with community agencies, are awarded for four years.

## IV. CHILD WELFARE & PSSF GOALS, OBJECTIVES & STRATEGIES

Goals, objectives, and activities related to service improvements for PSD's Child Welfare and Promoting Safe and Stable Families programs are presented in this section in terms of the CFSR goals of safety, permanency, and well-being, as well as the CFSR Systemic Factors. In accordance with the federal Program Instruction, a more detailed Chafee Independent Living and ETV plan is included separately in Section XVIII of this plan.

This Section is divided into four parts: Part A covers Goal 1, Safety; Part B is Goal 2, Permanency, Part C is Goal 3, Well-Being, and Part D is Goal 4, CFSR Systemic Factors. Each of the four parts of this Section is further divided by a more specific outcome, followed by a table for each outcome which identifies:

- specific objectives,
- baseline data from calendar year 2008 (unless otherwise stated), and
- targets.

The outcomes, objectives, and strategies that the state is pursuing in these four goal areas are designed to improve service responsiveness and to create positive outcomes for children and families served by the state. New targets were set based on baseline performance in CY08. Targets for QA data were set using an 80% confidence interval based on guidance from CFSR tech bulletin 3, Section III. This increase indicates a general trend toward improvement which is not attributable merely to chance. Targets for data reported to Federal stakeholders (e.g. AFCARS, & NCANDS) were set using improvement factors based on ACF-CB-IM-09-01. Targets for internal measures from FACTS were set based on best practice information. The goals set here provide an emphasis on maintaining progress made to date toward PIP goals and continuing that progress beyond the PIP period, which ended for New Mexico in March 2010.

New Mexico's 2009 – 2014 Child and Family Services Plan set targets specifically for Year 3 (June 2012) of the Plan. As part of the 2011 – 2012 APSR, we will evaluate our progress toward those targets and set new ones for June 2014 accordingly. This time frame allows us to complete our PIP cycle (including the non-overlapping year), and allows for one additional year as we prepare the state self assessment for Round 3 of the CFSR. It also corresponds with the goals and timeframes of our new MPCWIP project (as discussed in Section II.C). Specific time frames are as follows:

MPCWIP	2009 – 2012
Completion of PIP	March 2010
Completion of non-overlapping year	March 2011
Round 3 CFSR	2012
Re-evaluation of CFSP goals and setting new targets	June 2012

## A. GOAL 1: Safety

### 1. Safety Outcomes, Objectives, Baseline Data, and Targets

#### a. Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

By June 30, 2012, New Mexico will achieve 74.6% conformity with CFSR Safety Outcome 1.

baseline	69.5% (QA data; CY 2008)
target	74.6%
2011 status	65.6% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>S1.1 Timely response to incoming reports of child maltreatment (Item 1)</b>			
By June 30, 2012, no more than 5.8% of all investigations conducted during a calendar year will be pending (without a disposition) over 30 days. Source: FACTS SM06A01	7.3%	5.8%	19.2%
By June 30, 2012, at least 84.9% of cases reviewed will be rated as a “strength” on Item 1 of the CFSR tool. Source: PSD QA Team	80.5%	84.9%	81.3%
<b>S1.2 Reduced recurrence of child maltreatment (Item 2)</b>			
By June 30, 2012, at least 92.8% of children with a previous substantiated maltreatment will not experience repeat maltreatment within six months. Source: CFSR Round II Federal Syntax (PIP goal = 91.55); <i>CYFD PSD Performance Measure 1</i>	92.2%	92.8%	91.4%
By June 30, 2012, at least 83.6% of cases reviewed will be rated as a “strength” on Item 2 of the CFSR tool. Source: PSD QA Team	78.5%	83.6%	75.3%

**b. Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.**

By June 30, 2012, New Mexico will achieve 50.7% conformity with CFSR Safety Outcome 2.

baseline 46.4% (QA data; CY 2008)  
 target 50.7%  
 2011 status 38.2% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>S2.1 Services to prevent removal (Item 3)</b>			
By June 30, 2012, at least 58.3% of cases reviewed will be rated as a “strength” on Item 3 of the CFSR tool. Source: PSD QA Team	52.9%	58.3%	48.5%
<b>S2.2 Reducing risk of harm to children in foster care and receiving in-home services (Item 4)</b>			
By June 30, 2012, at least 99.61% of the children in foster care will not experience child maltreatment. Source: NCANDS Round II Federal Syntax; <i>CYFD/PSD Performance Measure 3</i>	99.5%	99.61%*	99.7%
By June 30, 2012, at least 52.8% of cases reviewed will be rated as a “strength” on Item 4 of the CFSR tool. Source: PSD QA Team	48.6%	52.8%	45.1%

\* Target consistent with national standard.

## 2. Summary of 2010 – 2011 Accomplishments: Safety

As seen in the preceding tables, the progress reported by PSD during the last reporting period has declined during the most recent year, and we no longer reach our 2012 targets on either Safety Outcome. We also do not yet meet our 2012 targets in terms of the four specific safety items included under those Outcomes.

In CY2010, the percentage of investigations pending disposition over 30 days increased from 14.9% to 19.2%, a significant jump over the baseline rate of 7.3%. As discussed last year, ongoing state budget limitations, and especially the resulting hiring freezes, have continued to impact this measure. Addressing pending investigations will need to continue to be a major focus of activities in terms of safety in the coming year.

Although the percent of cases with recurrence of maltreatment remained the same in 2010, and approximates both the 2008 baseline and 2012 target, the percent of cases rated as a “strength” declined below the baseline, from 86.6% in CY2009 to 75.3% in CY2010. (This is not as much of a contradiction as it may appear. As explained in last year’s report, using the CFSR instrument to rate cases, the QA process reviews approximately 144 cases annually. The ratings on these outcomes and items pertain to cases within that sample.). PSD is concerned that the increase in the number of pending investigations and the closure of those pending investigations could adversely affect performance in terms of repeat maltreatment,

There were several significant accomplishments in terms of safety during 2010 – 2011, including:

- PSD’s new Safety Management practice moved into full implementation in 2010 – 2011. In the spring of 2010, all PSD field staff participated in mandatory Annual Training, featuring both conceptual presentations and hands-on practice in the use of the tools. In the summer and fall of 2010, representative field staff participated in focus groups to discuss progress and challenges in the implementation of the practice. Findings from these focus group informed the development of additional training for Investigation Supervisors to be offered in November 2011 and for front-line investigators in early 2012. Training for Permanency Supervisors and other supervisory and management staff will be developed during 2011 – 2012. Following the principles of implementation science, we are anticipating about a two-year time frame for total adoption and sustainability.
- PSD, in conjunction with the Courts and the CIP cross training grant, and with the assistance of the National Resource Centers on Child Protective Services and on Legal and Judicial Issues, provided training to agency staff and court personnel in each judicial district in the fall of 2010.
- The new Safety Management practice, tools and terminology has been incorporated into all relevant Core training modules, including specialty training for IHS and Placement staff.
- The Practice Model development underway through the Piñon Project (as discussed in Section II.C above) includes safety as a primary project goal and fully incorporates Safety Management in the Practice Model.
- PSD received funding through the state’s Criminal Justice Act Advisory Group (CJAAG) to develop a series of short videos for law enforcement on child safety issues, including ensuring child safety upon the arrest of a parent and PSD’s Safety Management model. These videos are in progress and scheduled for completion in the early fall of 2011. Copies will be distributed to each law enforcement agency in the state for use during shift changes and for briefings. Copies will also be distributed to each PSD county office.

- In April 2011, Child Abuse Prevention Month, PSD rolled out a new public awareness campaign, “Do the Right Thing,” on reporting suspected child abuse and neglect. The campaign focused on the new “short code” number set up for easy access to SCI: #SAFE (#7233) from cell phones and 1-855-333-SAFE from any phone. This is the first short code created for reporting child abuse and neglect in the nation. The campaign included an announcement and proclamation from the Governor, radio and television public service announcements, give-away items such as mouse pads and magnets, spots in movie theatres, and billboards in prominent locations across the state.

### 3. Strategies to Achieve Safety Outcomes and Objectives

Strategy	2011 Status
1. Design and implement new Safety Management Protocol, including redesigned safety assessment instrument and standardized safety plan. Train agency staff on protocol. Incorporate safety assessment & safety plan into agency management information system.	<b>Status:</b> Protocol designed and incorporated into management information system, policy and procedure revised, and staff trained in spring 2010. Focus groups on implementation conducted summer and fall 2010. <b>Planned:</b> Specific training for CPS supervisors targeted for November 2011. Additional training as needed. Assessment of fidelity ongoing. Protocol to be integrated in new practice model developed through the Piñon Project.
2. Design and implement process to receive, record and standardize response to possible regulation violations and/or service provisions that could potentially impact the safety and stability of children in out of home care, including screened-out referrals. Train staff in procedure. Incorporate safety assessment and safety plan into agency management information system.	<b>Status:</b> The “Incident in Foster Care” process designed and incorporated into management information system and initial training of PSD staff completed May – June 2010. <b>Planned:</b> Continued focus on implementation, including review and assessment of fidelity ongoing. Additional training as needed, including specific training related to treatment foster care (TFC) homes.
3. Conduct FCMs on all 48-hour (police) holds to determine whether or not the child can be safely returned home or to another caregiver. Conduct FCMs whenever there are safety issues related to the child. Formalize process for FCMs into revised Permanency Planning Policy and Procedures.	<b>Status:</b> FCMs are ongoing, but not every county office has access to FCMs facilitators. Process incorporated into PSD General Policy March 2010. <b>Planned:</b> Develop standards and best practices related to FCMs as part of the Piñon Project.
4. Incorporate PSD’s new Program Instruction Guidelines regarding relative notification into revised Investigation and Permanency Planning policy and procedures. Ensure relatives are notified in order to assess possibilities for placement with kin.	<b>Status:</b> Provisions regarding relative notification incorporated into Legal and Investigation Policies & Procedures March 2010. Training on notifying and engaging relatives developed and delivered May 2011. <b>Planned:</b> Additional provisions will be incorporated into Permanency Planning policy and procedures by December 2011.
5. Finalize supervisory tool focusing on CFSR outcomes in terms of investigation, including timeliness of initiation and disposition. Train Supervisors in use of tool and implement. Analyze data to identify patterns in timeliness of investigations and develop plan to remediate problems, if any.	<b>Status:</b> Tool finalized September 2009. <b>Planned:</b> <i>This activity will be dropped in light of activities planned through the Piñon Project, including new approaches to investigation.</i>

## Strategy

6. Develop and implement enhancements to the PRIDE curriculum to include skill building in terms of childhood trauma. Include skill building in terms of childhood trauma in annual Foster Parent Development Training. This emphasis in both PRIDE and annual training is intended to build skills to deal with children with attachment disorders and trauma in order to improve behavior management and safety.

7. Implement and evaluate new IHS specialty training in terms of knowledge and skills gained in safety assessment and safety planning, effectiveness of IHS services, etc.

8. Implement and evaluate new Placement specialty training in terms of knowledge and skills gained in safety assessment and safety planning.

9. Continue to require and monitor worker visits with the child in the placement at least once a month. Revise visit guidelines if necessary to include increased attention to safety concerns and safety assessment. Incorporate visit guidelines into revised Permanency Planning Procedure.

10. Implement a new practice requirement that each foster home with a new placement will be visited at least three times within the first 30 days of that new visit. Disseminate instructions through a Program Instruction Guideline and then incorporate into policy and procedures.

## 2011 Status

**Status:** During this reporting period a new pre-service curriculum to replace PRIDE was completed and pilot tested. Full implementation of this training was put on hold pending work of the diligent recruitment project.

Mandatory annual foster parent recertification training in 2010 – 2011 focused on childhood trauma.

**Planned:** The new pre-service training curriculum will be reconsidered in light of Step Up! – the new project funded through the Diligent Recruitment grant. Mandatory annual recertification training in 2011 – 2012 will be on fostering connections.

**Status:** The new curriculum was piloted October 2009 and revised March 2010.

**Planned:** Training will be offered to new IHS workers when sufficient staff are hired to constitute a training class.

**Status:** The new curriculum was piloted October 2009 and revised March 2010.

**Planned:** Training will be offered to new placement workers when sufficient staff are hired to constitute a training class.

**Status:** PSD has reached its 2012 target in terms of monthly worker/child visits. Visits continue to be monitored in real-time at the end of every month. In addition, the monitoring of the requirement “every child in care is visited each and every month” was increased from a quarterly check to a monthly check.

**Planned:** Monitoring is ongoing. The guidelines for conducting worker/child visits will be incorporated into new Permanency Planning Procedure by December 2011.

**Status:** Program Instruction Guideline (PIG) issued September 2009 and incorporated into Placement policy & procedure March 2010.

**Planned:** PIG incorporated into Permanency Planning policy and procedure by December 2011.

Compliance with new visitation requirements will be monitored on an ongoing basis.

## Strategy

11. Continue the provision of support services (FSS) to foster families beginning as soon as possible after placement in order to assess the family's needs related to the child who has just been placed with them. Monitor those services and assess their effectiveness and reevaluate as appropriate.

12. Design standardized safety assessment tool and process for older youth, focusing on youth under 18 living independently and youth wishing to reconnect with family.

14. Revise procedures to address investigations of child fatalities in homes with no other surviving children to focus on coordination and collaboration with law enforcement and Office of the Medical Examiner.

15. Develop and disseminate training for law enforcement agencies statewide on new PSD Safety Management practice and child sensitive arrest practices.

16. Review and revise agency practices on administrative review/appeal of findings of investigation disposition and process for maintaining central registry.

17. Develop and implement county specific plans to reduce pending investigations.

## 2011 Status

**Status:** These services have been provided for the past two years and are ongoing.

**Planned:** Clarification of staff/contractor roles to be done and program approach and financial efficacy reassessed by June 2012. PSD will consider whether or not to continue to use FSS funding in this manner for contracts issued in SFY 2013.

**Status:** In progress.

**Planned:** Develop and pilot tool March 2012. Revise and finalize July 2012. Train staff and implement August 2012.

**Status:** Procedures developed and staff trained by March 2011.

**Planned:** Practice ongoing. *This strategy is considered accomplished and will be dropped.*

**Status:** Criminal Justice Act funding secured for three video trainings on child sensitive arrest practices, PSD safety practice, and childhood trauma. Project team, including law enforcement, identified. Coordination initiated with NM Department of Public Safety. First video in final stages of production, and script for second video developed.

**Planned:** Completion of all three videos and dissemination to law enforcement agencies statewide by December 2011. Publication and information dissemination to begin summer 2011.

**Status:** Policy and procedures for the administrative review/appeal of investigation findings have been developed

**Planned:** The process for maintaining a central registry has been moved to the CAPTA Plan which is submitted under separate cover..

**Status:** This strategy not accomplished at this time due to hiring freezes and other work demands.

**Planned:** Efforts ongoing to look at paid overtime, temporary hires, etc. to deal with and close pending investigations. In addition, investigation practice will be addressed in the initial implementation of the new practice model as part of the Piñon Project, including the development of standards and best practice, and this may impact this strategy.

## Strategy

18. Review, and revise if required, SDM intake screening tool and process to better align with safety assessment and management model to expand opportunities for earlier identification of caregiver protective capacities.

## 2011 Status

**Status:** This strategy is in progress.

**Planned:** PSD workgroup currently reviewing SDM screening tool to determine if tool is effective, *i.e.* screening in/out proper cases and at right priority level. This group is also working in cooperation with the Piñon Project work team which is developing standards and best practices related to intake.

## B. GOAL 2: Permanency

### 1. Permanency Outcomes, Objectives, Baseline Data, and Targets

#### a. Permanency Outcome 1: Children have permanency and stability in their living arrangements.

By June 30, 2012, New Mexico will achieve 35.0% conformity with CFSR Permanency Outcome 1.

baseline	30.6% (QA data; CY 2008)
target	35.0%
2011 status	28.3% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>P1.1 Preventing multiple entries into foster care (Item 5)</b>			
By June 30, 2012, at least 94.0% of cases reviewed will be rated as a “strength” on Item 5 of the CFSR tool. Source: PSD QA Team: <i>CYFD/PSD Performance Measure 6</i>	91.7%	94.0%*	85.0%
<b>P1.2 Placement stability (Item 6)</b>			
By June 30, 2012, at least 64.5% of cases reviewed will be rated as a “strength” on Item 6 of the CFSR tool. Source: PSD QA Team; <i>CYFD/PSD Performance Measure 4</i>	59.6%	64.5%	54.7%
<b>P1.3 Appropriate and timely permanency goals (Item 7)</b>			
By June 30, 2012, at least 67.3% of cases reviewed will be rated as a “strength” on Item 7 of the CFSR tool. Source: PSD QA Team	62.5%	67.3%	64.2%
<b>P1.4 Permanency through reunification, permanent guardianship, and placement with fit and willing relative (Item 8)</b>			
By June 30, 2012, PSD’s Permanency Composite 1 (timeliness and permanency of reunification) will achieve a score of 116.2. Source: AFCARS rolling 12 month file; <i>CYFD/PSD Performance Measure 2</i>	112.9	116.2	111.8
By June 30, 2012, at least 57.5% of cases reviewed will be rated as a “strength” on Item 8 of the CFSR tool. Source: PSD QA Team	50.0%	57.5%	59.2%

\* data unstable and based on small numbers; therefore confidence interval not used for target

a. **Permanency Outcome 1 (cont.)**

Objective	Baseline	Target	2011 Status
<b>P1.5 Timely adoption (Item 9)</b>			
By June 30, 2012, PSD's Permanency Composite 2 (timeliness of adoption) will achieve a score of 106.4. Source: AFCARS rolling 12 month file; <i>CYFD/PSD Performance Measure 5</i>	134	106.4*	143.3*
By June 30, 2012, at least 25.9% of cases reviewed will be rated as a "strength" on Item 9 of the CFSR tool. Source: PSD QA Team	20.4%	25.9%	31.8%
<b>P1.6 Planned permanent living arrangements (Item 10)</b>			
By June 30, 2012, at least 33.0% of cases reviewed will be rated as a "strength" on Item 10 of the CFSR tool. Source: PSD QA Team	25.0%	33.0%**	10.0%**
Permanency Composite 3: By June 30, 2012, PSD's Permanency Composite 3 (permanency in less than 18 months) will achieve a score of 122.7.	135	122.7*	123.9*
Permanency Composite 4: By June 30, 2012, PSD's Permanency Composite 4 (placement stability) will achieve a score of 87.4. Source: AFCARS rolling 12 month file (target = PIP goal)	84.9	87.4*	88.4*

\* In the last reporting period, NM exceeded the National Standards on Permanency Composites 2, 3 and 4. Our intention is to remain above the National Standards and no less than the target cited here.

\*\* Data on this item are based on small numbers and unstable; therefore confidence interval not used for target in this case.

**b. Permanency Outcome 2: The continuity of family relationships will be preserved for children.**

By June 30, 2012, New Mexico will achieve 33.3% conformity with CFSR Permanency Outcome 2.

baseline 28.9% (QA data; CY 2008)  
 target 33.3%  
 2011 status 40.6% (QA data; CY 2010)

Objective	Baseline	Target	2010 Status
<b>P2.1 Placement close to parents and/or in child's community (Item 11)</b>			
By June 30, 2012, at least 95.0% of cases reviewed will be rated as a "strength" on Item 11 of the CFSR tool. Source: PSD QA Team	94.2%	95.0%	96.5%
<b>P2.2 Placement with siblings (Item 12)</b>			
By June 30, 2012, at least 84.3% of cases reviewed will be rated as a "strength" on Item 12 of the CFSR tool. Source: PSD QA Team	79.8%	84.3%	85.1%
<b>P2.3 Visitation with parents and siblings (Item 13)</b>			
By June 30, 2012, at least 45.2% of cases reviewed will be rated as a "strength" on Item 13 of the CFSR tool. Source: PSD QA Team	40.2%	45.2%	47.5%
<b>P2.4 Preserving connections (Item 14)</b>			
By June 30, 2012, at least 61.2% of cases reviewed will be rated as a "strength" on Item 14 of the CFSR tool. Source: PSD QA Team	56.3%	61.2%	46.2%
<b>P2.5 Relative placements (Item 15)</b>			
By June 30, 2012, at least 71.9% of cases reviewed will be rated as a "strength" on Item 15 of the CFSR tool. Source: PSD QA Team	67.0%	71.9%	70.2%
<b>P2.6 Parent-child relationship (Item 16)</b>			
By June 30, 2012, at least 29.4% of cases reviewed will be rated as a "strength" on Item 16 of the CFSR tool. Source: PSD QA Team	24.7%	29.4%	45.5%

## **2. Summary of 2009 – 2010 Accomplishments: Permanency**

New Mexico PSD continues to exceed its 2012 targets in terms of Permanency Composites 2 and 3, with performance on Composite 2 improving from 138.9 to 143.3. (Although performance on Composite 3 declined from 140.2 to 123.9, it still exceeds the 2012 target of 122.7.) Performance on Permanency Composite 4 improved this year to 88.4 and now exceeds the 2012 target of 87.4. Performance on Permanency Composite 1 declined somewhat (from 114.0 to 111.8) and remains below the 2012 target of 116.2.

Although performance exceeds targets on three of the four Permanency Composites, our overall conformity with Permanency Outcome 1 dropped from 37.1% to 28.3% and now falls short of the 2012 target of 35.1%. Performance on individual items within this outcome remains mixed, with improvements on four items and declines on others. On Item 8 (reunification, guardianship, and placement with relative), which showed a dramatic improvement last year, performance declined considerably, from 72% to 59%, but still slightly exceeds the 2012 target of 58%. Similarly performance on Item 9 (timely adoption), although slightly lower (from 33% to 32%), still exceeds the 2012 target of 26%. In addition to the hiring freeze and limited resources, New Mexico has experienced an increase in the number of appeals (both at the point of adjudication and at TPR) and an increase in the length of time it takes for an appeal to be heard. We believe this has a definite impact on some of the decline seen in permanency outcomes.

New Mexico PSD still exceeds the 2012 target of 33.3% on Permanency Outcome 2, but declined considerably this year from 58% to 41%. Despite this drop in overall conformity, and declines in certain items, we exceeded our 2012 targets on four of the six CFPSR items under this outcome. Although performance on Items 13 and 16 remain above the targets, both showed considerable declines this year compared to last. Item 13 (visitation with parents and siblings) went from 66% to 48%, and item 16 (parent-child relationship) declined from 64% to 46%. Another considerable decline was seen in Item 14 (preserving connections) which went from close to the target at 60% down to 46%. Other differences between this year and last were small.

While recognizing our general success in terms of achieving or approximating our targets on Performance Composites, it is important to work on those areas where we are falling behind. Continued efforts are needed in terms of placement stability and renewed efforts are required in terms of preserving connections. It is assumed the substantial changes underway through the Step Up! diligent recruitment project and in terms of foster parent training will make a significant difference. In addition, permanency planning policy and procedures are being revised at this writing and the Permanency & Placement module of the PSD Basic Core training has just been revised. These two changes should provide more clarity and consistency with laws, regulations, and practice changes.

There were several significant accomplishments in terms of permanency during 2009 – 2010, including:

- During this reporting period PSD was awarded a Diligent Recruitment grant. This multi faceted and transformative project will test new approaches to diligently recruit foster and adoptive parents, expand concurrent planning for all children in care for whom such planning is appropriate, and develop a customer service model for all protective services staff.
- As described further in Section XVII below, PSD remains actively involved in the development and roll-out of New Mexico's participation in the National Youth in Transition Database (NYTD). As part of that effort, in the fall 2010, Youth Services and SACWIS staff provided training across the state in how to appropriately document NYTD services for reporting purposes.
- The Permanency & Placement module of the PSD Basic Core training was revised in the spring of 2011 and will be rolled out in June. This revision places more emphasis on adoption and youth issues than the original version.

### 3. Strategies to Achieve Permanency Outcomes and Objectives

Strategy	2011 Status
<p>1. Continue to conduct reviews intended, among other things, to identify and address barriers to permanency:</p> <ul style="list-style-type: none"><li>• Continue AART reviews for: all children with plans of adoption and no identified placement resource, all youth aged 16 and over, all children prior to establishing PPLA as a permanency plan, and all children with plans of reunification for over one year.</li><li>• Continue Pacing Permanency Reviews specified intervals (6 months, 9/10 months, and 13 months) in every case with a permanency plan of reunification</li><li>• Conduct Family Centered Meetings (FCMs) whenever a child is assessed to be at risk for placement disruption or in response to a request to move a child in foster care; in anticipation of a change in permanency plan; and/or to consider a trial home visit or discharge from custody.</li></ul> <p>Track reviews, recommendations, and outcomes. Incorporate program instruction guidelines into revised Permanency Planning Procedures.</p>	<p><b>Status:</b> All three of these types of reviews and meetings are currently ongoing and expanding.</p> <p>In 2009 – 2010, AART review of children with plans of reunification for over one year moved to placing permanency process in response to state budget cuts in contracts. In 2010 – 2011, again due to budget constraints, AART reviews youth at age 17 rather than 16. Development of a tracking and follow-up system in place for AART reviews.</p> <p>During 2010 2011, a process similar to that used for tracking monthly worker/child visits developed to monitor Pacing Permanency Reviews. Reports for tracking purposes distributed to county offices on a monthly basis.</p> <p>Procedures for FCMs were incorporated into revised PSD General Policy in March 2010.</p> <p><b>Planned:</b> AART reviews ongoing.</p> <p>Pacing Permanency reviews ongoing and will continue to be assessed. Process to be incorporated into Permanency Planning policy &amp; procedure.</p> <p>FCMs ongoing. A Piñon Project work team is looking at FCMs in terms of identifying standards and best practices to be incorporated into the implementation of the new practice model.</p>
<p>2. Consider the possibility of conducting FCMs post-placement and pre-finalization for adoptive families whenever there are concerns about disruptions or other issues.</p>	<p><b>Status:</b> This strategy is still used informally by some placement specialists. No formal procedure has been developed.</p> <p><b>Planned:</b> Develop standards and best practices related to FCMs as part of the Piñon Project.</p>
<p>3. Develop and implement a system to monitor and assess the implementation of the new Concurrent Planning Model. Consider revisions and expansions to the model if appropriate.</p>	<p><b>Status:</b> The assessment of the concurrent planning model was put on hold pending the work of the Step Up! diligent recruitment project.</p> <p><b>Planned:</b> The Step Up! diligent recruitment project includes a reexamination of concurrent planning, and changes in the model may result from those efforts.</p>

## Strategy

4. Continue the provision of support services (FSS) to foster families. Monitor those services and assess their effectiveness and reevaluate as appropriate.
5. Develop and implement enhancements to the PRIDE curriculum to include skill building in terms of childhood trauma, placement stability, preserving connections, and the importance of placing siblings together. Develop a plan to include similar content in the annual Foster Parent Development Training.
6. Continue to conduct the annual Foster Family Conference and Adoptive Family Conference, including content on placement stability, preserving connections, and the need for expedited permanency for children in foster care.
7. Continue to support youth advocacy organization, Adelante, in order to plan and implement effective programs to assist youth transitioning to adulthood, reconnecting with biological families, and preparing for independent living.
8. Identify one person in each county office to serve as a Permanency Planning Worker Youth Specialist. Provide training, working with the NRC for Youth Development, on the Ansell-Casey Life Skills Assessment and other topics. Include training on effective ways of talking to youth about adoption and reconnecting with biological families.
9. Incorporate PSD's new Program Instruction Guidelines regarding relative notification into revised Investigation and Permanency Planning policies and procedures. Ensure relatives are notified prior to the child's first permanency hearing and develop documentation for the court regarding reasonable efforts to notify.

## 2010 Status

**Status:** These services have been provided for the past two years and are ongoing.

**Planned:** Clarification of staff/contractor roles to be done and program approach and financial efficacy reassessed by October 2011.

**Status:** During this reporting period a new pre-service curriculum to replace PRIDE was completed and pilot tested. Full implementation of this training was put on hold pending work of the diligent recruitment project.

**Planned:** The new pre-service training curriculum will be reconsidered in light of Step Up! – the new diligent recruitment project.

**Status:** Annual

**Planned:** Annual (see also #5 above).

**Status:** Ongoing

**Planned:** Ongoing

**Status:** Permanency planning workers were identified in October 2009 and trained in November and December. This staffing approach was assessed, determined to be effective and will continue.

**Planned:** Request NRC days for Ansell-Casey training of trainers to allow Youth Services Bureau staff to conduct training for staff and providers on conducting assessments.

**Status:** Program Instruction Guidelines (PIG) for identifying relatives during the CPS investigation and providing notification to relatives upon entry into foster care incorporated into Investigation Procedures and FACTS court templates modified in May 2010.

Training on "Fostering *Relative Connections*" developed and offered in May 2011.

**Planned:** Incorporate PIG into Permanency Planning policy. Offer

“Fostering *Relative* Connections” training to additional staff.

## Strategy

10. Continue to work with the courts and the CIP to share data and make improvements to accelerate permanency. Participate in judicial district specific cross-training events (“Pacing Permanency: Best Practices and Local Perspectives”) to be held in the fall of 2009 to develop district based Child Welfare Improvement Plans.
11. Develop and provide training for staff, including CSAs, on parent-child visitation, including visit coaching and specific issues involved in trial home visits.
12. Implement a new practice requirement that each foster home with a new placement will be visited at least three times within the first 30 days of that new visit. Disseminate instructions through a Program Instruction Guideline and then incorporate into policy and procedures.
13. Shift the focus of the permanency plan of PPLA for youth in care from a focus on “living arrangement” to a focus on developing permanent positive supportive adult connections for each youth regardless of where he or she is living.
14. Standardize a practice of conducting county-level meetings between PSD staff and foster parents to improve foster parent retention and recruitment and resolve issues between staff and foster parents.
15. Assess use of new safety assessment at various stages of permanency cases (before trial home visits, permanency hearings, change of plan, return home, etc.) in terms of permanency outcomes.

## 2010 Status

**Status:** Data sharing ongoing. These data were used in the fall of 2009, as part of the CIP Cross-Training project, in trainings in each judicial district to inform efforts to develop court-based Child Welfare Improvement Plans (CWIPs).

**Planned:** Ongoing

**Status:** Training developed and piloted June 2010, offered to CSAs statewide in 2010 – 2011.

**Planned:** CSA training is planned for 2011- 2012, but the specific topic has not yet been determined.

**Status:** Program Instruction Guideline (PIG) issued September 2009 and incorporated into Placement policy & procedure March 2010.

**Planned:** PIG incorporated into Permanency Planning policy and procedure by December 2011.

Compliance with new visitation requirements will be monitored on an ongoing basis.

**Status:** Initial training on conceptual framework targeted for youth permanency planning workers and youth transition specialists presented at 2010 IL conference.

**Planned:** Practice will be articulated and incorporated into Permanency Planning policy and procedures by December 2011. Ongoing monitoring and assessment. Additional training provided as needed.

**Status:** Standardization of this practice put on hold pending the efforts of the diligent recruitment project.

**Planned:** Foster parent retention and recruitment will be a primary focus of Step Up! – the new diligent recruitment project.

**Status:** Focus groups held in summer and fall of 2010. Specialized training for investigation supervisors held in June 2011.

**Planned:** Develop and deliver specialized training permanency planning and placement supervisors in 2011 – 2012.

## C. GOAL 3: Well-Being

### 1. Well-Being Objectives, Baseline Data, and Targets

#### a. Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

By June 30, 2012, New Mexico will achieve 35.4% with CFSR Well-Being Outcome 1.

baseline	31.4%
target	35.4%
2011 status	34.0% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>WB1.1 Addressing the needs of children, parents, and foster parents and providing needed services (Item 17)</b>			
By June 30, 2012, at least 37.6% of cases reviewed will be rated as a "strength" on Item 17 of the CFSR tool. Source: PSD QA Team	33.6%	37.6%	34.7%
<b>WB1.2 Involvement of parents and children in case planning process (Item 18)</b>			
By June 30, 2012, at least 52.5% of cases reviewed will be rated as a "strength" on Item 18 of the CFSR tool. Source: PSD QA Team	48.2%	52.5%	59.2%
<b>WB1.3 Conducting face-to-face visits with children (Item 19)</b>			
By June 30, 2012, 90% of the children in foster care will have a monthly visit with the case worker with the majority of these visits occurring in the child's place of residence. Source: SM08-07 & SM08-06	78.5%	90.0%	90.0%
By June 30, 2012, at least 74.6% of cases reviewed will be rated as a "strength" on Item 19 of the CFSR tool. Source: PSD QA Team	70.7%	74.6%	84.0%
<b>WB1.4 Conducting face-to-face visits with parents (Item 20)</b>			
By June 30, 2012, at least 41.9% of cases reviewed will be rated as a "strength" on Item 20 of the CFSR tool. Source: PSD QA Team	37.5%	41.9%	47.6%

**b. Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.**

By June 30, 2012, New Mexico will achieve 81.0% conformity with CFSR Well-Being Outcome 2.

baseline 77.0% (QA data; CY 2008)  
 target 81.0%  
 2011 status 81.9% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>WB2.1 Addressing the education needs of children in foster care and receiving IHS (Item 21)</b>			
By June 30, 2012, at least 81.0% of cases reviewed will be rated as a “strength” on Item 21 of the CFSR tool. Source: PSD QA Team	77.0%	81.0%	81.9%

**c. Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.**

By June 30, 212, New Mexico will achieve 68.3% conformity with CFSR Well-Being Outcome 3.

baseline 64.1%(QA data; CY 2008)  
 target 68.4%  
 2011 status 59.6% (QA data; CY 2010)

Objective	Baseline	Target	2011 Status
<b>WB3.1 Addressing the health needs of children in foster care and receiving in-home services (Item 22)</b>			
By June 30, 2012, EPSDTs will be completed within 30 days of custody for at least 62.2% of children in custody in accordance with agency policy. Source: FACTS SM10A36	54.7%	62.2%	35.4%
By June 30, 2009, at least 80.2% of cases reviewed will be rated as a “strength” on Item 22 of the CFSR tool. Source: PSD QA Team	76.3%	80.2%	72.8%
<b>WB3.2 Addressing the mental/behavioral health needs of children in foster care and receiving in-home services (Item 23)</b>			
By June 30, 2012, at least 72.5% of cases reviewed will be rated as a “strength” on Item 23 of the CFSR tool. Source: PSD QA Team	67.7%	72.5%	65.8%

## 2. Summary of 2009 – 2010 Accomplishments: Well-Being

In 2010, New Mexico PSD exceeded 2012 targets on each Well-Being Outcome and each of the items under them (Items 17 - 23). However compliance dropped in general in 2011. On Well-Being Outcome 1, overall performance declined from 47% to 34%, although performance on exceeded the 2012 target on four of the five items under this outcome. Performance no longer meets the target on Item 17 (addressing the needs of children, parents, and foster parents and providing needed services), falling from 49% to 35%. Declines were also seen in Items 18 (involvement of parents and children in case planning process), from 67% to 59%, and Item 20 (face-to-face visits with parents), from 58% to 48%.

On Well-Being Outcome 2, PSD performance declined slightly (from 83% to 82%) but still meets the 2012 target of 81%.

On Well-Being Outcome 3, performance dropped considerably, from 73% to 60%, below the 2012 target of 68%. The percentage of cases in which EPSDTs were completed within 30 days of custody dropped from 41% to 35%, with a 2012 target of 62%. PSD continues to review this situation to determine if this ongoing decline in performance reflects budgetary limitations (including a hiring freeze), lack of documentation, lack of referral/scheduling, or access issues.

There were several significant accomplishments in terms of well-being during 2010 – 2011, including:

- The annual worker-child visitation goal and 2012 target of 90% have been achieved. PSD will continue to focus on annual goals.
- The use of Family Centered Meetings (FCMs) has been identified as a major focus of the Piñon Project and a work group will address standards and best practice beginning in June 2011.
- A multi-agency Health Summit was held in October 2010. See Section VI below for more information.
- A new EPSTDT reporting process was implemented in May 2011 to address documentation concerns. Beginning in May, the county-specific reports are distributed identifying all children who came into custody that quarter and have or do not have an initial EPSDT documented in FACTS.
- PSD remains involved with various health and mental health collaborative efforts, including membership on the BHPC and the Children's Subcommittee and the Department's new System of Care project funded by SAMHSA. Beginning in spring 2010, central office staff from PSD began serving on Medicaid reform work groups coordinated by the state Human Services Department; however these efforts have been suspended with the new state administration.

### 3. Strategies to Achieve Well-Being Outcomes and Objectives

Strategy	2010 Status
1. Conduct Family Centered Meetings (FCMs) when appropriate when there are concerns about the needs of the child or family. There shall be an emphasis on assuring the continuity of service, and service providers will be invited to attend.	<b>Status:</b> FCMs are ongoing, but not every county office has access to FCMs facilitators. Process incorporated into PSD General Policy March 2010. <b>Planned:</b> Develop standards and best practices related to FCMs as part of the Piñon Project.
2. Consider the possibility of conducting FCMs post-placement and pre-finalization for adoptive families whenever there are concerns about the child's well-being.	<b>Status:</b> This strategy is still used informally by some placement specialists. No formal procedure has been developed. <b>Planned</b> Develop standards and best practices related to FCMs as part of the Piñon Project.
3. Continue to provide Targeted Case Management services to eligible children to ensure their physical and mental health needs are met appropriately. Review the quality of the Targeted Case Management performance regularly to ensure compliance and ensure that children's physical and behavioral health needs are being assessed and addressed.	<b>Status:</b> Targeted Case Management services were discontinued as of June 2011. This strategy will be dropped.
4. Continue to conduct "Ice Breakers" statewide, as soon as possible after the child is placed out of home, bringing together the biological and foster families to discuss the well-being needs of the child.	<b>Status:</b> Responsibility for conducting Ice Breakers has been included in the contract scope of work for county based foster parent liaisons. However budget limitations have resulted in some liaison contracts being cut, so implementation of Ice Breakers has been spotty. <b>Planned:</b> Ice Breakers and Reverse Ice Breakers have been identified as best practices and may be incorporated into the new Practice Model as determined by the Piñon Project work groups.
5. Implement a new practice requirement that each foster home with a new placement will be visited at least three times within the first 30 days of that new visit. Disseminate instructions through a Program Instruction Guideline and then incorporate into policy and procedures.	<b>Status:</b> Program Instruction Guideline (PIG) issued September 2009 and incorporated into Placement policy & procedure March 2010. <b>Planned:</b> PIG incorporated into Permanency Planning policy and procedure by December 2011. Compliance with new visitation requirements will be monitored on an ongoing basis.

## Strategy

6. Continue to visit each child in placement in the child's placement at least once a month in order to assess the safety and well-being of the child.

7. Develop visit guidelines similar to the Worker/Child Visit Guidelines for Worker/Parent visits, including assessing parent need for services, progress on services plan, etc. Develop and provide training.

8. Continue the provision of support services (FSS) to foster families in order to ensure the well-being of the child and the family. Monitor those services and assess their effectiveness and reevaluate as appropriate.

9. Develop and implement enhancements to the PRIDE curriculum to include skill building in terms of ensuring the well-being of the child. Develop a plan to include similar content in the annual Foster Parent Development Training.

10. Continue to conduct the annual Foster Family Conference and Adoptive Family Conference, including content on ensuring the well-being of children in care.

11. Continue to support youth advocacy organization, Adelante, in order to plan and implement effective programs to assist youth transitioning to adulthood and preparing for independent living.

## 2010 Status

**Status:** PSD has achieved its 2012 target for visits in the child's placement.

**Planned:** PSD will continue to focus on annual goals.

**Status:** PSD has reached its 2012 target in terms of monthly worker/child visits. Visits continue to be monitored in real-time at the end of every month. In addition, the monitoring of the requirement "every child in care is visited each and every month" was increased from a quarterly check to a monthly check.

**Planned:** Monitoring is ongoing. The guidelines for conducting worker/child visits will be incorporated into new Permanency Planning Procedure by December 2011.

**Status:** These services have been provided for the past two years and are ongoing.

**Planned:** Clarification of staff/contractor roles to be done and program approach and financial efficacy reassessed by Oct 2012.

**Status:** During this reporting period a new pre-service curriculum to replace PRIDE was completed and pilot tested. Full implementation of this training was put on hold pending work of the diligent recruitment project.

**Planned:** The new pre-service training curriculum will be reconsidered in light of Step Up! – the new diligent recruitment project.

**Status:** Annual

**Planned:** Annual

**Status:** Ongoing

**Planned:** Ongoing

## Strategy

12. Identify one person in each county office to serve as a permanency planning worker Youth Specialist. Provide training, working with the NRC for Youth Development, on the Ansell-Casey Life Skills Assessment and other topics. Include training on effective ways of talking to youth about adoption and reconnecting with biological families.

13. Maintain the position of PSD Medical Director to provide training and consult with PSD staff related to the on-going physical needs of children, and to assist with identification of specialists, as needed.

14. Continue involvement as a member of the Behavioral Health Purchasing Collaborative and a number of the Collaborative's Subcommittees, including the Children's Subcommittee. Participate in Local Collaborative stakeholder meetings in an effort to ensure the behavioral health needs of children and families are addressed.

15. Continue to monitor the timeliness of referrals for EPSDT and develop a plan to improve timeliness as needed. Incorporate EPSDT referral data into County 360<sup>o</sup> Reports.

16. Incorporate Children's Code changes and Fostering Connections requirements into Permanency Planning policy and procedures; modify FACTS to capture educational continuity efforts for court reports and other purposes.

17. Build knowledge and create awareness of the neurobiological impact of early childhood trauma and implication for child well-being for children in the foster care system. Determine how CPS agency can inform practice to achieve better outcomes for children.

## 2010 Status

**Status:** Permanency planning workers were identified in October 2009 and trained in November and December. This staffing approach was assessed, determined to be effective and will continue.

**Planned:** Request NRC days for Ansell-Casey training of trainers to allow Youth Services Bureau staff to conduct training for staff and providers on conducting assessments.

**Status:** Ongoing

**Planned:** Ongoing

**Status:** PSD continues its involvement on the BHPC and Local Collaboratives and is represented on the Children's Subcommittee as well as the Adolescent in Transition work group.

**Planned:** Ongoing

**Status:** The timeliness of referrals for EPSDT has been incorporated into the County 360<sup>o</sup> Reports. In addition, a monthly monitoring process has been developed to provide a real-time check of EPSDT referrals. This process involves notification at the county office level of the EPSDT status for all children in care.

**Planned:** Monthly monitoring process will continue. Review of reasons for lack of timeliness will continue and new strategies to address issue will be developed and implemented as needed.

**Status:** FACTS modifications required to document educational continuity completed May 2011.

**Planned:** Requirements incorporated into Permanency Planning policy and procedures by December 2011.

**Status:** In June 2010, PSD began project to pilot efforts in Region 1 of the State. Pilot, including evaluation of efforts, to continue over next two year period as state funding allows.

**Planned:** Ongoing

## Strategy

18. The Children, Youth and Families Department was awarded a System of Care grant by SAMHSA in the fall of 2009 to incorporate a systems of care approach to the provision services to promote recovery and resiliency for individuals and families.

19. Improve educational outcomes for children in foster care through better partnerships with the New Mexico Public Education Department

20. Advocate with the State Medicaid agency to meet the physical health needs of children in the foster care system through participation on Medicaid reform work groups.

15. Develop and disseminate training for law enforcement agencies statewide on childhood trauma and on services for incarcerated parents.

## 2010 Status

**Status:** PSD staff at the county level have been and will continue to be involved in SOC grant development and implementation in the three targeted sites. In addition, Adelante, New Mexico's youth advocacy and advisory board continue to participate in this grant as the youth advisory board.

**Planned:** Ongoing. System of Care efforts will be coordinated with other system change initiatives rolled out as part of the Piñon Project practice model development and the Diligent Recruitment project.

**Status:** Sent notice to foster parents and older youth informing them of their ability to qualify for school food programs without regard to income. FACTS was modified to capture the ID number that Public Education Department (PED) uses and all agencies are moving toward sharing. However, CYFD's involvement with PED and the NM Supreme Court concerning opportunities for sharing of educational data for children in the foster care system were put on hold with the new state government administration.

**Planned:** PSD has participated with Public Education Department and others on a longitudinal data warehouse project (inter-agency) to make data available across schools, universities, CYFD, Workforce Solutions, and others. We will remain involved, although this effort has not received funding support from the state legislature.

**Status:** Beginning in Spring 2010, staff from CYFD began serving on Medicaid reform work groups coordinated by the Human Services Department (State Medicaid agency). These work groups have been discontinued.

**Planned:** This strategy will be discontinued.

**Status:** Criminal Justice Act funding secured for three video trainings on child sensitive arrest practices, PSD safety practice, and childhood trauma. Project team, including law enforcement, identified. Coordination initiated with NM Department of Public Safety. First video in final stages of production, and script for second video developed.

**Planned:** Completion of all three videos and dissemination to law enforcement agencies statewide by December 2011. Publication and

## **D. GOAL 4: CFSR SYSTEMIC FACTORS**

PSD is committed to maintaining a collaborative and cooperative child welfare system that is responsive to the needs of the clients and community in a professional and timely manner. We are committed to a process of continuous improvement through training, case review, data analysis, and feedback from and collaboration with constituents and stakeholders. This commitment is furthered by making efforts to be in conformity with the seven systemic factors identified in the CFSR. In PSD's second round CFSR, the State was found to be in substantial conformity with three of the seven factors.

**PSD's goal is to be found in substantial conformity with each of the seven systemic factors by the time of the third round of the CFSR (2011 – 2012).**

The rest of this section provides the CFSR definition for each systemic factor and the second round CFSR finding and lists several strategies to remain in substantial conformity or achieve substantial conformity by the third round CFSR. Additional strategies as listed in other sections of this plan (specifically Parts A – C of this Section, Sections X, XII, XIV, and XV) also address systemic factors. It is also anticipated that the work of the MPCWIP collaborative project will contribute greatly to our conformity with systemic factors.

### **1. Statewide Information System**

#### **a. Requirement:**

*State is operating a statewide information system that, at a minimum, can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediately preceding 12 months, has been) in foster care.*

#### **b. Second Round CFSR Finding:** Substantial Conformity

**c. Strategies & 2011 Update** (see also Section XIV): Because of cuts to the state budget, CYFD's IT Division has been reduced in size; therefore our ability to enhance/modify the system has been significantly reduced. This has also placed strains on our ability to meet federal reporting requirements and required prioritizing in order to meet those requirements. The updates and plans presented below are obviously affected by those limitations.

- Continue to expand functionality over the next five years, including furthering the utilization of the data generated by FACTS through trainings and the targeting of additional measures, as appropriate. A specific objective will be to ensure that the county profile reports are regularly provided to the supervisory and line staff for greater and more effective utilization of the data reported.

*Over the next few years, this strategy, subject to state budget restrictions, will be modified to focus efforts on supporting and maintaining the existing functionality of the statewide information system while also placing an emphasis on utilization*

*of data. This emphasis has resulted in a half-day module in PSD's New Supervisor Core on interpreting and supervising with data.*

- Continue to involve field management and staff in the analysis of current data to support rapid and local responsiveness to needed upgrades in child welfare practice.

*This strategy is ongoing. As mentioned above, the emphasis on utilization of data has resulted in a half-day module in PSD's New Supervisor Core on interpreting and supervising with data. We are still considering developing a very basic "understanding data" e-learning course for all interested staff during the next year.*

- Incorporate PSD's upgraded a) Education Window; b) Respite and Respite Payments functionality; c) Medical Window; and d) Person Merge functionality into the management information system in spring 2011.

*The new functionality described above was rolled out in presentations and staff training statewide in the spring and summer of 2011.*

- Pursue funding for work on the web-based development of the National Youth in Transition Database (NYTD), as feasible, given current economic conditions.

*To date we have been unsuccessful in securing funding for this effort and have moved forward to implement NYTD in other modalities.*

- Over the next few years, as state budget allows, and through an approved Advance Planning Document, pursue moving the entire FACTS database to a web-based system.

*To date we have been unsuccessful in securing funding for this effort but will continue to pursue this.*

## **2. Case Review System**

### **a. Requirement:**

*The State provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions; a process for the periodic review of the status of each child, no less frequently than once every 6 months; a process that ensures that each child in foster care under the supervision of the State has a permanency hearing no later than 12 months from the date the child entered foster care and no less frequently than every 12 months, thereafter, and a process for termination of parental rights proceedings in accordance with the provisions of ASFA.*

### **b. Second Round CFSR Finding: Not in Substantial Conformity**

### **c. Strategies & 2011 Update:**

- Continue to conduct internal reviews and meetings, inviting family, foster family, and others as appropriate; reviews and meetings include, but are not limited to:
  - AART reviews for: all children with plans of adoption and no identified placement resource, all youth aged 16 and over, all children prior to establishing PPLA as a permanency plan, and all children with plans of reunification for over one year;
  - Conduct Pacing Permanency Reviews at specified intervals (6 months, 9/10 months, and 13 months) in every case with a permanency plan of reunification

- Conduct Family Centered Meetings (FCMs) whenever there is 48 hour police hold, when a child is assessed to be at risk for placement disruption or in response to a request to move a child in foster care; in anticipation of a change in permanency plan; to consider a trial home visit or discharge from custody, or other appropriate times.
- Continue to implement the youth transition staffing, as required by the 2009 New Mexico Children's Code amendments, to develop the transition plan for presentation at the discharge hearing.

*In New Mexico, in accordance with the Children's Code, cases are reviewed by the District Court at least every six months, with permanency hearings at least annually. In addition, the Citizen Review Board reviews every case prior to each permanency hearing and intervening judicial review. PSD has implemented a number of review processes and meetings to ensure that each child's case plan is developed jointly with the child's parent(s) and includes the required provisions:*

- *AART reviews are ongoing. Development of a tracking and follow-up system in place for AART reviews. AART reviews of children with plans of reunification for over one year moved to Pacing Permanency Review process in response to state budget cuts in contracts. AART reviews of youth limited to youth aged 17 due to budget cuts.*
  - *Procedures for Pacing Permanency Reviews will be incorporated into Permanency Planning policy and procedures by December 2011. A monitoring process and reports for tracking purposes have been developed and are distributed to county offices on a monthly basis.*
  - *Requirements for FCMs have been incorporated into PSD General Policies and procedures. A Piñon Project work group is looking at FCMs in terms of identifying standards and best practices to be incorporated into the new practice model.*
  - *Quality assurance review of implementation of youth transition meeting requirements and the resulting transition plan incorporated into agency quality assurance review process.*
- Continue to share data related to timeliness of court events with courts. Work with courts and CIP to address barriers to timelines of adjudicatory, permanency, and TPR hearings.  
*Data sharing between the courts and PSD is ongoing.*
  - Work with the CIP Cross-Training Project to co-sponsor and participate in the judicial district based meetings designed to develop district specific Child Welfare Implementation Plans.  
*These district meetings took place in the fall of 2009. This strategy is complete.*
  - Work with the MPCWIP (if approved) to improve coordination of Pacing Permanency Reviews, AART reviews, judicial reviews and hearings, and other elements of PSD's extensive case review system.  
*New Mexico's MPCWIP project - the Piñon Project - was approved and work is underway. At this time (2011), other than looking at FCMs as mentioned above, the project is focusing on the intake and investigation phases of the child welfare practice model, which is before most of the reviews contemplated in this strategy take place. Given this, this strategy will be dropped at this time.*
  - Through FCMs, worker-parent visits, pre-adjudicatory and pre-permanency meetings, etc., work to increase the percentage of cases in which parents are actively involved in the development and review of case plans.

*PSD has reached its 2012 target in terms of the involvement of parents and children in the case planning process although performance declined somewhat in 2010 compared to 2009. We will continue to work to increase the percentage of cases in which parents are actively involved through the improvements to the FCM process contemplated in the Piñon Project as well as increased and improved worker-parent visits and other strategies. Parental involvement is assessed through the QA process.*

- Work with CCAs, GALs, Youth Attorneys, and Children’s Court Judges, in collaboration with the Court Improvement Project, to develop strategies to increase the participation of youth and foster parents in court hearings and reviews. Review process for notifying foster parents of court hearings to identify and create strategies to address barriers to foster parent participation. Provide opportunities to youth to increase knowledge of and comfort with the court system to increase participation.

*Youth from the foster care system attend the annual Children’s Law Institute and, in 2010 and 2011, attended a luncheon with the children’s court judges from across the state. This is designed to help youth advocates become more comfortable with the judges (and vice versa) so both groups see the value in youth coming to court. In addition, youth are now represented on the Court Improvement Project Commission.*

*The Court Improvement Project Commission has published a booklet for foster parents on participating in court, Going to Court: When and How a Foster Parent Can Help - A Guide for Foster Parents, as well as the Best Practice Bulletin, Foster Parent Involvement. These publications are available on line. We will continue to make copies available to foster parents.*

### **3. Quality Assurance System**

#### **a. Requirement:**

*The State has developed and implemented standards to ensure that children in foster care are provided quality services that protect the safety and health of the children, and the State is operating an identifiable quality assurance system that evaluates the quality of services, identifies strengths and needs of the service delivery system, provides relevant reports, and evaluates program improvement measures implemented.*

#### **b. Second Round CFSR Finding: Substantial Conformity**

#### **c. Strategies & 2011 Update** (see also Section XV)

- Continue to produce 360° Reports, combining County Profile data, a critical analysis of that data, and a comprehensive action plan for that county.  
*Ongoing. As part of the Piñon Project we will be looking at which reports we really need and developing training and other information on using those reports.*
- Finalize and implement the use of supervisory tools for investigation, placement, and in-home services based primarily on CFSR outcomes. These tools will provide management data to identify strengths and areas needing improvement.
- *The CFSR supervisory tool for investigation was developed, but this effort was dropped in light of activities planned through the Piñon Project, including new standards and best practices in investigation. During the spring of 2010, the Foster Care & Adoption Bureau began conducting fidelity reviews in targeted counties. These reviews, which are*

*continuing, were developed to review improve support and collaboration with foster parents. Each county's review continues until substantial improvement is demonstrated. At that time another county will be reviewed.*

- Focus on getting more staff, at various levels of responsibility, trained in the CFSR process and able to participate effectively in the Quality Assurance Reviews.

*Regionally based Quality Assurance review training conducted in three of the five regions during the previous reporting period and is ongoing. PSD staff participate as review partners in county based quality assurance reviews.*

- Focus on ensuring all new processes, such as the Pacing Permanency Reviews, are properly incorporated into practice. *A Program Instruction Guideline regarding Pacing Permanency Reviews was developed and disseminated statewide, and will be incorporated into Permanency Planning policy and procedure by December 2011. Modifications to the FACTS system have been made to allow for tracking and Management Information Reports are sent to county offices monthly.*

#### **4. Staff and Provider Training**

##### **a. Requirement:**

*The State is operating a staff development and training program that supports the goals and objectives in the CFSP, addresses services provided under titles IV-B and IV-E, and provides initial training for all staff who deliver these services; provides for ongoing training for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP, and provides training for current or prospective foster and adoptive parents, receiving foster care or adoption assistance under title IV-E that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.*

##### **b. Second Round CFSR Finding: Not in Substantial Conformity**

##### **c. Strategies & 2011 Update** (see also Section XII):

- Complete the E-learning components of PSD Basic Core. Evaluate all the components of Basic Core (including classroom, OJT, and E-learning) and revise as necessary.

*The Ethics E-learning has been developed and is now required for the current Basic Core course. Participants in earlier Cores will be encouraged to take the course but not required. The ICWA E-learning is in progress and scheduled for completion by late fall 2011. Work has begun on the final E-learning component of Basic Core on the CASA Program.*

*The first major revisions of the Basic Core rolled out in 2009 are in process and will continue in 2011 – 2012. The three-day Placement & Permanency module has been revised and offered for the first time in late June.*

*A Level 2 (knowledge gain) evaluation of the classroom components of Basic Core is being implemented incrementally; post-tests for the first two of four weeks of classroom Core are in place. Because of limitations related to staffing and travel resources, focus groups planned to assess the transfer of learning (Level 3 evaluation) from Basic Core, including the on-the-job (OJT) components, will not be conducted. Rather, participants and supervisors will be asked to complete an on-line survey.*

- Roll out three new specialty trainings: Specialized Training for Placement Staff (STPS), Specialized IHS Training, Core Training for New Supervisors. Evaluate and revise as necessary.

*All three of these trainings have been rolled out, evaluated, and revised. Offerings of STPS and IHS training have been limited because of reduced hiring. Supervisory Core has been offered three times on a regional basis, and will be offered to different regions during 2011 – 2012.*

- Roll out the new Foster Parent Recertification Training requirements. Assess the new requirements and modify as necessary.

*New requirements were implemented and included in foster and adoptive parent policies in the fall of 2009. A process for identifying topic requirements and preparing trainers is in place and assessment of the new requirements is underway.*

- Ensure that there are sufficient opportunities for staff to meet Social Work Board's new requirement for training in Cultural Competency.

*This year we were able to offer numerous opportunities for cultural competency credits. The Annual Children's Law Institute always includes cultural competency training, and Basic Core and each of the specialty Core trainings include significant content on cultural competency. Scholarships are provided to assist staff to attend the annual Indian Child Welfare Conference.*

*During 2010 – 2011, the Training Bureau rolled out a major new training package, "Knowing Who You Are," a Casey Foundation training on racial and ethnic identify. Fourteen individuals went through an extensive facilitator training and certification of those facilitators, according to Casey Foundation criteria, will continue in 2011 – 2012. Five sessions of the training will be offered to staff statewide.*

*In addition, a new training on compliance with MEPA/IEPA was developed and delivered in 2011. This training will also be available in 2011 – 2012, including a special version of the training to be offered to CASA volunteers and court-appointed attorneys.*

- Maintain the PSD Training Advisory Committee (TAC) to oversee ongoing training development, delivery, and evaluation.

*Ongoing*

- Continue and expand PSD's new Trainer Development Process. The trainer development and certification process is standardized and rigorous, and ensures that training delivered to staff, court personnel, foster and adoptive parents and others is of a high quality. A new Training for Trainers (T4T) will be offered in the fall of 2009.

*A third cadre of in-house trainers was trained in the spring of 2011. Trainer development is ongoing.*

- Maintain a good working relationship with the New Mexico State University School of Social Work, PSD's primary University Training Partner. With NMSU, explore the possibility of developing a Child Welfare Training Academy, eventually including CYFD's Professional Development Bureau, the other three University Schools of Social Work, and the Corinne Wolfe Children's Law Center at the UNM School of Law

*Ongoing*

- Explore opportunities to partner with the Children's Law Center to maximize IV-E funding for training for judges, court personnel, and CASA volunteers.

*Conversations are ongoing with the Children's Law Center, the Administrative Office of the Courts, and New Mexico CASA to maximize IV-E training for these audiences.*

## 5. Service Array and Resource Development

### a. Requirement:

*The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.*

### b. Second Round CFSR Finding: Not in Substantial Conformity

### c. Strategies & 2011 Update:

- Continue to actively participate on the Behavioral Health Purchasing Collaborative (BHPC) and work with the Collaborative, other state agencies, and the statewide entity to ensure access to behavioral health and substance abuse services and an expansion of services to children and families in a rural setting.

*PSD remains actively involved with the BHPC especially at the local level through the Local Collaboratives. PSD and OptumHealth have established and maintain a regionally based graduated case staffing (triage) process to provide care coordination for children in the foster care system. Although CYFD/PSD data staff had attempted to collaborate with OptumHealth to exchange data to analyze and characterize behavioral health services received by children involved with the child welfare system, those efforts have been stymied by the inability of OptumHealth to provide adequate and discrete data. In last year's report we noted that a decision to issue a new RFP to possibly seek a replacement for OptumHealth was a possibility. However, after public meetings held last summer, the consensus was to continue this relationship for the term of the contract.*

- Work with the structure of the BHPC local collaboratives to identify and advocate for behavioral health services for child welfare client. Local collaboratives, in response to a survey by the BHPC Children's Subcommittee (on which PSD is represented), identified a need for a "rebalancing of services" to include crisis services, prevention, outpatient services, residential services, inpatient care, and transition services. PSD will continue to participate in efforts to meet those needs.

*PSD and OptumHealth have established and maintain a regionally based graduated case staffing (triage) process to provide care coordination for children in the foster care system. Family Centered Meetings have also strengthened collaborations by including stakeholders in meetings to ensure that all available resources are provided to families.*

- Work with existing health care providers and organizations to improve the service array and availability for health and dental health care for child welfare clients. Among the services now available are the Healthy Beginnings Clinic, Cares Clinic, and the Teen Care Clinic. At the stage of investigation, there is the Child Abuse Response Team (CART) that is able to serve children and youth statewide. Services include psychological evaluations as well as comprehensive exams, including dental. CART is at the University Hospital and can be used by anyone from other counties if the youth is sent to Albuquerque; it is essentially a trauma team. There are traveling dental clinics in Roswell, Doña Ana, and Santa Fe Counties, although these are not limited just to foster children. Routine health care is generally accessible statewide, but for other needs individuals have to travel to Albuquerque. EPSDTs (Early Periodic Screening, Diagnosis, and Treatment) are considered to be more comprehensive and meaningful than in the past.

*PSD continues to work actively with the health, mental health, and dental health resources listed above.*

- Continue to work with existing health care providers and organizations to improve the service array and availability for health and dental health care for child welfare clients. Among the services now available are the Healthy Beginnings Clinic, Cares Clinic, and the Teen Care Clinic. At the stage of investigation, there is the Child Abuse Response Team (CART) that is able to serve children and youth statewide. Services include psychological evaluations as well as comprehensive exams, including dental. CART is at the University Hospital and can be used by anyone from other counties if the youth is sent to Albuquerque; it is essentially a trauma team. There are traveling dental clinics in Roswell, Doña Ana, and Santa Fe Counties, although these are not limited just to foster children. Routine health care is generally accessible statewide, but for other needs individuals have to travel to Albuquerque. EPSDTs (Early Periodic Screening, Diagnosis, and Treatment) are considered to be more comprehensive and meaningful than in the past.

*PSD continues to work actively with the health, mental health, and dental health resources listed above.*

- Continue coordination with the Family Infant Toddler Program (Early Intervention Services) staff to ensure service delivery to families, refine the referral process as needed, and to access training for staff.

*Ongoing. In addition, PSD participates on the Association for Infant Mental Health.*

- Continue to work with Adelante to identify services needed by youth transitioning out of care; work with community providers and other agencies to ensure such services are available.

*PSD supports and is actively involved with Adelante, an organization of foster care youth and foster care alumni. Members of Adelante plan the annual Independent Living Conference, identifying topics for workshops and other activities. Youth are also involved in planning and participating in the Annual Children's Law Institute. PSD collaborates with Adelante and other youth to improve outcomes for older children in care, focusing most recently on youth transitioning out of foster care and examining the needs of youth up to the age of 21. Efforts involving youth in terms of the Chafee and ETV programs are described in more detail in Section XVII.*

- Continue to work with tribes to ensure access to state services, specifically working to ensure Chafee/ETV services are available to tribal youth.

*PSD actively works with tribal social services, in collaboration with the CYFD Native American Liaison (NAL), to ensure tribes are familiar with and have access to PSD services, including Chafee/ETV services. PSD's Youth Services Bureau, in collaboration with the CYFD NAL, the Bureau of Indian Affairs Southwest Region, New Mexico Tribes, Luna Community College and the NM Department of Health sponsored the annual Indian Child Welfare Conferences in June 2011 and have begun conversations, along with Training Bureau staff, for the 2012 Conference. Youth Services and Training Bureau staff regularly present at various other conferences and meetings, including the federal Region VI meeting for IV-B tribes.*

- Continue to monitoring EPSDT referrals. The process involves notification at the county office level of the EPSDT status for all children in care.

*Ongoing.*

- Continue to work with the Early Care Services Division of CYFD to promote access and utilization of home visiting programs for families coming in contact with the child protective services system.

*Ongoing.*

- Continue active participation with the Systems of Care grant efforts both at the county level and state level.  
*Ongoing.*
- Continue to manage teen parent and fatherhood programs to support children and families so as to divert from the child protective services system.  
*Ongoing.*
- Improve access to PSD through the establishment of a “short code” number. Review and revise SCI manual of community based resources.  
*Ongoing. In April 2011, to correspond with Child Abuse Prevention Month, PSD rolled out #SAFE (#7233) as the new toll-free number to reach SCI from any cell phone. Land line access is now through 1-855-333-SAFE (7233). An extensive media campaign accompanied this roll-out, and the impact of the new number and the campaign is being assessed in terms of increased calls.*
- Initiate efforts to create subsidized kinship guardianship program as allowed by the Fostering Connections to Success and Increasing Adoptions Act of 2008.  
*PSD is not offering subsidized kinship guardianship at this time.*
- In June of 2010, a cross-divisional, multi-level pilot group of 30 CYFD professionals, along with 30 behavioral health and other related providers, commenced a three-year certification program of The Neurosequential Model of Therapeutics (NMT) with The ChildTrauma Academy. NMT, designed by Bruce Perry, Ph.D., M.D., is a developmentally and trauma-informed, biologically-respectful approach to working with at-risk children. This clinical approach helps professionals determine the strengths and vulnerabilities of a given child and create individualized intervention, enrichment and educational plans for children. Through the Project core competencies are identified and cadres of trainers and certified clinicians are developed.  
*This activity is ongoing.*

## **6. Agency Responsiveness to the Community**

### **a. Requirement:**

*The State engages in ongoing consultation with tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family- serving agencies and includes the major concerns of these representatives in the goals and objectives of the CFSP; services provided under the CFSP are coordinated with services or benefits of other Federal or federally assisted programs serving the same population.*

### **b. Second Round CFSP Finding: Substantial Conformity**

### **c. Strategies & 2011 Update:**

- Continue to staff a constituency response desk along with an inspector general position to receive and respond to constituency concerns.  
*Ongoing*

- Through the Native American Liaison, continue to work with the New Mexico Tribes and Pueblos to improve relationships with tribal state governments

*We have IV-E agreements with 11 tribes and Pueblos, and will work in the coming year to expand that number. We also have an agreement for Title XX funding with the Navajo Nation. See additional information in the Section V below.*

- Continue to participate on the Court Improvement Project Task Force, the interagency planning committee for the annual Children's Law Institute, the State/Tribal Judicial Consortium, and other multi-disciplinary, multi-jurisdictional, and interagency organizations in order to identify and address the concerns of partners, constituents, and the community.

*Ongoing.*

- Continue to work with Adelante to identify services needed by youth transitioning out of care; work with community providers and other agencies to ensure such services are available.

*PSD supports and is actively involved with Adelante, an organization of foster care youth and foster care alumni. Members of Adelante plan the annual Independent Living Conference, identifying topics for workshops and other activities. Youth are also involved in planning and participating in the Annual Children's Law Institute. PSD collaborates with Adelante and other youth to improve outcomes for older children in care, focusing most recently on youth transitioning out of foster care and examining the needs of youth up to the age of 21.*

- Publicize and conduct public hearings whenever promulgating new or revised policy and whenever developing a new or revised plan, such as the 2009 - 2014 CFSP, the annual Title XX block grant plan, etc.

*Ongoing.*

- Continue to participate in and make presentations at various community meetings and other events.

*Ongoing.*

- Maintain the Piñon Project Advisory Group.

*Ongoing.*

## **7. Foster and Adoptive Parent Licensing, Recruitment, and Retention**

### **a. Requirement:**

*The State has implemented standards for foster family homes and child care institutions that are reasonably in accord with recommended national standards; the State complies with Federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children; the State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed, and the State has in place a process for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.*

### **b. Second Round CFSR Finding: Substantial Conformity**

### **c. Strategies & 2011 Status** (see also Section X):

During this reporting period PSD was awarded a Diligent Recruitment grant. This multi faceted and transformative project will test new approaches to diligently recruit foster and adoptive parents, expand concurrent planning for all children in care for whom such planning is appropriate, and develop a customer service model for all protective services staff. Many of the activities included in the 2009 – 2014 CFSP will become incorporated into the efforts under this grant.

- Improve the design and deliver of pre-service training for foster and adoptive parents.  
*During 2010 – 2011, a new foster and adoptive parent pre-service curriculum was developed and pilot tested in two counties. In 2011 – 2012, this revised training will be offered in the five counties targeted by the Diligent Recruitment project.*  
*In 2011 – 2012, a formal Training for Trainers will be conducted for staff and contractors who will deliver pre-service training. Senior placement staff who are members of PSD's certified trainer cadre will be trained to monitor and certify these trainers, providing feedback and support to improve the quality and standardization of the training provided.*
- Design, implement and train staff on new Safety Management Protocol, including redesigned safety assessment instrument and standardized safety plan. Protocol will include procedures for assessing safety in the event of referrals in foster homes which are not screened in as abuse/neglect but may indicate a policy violation or other problem.  
*The new Safety Management practice was developed and finalized in early 2009, and staff and contractors were trained in the spring. Foster families were trained in the Safety Management practice at the Foster Parent Conference in the fall of 2010. The implementation process is ongoing. A protocol for assessing safety in the event of referrals in foster homes which are not screened in as abuse/neglect has been developed and procedures and FACTS reporting modified accordingly.*
- Develop and implement a targeted pilot project in at least four counties specifically aimed at recruiting families for sibling groups and older youth.  
*This strategy was not implemented and has been dropped.*
- Continue to develop and implement targeted recruitment activities aimed at recruiting African American, Hispanic, and Native American foster and adoptive families.  
*Ongoing.*
- Continue to provide the Annual Foster Parent and Adoptive Family Conferences and other opportunities for training and skill building.  
*Ongoing.*
- Identify and implement strategies to improve foster parent involvement as a member of the PSD treatment team.  
*Ongoing.*
- Enhance and utilize data collection and tracking systems to increase information about the children in foster care, the available foster and adoptive parents, the effectiveness of recruitment activities, the reasons why foster/adoptive parents leave the system, etc.  
*Ongoing.*

- Review and revise PSD policies and procedures as necessary to reflect changes in state and federal regulations and practice.

*In 2011, PSD staff worked with representatives of private child placement agencies and a member of the state legislature to amend the state's Child Placement Agency Act. These amendments were essential to bring the law, which had not been amended in since it was originally passed over 10 years ago, up to date. PSD policies and procedures were revised accordingly.*

## V. COORDINATION WITH TRIBES

PSD, and indeed all of CYFD, is firmly committed to working collaboratively with the 22 tribes located in New Mexico, as well as with those tribes whose members come into the care of the agency. Perhaps the clearest indication of CYFD's commitment to tribal consultation and collaboration has been the creation of the Native American Liaison (NAL) Program.

### A. The Native American Liaison (NAL) Program

For the past several years, the CYFD Office of the Secretary has maintained a Native American Liaison (NAL) Program to implement the CYFD strategic plan relative to Native American issues and to ensure completion of specific assignments made by the CYFD Office of the Secretary in accordance with the Governor's State-Tribal Agreement, Executive Order 2005-004, the NM State-Tribal Collaboration Act of 2009 and CYFD Tribal Communication, Collaboration and Consultation Policy (see below). The role of this program continues to be:

- to work cooperatively with the tribes to identify barriers to service delivery;
- to be a conduit for the major issues and concerns expressed by the tribes as services for children and families including, but not limited to child welfare, are developed and delivered to tribal members; and
- to provide a bridge with the tribal governments to foster a cooperative working relationship with the state.

Through the NAL, PSD works with the tribes to develop services and agreements that are responsive to the needs of tribal members. The NAL has provided support to PSD staff on a number of difficult ICWA cases with both in-state and out-of-state tribes and participated in ICWA training for PSD staff and ASFA/IV-E training for tribal court and social services personnel. The NAL has facilitated and mediated staffing sessions, provided contact information for out-of-state tribes, and assisted with tribal requests for home studies for off-reservation homes.

### B. Intergovernmental Relationships

State and Tribal Consultation Protocol: The 2009 New Mexico State Legislature passed the State and Tribal Collaboration Act (STCA), which enhances government-to-government communication and collaboration between the state and tribal governments. The Act requires cabinet-level agencies to develop policies that promote communication and cooperation between the state and tribal governments and ensures that each of the 34 executive agencies permanently designates a tribal liaison. PSD has joined five other state agencies and the 22 tribes in signing a Tribal-State Consultation Protocol. This document defines and acknowledges a formal method for Tribal-State Consultation that meets the requirements of the STCA. Protective Services contributes to the annual STCA report each June, identifying key issues for American Indian children in the New Mexico child welfare system as well as key areas of collaboration.

ICWA Intergovernmental Agreement (IGA): On October 22, 2007, the Navajo Nation and CYFD signed the ICWA Intergovernmental Agreement (IGA). As required in the IGA, CYFD and the Navajo Nation conduct four quarterly coordination sessions annually. Examples of the topics addressed include difficult ICWA cases, foster and adoptive parent recruitment and retention, and Navajo adoption policies and procedures. The NAL has negotiated a new IGA with the Pueblo of Tesuque which, at this writing, is in the approval process. The IGA is seen as a model agreement in many ways. For example, the State of Alaska Supreme Court ordered the Alaska child welfare agency to comply with the ICWA of 1978. The NICWA recommended that the Alaska Attorney General's office contact NM CYFD for information on a model ICWA agreement.

Title IV-E Agreements: Eleven (11) tribes and pueblos have entered into Title IV-E Joint Powers Agreements (JPAs) with the State of New Mexico: Navajo Nation, Jicarilla Apache Tribe, and Taos, Picuris, Zuni, Acoma, Santa Ana, Cochiti, Nambe, Santa Clara and Pojoaque Pueblos. Through these Agreements, tribal social services may be reimbursed with federal Title IV-E funds for the care and support of eligible children in foster care in tribal custody. CYFD provides the required match for those federal funds. PSD assists tribes with eligibility determinations and provides training and technical assistance to JPA tribes on IV-E requirements in order to increase their utilization of IV-E funds. Templates have been developed for court orders for tribal courts incorporating the language required therein in order for a child to be determined IV-E eligible. PSD is continuing to work to encourage tribes without JPAs to enter into negotiations to establish an agreement; preliminary discussions have taken place with the Mescalero Apache Tribe, Jemez Pueblo, Santo Domingo (Kewa) Pueblo and Ohkay Owingeh Pueblo, and a follow-up meeting is scheduled with Jemez Pueblo in late June 2011.

The Fostering Connections to Success and Increasing Adoptions Act of 2008: PSD and CYFD have supported Navajo Nation Division of Social Services (NDSS) in their efforts to develop and administer a Title IV-E program. PSD FACTS and IT personnel met with NDSS representatives to discuss the data requirements of Title IV-E and provide technical assistance to the Nation in this area. CYFD supports the provision that Tribes may use every source of match that states are permitted to use and all other sources otherwise permitted by law currently including Tribal 638 programs, Tribal Self-Governance funds and BIA ICWA funds in the event a tribe decides to directly administer the Title IV-E program. The CYFD Secretary met with Tribal social services personnel and agreed to support a request to the state legislature to provide match funds for the IV-E award, but no such request has been made to date. In addition, CYFD personnel met with Tribal representatives to discuss the state's cost allocation process and agreed to work with the Tribe to explore the possibility of securing IV-E funds for administrative costs. CYFD will continue to provide training, resources and support as needed to assist the Nation in accessing direct Title IV-E funding.

Other State-Tribal Agreements: Currently PSD has a contract with the Pueblo of Zuni to provide child welfare services, in addition to the maintenance payments allowable under their IV-E JPA. PSD also has an agreement with the Navajo Nation to provide a share of the state's Title XX Social Services Block Grant fund to the Nation to offer child protective services. Most tribes in New Mexico currently receive federal IV-B funding, and PSD staff participate in the federal ACF Region VI annual conference for IV-B tribes.

## **C. Training and Collaboration**

Over the past year, PSD staff members have met frequently and in various forums with numerous representatives of tribal social services to consult and collaborate on services for Indian children. Many of these meetings were at conferences such as the 2011 Annual New Mexico Indian Child Welfare Conference, discussed below, and the Region VI IV-B meeting. Other consultation occurs in ongoing calls between a tribal social worker and the Title IV-E Unit tribal liaison in terms of various eligibility issues. In addition,

PSD staff members attend the quarterly Navajo IGA meetings and frequently participate in BIA sponsored Northern Pueblos Social Services meetings.

The tribal representatives with whom PSD most consistently consults, in addition to the CYFD NAL, are from the Navajo Nation and Zuni Pueblo. From Navajo, tribal representatives include (but are not limited to) Virgil Pablo, Social Services Director; Regina Yazzie, Navajo Children and Family Services Program Director; Wilfred Yazzie, NCFS Title IV-E Specialist; Nancy Evans, Northern Regional Office Director, and Irene Eldridge, Navajo Social Services. From Zuni Pueblo, we have met with Betty Nez, Director of Social Services, and Marla Fastwolf, Administrative Assistant. PSD also meets on occasion with Sandra McCook, Director of Social Services for the BIA Albuquerque Office. She serves as an informal liaison with tribal social services for most northern tribes.

As indicated in the federal Program Instruction for this APSR, the state and tribes in the state receiving federal Title IV-B funds are expected to exchange copies of their Child and Families Services Plans. At the Region VI May meeting for NM Title IV-B Tribal programs, PSD staff discussed this requirement and informed representatives that the State's plan was posted on the CYFD website. The Regional Office has copies of all tribal plans, and PSD will review those this year, beginning with the 11 Title IV-E JPA tribes.

Title IV-E: A staff member of the PSD Title IV-E Unit has been designated the primary contact for eligibility determinations and other questions and consultation regarding children in tribal custody. The PSD Title IV-E Unit Manager consults frequently with JPA tribes to ensure IV-E requirements are understood. Templates have been developed for court orders for tribal courts incorporating the language required therein in order for a child to be determined IV-E eligible. CDs have been made available at various meetings and conferences. We continue to pursue the possibility of meeting with Navajo judges and social services regarding IV-E requirements and expanding the tribe's use of these funds.

Chafee/ETV Services: Indian children in the custody of the state are eligible for and receive the same services under the Chafee Foster Care Independence Program and the Education and Training Voucher program as other children in the custody of the state. Until such time that an alternative strategy can be developed, tribal youth will be referred to and can access services from any of the Bureau's Youth Transition Specialists. PSD staff meets with BIA Social Services and tribal representatives frequently

Child Welfare Training: PSD has been stepping up its efforts to notify tribal social services personnel of the availability of relevant training events, including the extensive Basic Core training. As soon as it is finalized, the 2011 – 2012 calendar will be sent to each tribal social services office in the state. PSD participates on the Advisory Group for the CIP Cross-Training Grant, and, as such, works to ensure that tribal representatives are invited to all training events and topics are relevant to tribal social services and children's courts. Tribal judges, prosecutors and social services personnel are always invited to the Annual Children's Law Institute, and participation is typically high.

Other Tribal Consultation and Collaboration Activities:

- The NAL and PSD meet with Navajo Nation Social Services on a regular basis, with quarterly meetings specifically called for in the Intergovernmental Agreement (see below). The NAL and PSD participate in the BIA Tribal Social Services Quarterly meetings on ICWA coordination issues and concerns in order to jointly address children and family issues.
- PSD has also included tribes in IV-E and other training, in the development of revisions to the Children's Code, and other important policy and program areas that impact tribes as called for in the Tribal-State Consultation Protocol document.
- In the spring of 2011, with assistance from the NAL and PSD, the Pueblo of Zuni opened a foster care group home for Zuni children and youth.

- The NAL is a participant in ICWA/CWLA hosted monthly teleconference calls at which ICWA issues and concerns are discussed with fellow State Native American liaisons and resource staff from the CWLA, NICWA and others as invited. Issues that have been recently discussed include: SACWIS access by tribes, adoption/recruitment best practices including the development of a “tool kit” for tribal and state staff; ICPC/ICWA issues; ICWA compliance reporting and sharing of reporting tools; federal children and family legislative updates; information and data sharing.
- The 2011 Annual New Mexico Indian Child Welfare Conference was held at the Isleta Pueblo Hotel and Conference Center in Albuquerque in June. PSD was able to provide scholarships for registration fees for 60 staff to attend. This year overall participation in the two day event declined somewhat over last year, and planners are considering moving the event back to April to correspond with the annual Gathering of Nations. Scheduling it proximate to that event last year seemed to contribute to the higher participation rates. Key presentations at this year’s conference included an overview of ACF Region 6 activities, a plenary presentations on Native Ceremonies and childhood trauma, and workshops on the NM model for Family Centered Meetings, the Casey “Knowing Who You Are” curriculum, youth issues, community response and more. This year the Children’s Justice Act Advisory Group funded a day-long pre-session meeting for tribal leaders focusing on child welfare issues.
- PSD supports and participates in Region VI ACF training and technical assistance sessions for Title IV-B NM Tribal programs.

## **D. ICWA Compliance**

Compliance with the Indian Child Welfare Act (ICWA) is a high priority for PSD, CYFD, and the State of New Mexico. In their recent program audit, New Mexico’s Legislative Finance Committee stated that PSD was in compliance with ICWA. ICWA requirements are included in PSD policies in many places, including an extensive section in Legal Services and specific references and requirements in Investigation, Permanency Planning, and Adoption Act Regulations. The New Mexico Children’s Code incorporates the provisions of ICWA into state law. Specifically:

- Notification of Indian parents and Tribes of State proceedings involving Indian children and their right to intervene: PSD Intake Policy (8.10.2.14 NMAC); PSD Investigation Policy (8.10.3.15 NMAC; 8.10.3.16 NMAC); PSD Legal Services Policy (8.10.7.27 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-6 NMSA 1978 (Taking into custody), 32A-4-22 NMSA 1978 (Disposition of adjudicated abused or neglected child);
- Placement preferences of Indian children in foster care, pre-adoptive, and adoptive homes: PSD Legal Services Policy (8.10.7.27 NMAC); PSD Permanency Planning Policy (8.10.3.11 NMAC); PSD Adoption Act Regulations (8.26.3.44 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-9 NMSA 1978 (Indian child placement preferences), 32A-4-21 NMSA 1978 (Neglect or abuse predisposition studies...), 32A-4-22 NMSA 1978 (Disposition of adjudicated abused or neglected child); Children’s Code Adoptions Act 32A-5-4 NMSA 1978 (Application of federal Indian Child Welfare Act of 1978), 32A-5-5 NMSA 1978 (Indian child placement preferences);
- Active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption: PSD Permanency Planning Policy (8.10.8.19 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-24 NMSA 1978 (Periodic Review of dispositional judgments), 32A-4-28 NMSA 1978 (Termination of parental rights; adoption decree), 32A-4-20 NMSA 1978 (Termination procedure); NM Children’s Code Adoptions Act 32A-5-4 NMSA 1978 (Application of federal Indian Child Welfare Act of 1978), 32A-5-5 NMSA 1978 (Indian child placement preferences);

- Tribal right to intervene in State proceedings or transfer proceedings to the jurisdiction of the tribe: PSD Legal Services Policy (8.10.7.27 NMAC); NM Children’s Code Abuse & Neglect Act 32A-4-6 NMSA 1978 (Taking into custody), 32A-4-27 NMSA 1978 (Intervention; persons permitted to intervene).

PSD continues to work to ensure compliance with ICWA through records review, staff training, supervision, Quality Assurance reviews and ongoing meetings with tribal representatives, the Bureau of Indian Affairs and others. According to previous monitoring, PSD performance in terms of identifying Indian children, notifying the tribe and meeting ICWA placement preferences whenever possible is consistently quite good.

However, we recognize that we face challenges in terms of ongoing notification and communication with tribes. We will primarily address that through training. ICWA is included in the legal module of Basic Core, and currently PSD is in the final development process of developing a 90-minute introductory e-learning course on ICWA to expand that information. This course will be available to all staff, and will be required as a component of pre-service training for all new employees. PSD County Office Managers will be encouraged to invite representatives from neighboring tribes to joint meetings with PSD staff to view the E-learning and discuss respective roles and responsibilities and future collaboration and cooperation. The NAL and PSD staff provide training on ICWA compliance upon request; for example, in March 2011 a training was provided for CASA volunteers.

## **E. Plans for 2011 – 2012**

PSD has identified several primary goals for the next three years. These goals reflect issues raised in various formal and informal meetings with the NAL, tribal representatives, PSD priorities and directions, federal directives and regulations, the Tribal-State Consultation Protocol, and more. The NAL will be an important partner in these goals and activities.

### Training:

- Work with the Court Improvement Project’s Cross-Training Grant to consider the possibilities of providing a regional cross-training on ICWA compliance, the relationship between ICWA and ASFA, and related issues.  
*This topic has been put on hold for at least the coming year in light of training being developed by PSD. It will continue to be discussed.*
- Develop an e-learning component of Basic Core on ICWA compliance.  
*This e-learning course is in final development and by the fall of 2011 will be a required part of Basic Core. It will also be available to all staff, and will offer Continuing Education credit, with specific credit in cultural competence which is now a requirement for social work licensure in New Mexico. As noted above, PSD County Office Managers will be encouraged to invite representatives from neighboring tribes to joint meetings with PSD staff to view the E-learning and discuss respective roles and responsibilities and future collaboration and cooperation.*
- Refine the ICWA training course piloted in June 2008 and offer at least three regional trainings (two in Albuquerque and one in Santa Fe). Include information on the Navajo Nation IGA and other tribal-state agreements. Seek the participation of the American Indian Law Center, the Children’s Law Center, the BIA Social Services, the NAL, and tribal representatives in the development and delivery of the training.

*Due to staff shortages at New Mexico State University, PSD's primary training partner, development of this course was delayed. PSD and the NAL will look at revisions to the annual Indian Child Welfare conference which will address the need to advanced ICWA training in 2011 – 2012.*

- Notify tribal social services and court staff of all PSD training and encourage their participation. Explore with the PSD Training Advisory Committee the possibility of inviting tribal social services personnel to participate in PSD's Basic Core and IHS and placement specialty Cores.

*Tribal staff are welcome to participate in any and all of PSD's training, and general invitations are repeated at each conference and meeting PSD attends. However, communication with tribal social services regarding specific trainings has been sporadic and will be improved and formalized in 2011-2012.*

- Provide technical assistance (TA) to tribes preparing to seek direct IV-E funding as requested. *(see next item)*
- Provide training and technical assistance on IV-E requirements on an ongoing basis to tribes with IV-E JPAs and those interested in IV-E JPAs. Seek the participation of the Indian Child & Family Resource Center, the American Indian Law Center, the Children's Law Center, the BIA Social Services, the NAL, National Child Welfare Resource Centers, the Native American Training Institute and tribal representatives in the development and delivery of training and TA.

*PSD provides TA to tribes, both those with IV-E agreements and those interested in agreements, and this process will be expanded in 2011-2012. Over the past year, we had anticipated that IV-E Unit staff would visit each IV-E tribe and identify barriers which are limiting the numbers of children being found eligible for IV-E reimbursement; however staff shortages in that Unit have precluded these meeting. We will revive that effort in 2011 – 2012. In informal conversations to date, these barriers include concerns about sovereignty and, more specifically, difficulty getting the required language included in court orders. As these barriers are identified, we will develop training, technical assistance, or another strategy to address them.*

- Respond to tribal requests for training and technical assistance whenever possible.  
*This is an ongoing activity.*
- Provide information to tribal social services programs to ensure their awareness of the State's IV-E Social Work Student Stipend Program.

*Through this program, qualified and accepted students may receive stipends to pursue social work degrees at four New Mexico Universities. Their payback obligation (18 months for each year a stipend is received) may be met through child welfare related work at tribal social services agency. University social work programs, especially the NMHU program's Farmington campus and the WNMU program's Gallup campus, actively recruit Native American students. We will continue to work with the Universities to get this information to tribal social services.*

- Make PSD offerings of PRIDE and newly developed foster parent pre-service training available to tribally licensed foster parents in tribes with IV-E agreements with the state.

*A Memorandum of Information recently was distributed PSD placement staff in 2010 directing them to notify IV-E of the schedule of upcoming PRIDE/pre-service trainings.*

- Provide training and technical assistance to BIA tribal social workers on PSD safety assessment tool and safety management model.

*PSD is provided initial training and technical assistance in July 2010.*

#### IV-E Joint Powers Agreements:

- Support the tribes with IV-E JPAs through training, technical assistance (as described above) and consultation to assist those tribes in more effectively utilizing IV-E resources.
- Work with other tribes to develop additional JPAs. Preliminary negotiations have taken place with the Mescalero Apache Tribe, Jemez Pueblo and Santo Domingo Pueblo. Recently Ramah Navajo has expressed an interest.
- Visit tribal leaders, judges and social services staff in each of the tribes with IV-E JPAs annually to work with them to identify barriers to IV-E eligibility, training and technical assistance needs, challenges in working with the state, etc.

*PSD frequently provides training TA to tribes, both those with IV-E agreements and those interested in agreements. We have planned for the past few years to expand this process, but staff shortages and resources limitations have delayed that effort. We will expand the process in 2011-2012, as follows:*

- *Through the fall and winter IV-E Unit staff will visit each IV-E tribe and identify barriers which are limiting the numbers of children being found eligible for IV-E reimbursement. In informal conversations to date, these barriers include concerns about sovereignty and, more specifically, difficulty getting the required language included in court orders. As these barriers are identified, we will develop training, technical assistance, or another strategy to address them. This training will also be provided upon request to tribes interested in negotiating a IV-E agreement.*
- *In the spring of 2012, IV-E Unit staff will contact each tribe without a IV-E agreement and attempt to set up a meeting with tribal government, court staff, and social services to encourage negotiation of an agreement and explore possible barriers.*

#### Consultation and Coordination:

- Continue to sponsor annual Indian Child Welfare conferences.  
*The June 2011 Indian Child Welfare conference was a collaborative effort between CYFD, the Bureau of Indian Affairs Southwest Region, New Mexico Tribes, Luna Community College, and hosted by Isleta Pueblo. For 2012, PSD will involve New Mexico State University as the primary conference organizer as part of their IV-E training agreement. The conference will be expanded to include increased youth participation as well as increased involvement of judges, attorneys, and advocates.*
- Participate in quarterly IGA meetings with the Navajo Nation, quarterly BIA Social Services meetings, federal meetings with IV-B tribes and other federal consultation with tribal social services.  
*This participation is ongoing.*
- Tribal participation will be invited and facilitated in all phases PSD's Implementation Center project.  
*Tribal participation is an integral part of the Implementation Center project. Tribal child welfare directors are actively engaged in this project and are at the table participating in trainings and work groups. CYFD's Native American Liaison is an active participant in the process.*

## VI. HEALTH CARE SERVICES

### A. Background & Overview

New Mexico continues to report many accomplishments and strengths in terms of health care (including behavioral health and dental health), and has developed some strategies to address some acknowledged challenges.

- PSD retains the services of a forensic pediatrician as Medical Director. The Medical Director provides training on the detection of abuse and neglect and the impact of severe abuse on the child victim. She is available to PSD staff for consultations related to meeting the on-going physical needs of children and to assist with identification of specialists, as needed.
- PSD performance on Well-Being Outcome 3 dropped considerably in 2011, from 73% to 60%, below the 2012 target of 68%. The percentage of cases in which EPSDTs were completed within 30 days of custody dropped from 41% to 35%, with a 2012 target of 62%. PSD continues to review this situation to determine if this ongoing decline in performance reflects budgetary limitations (including a hiring freeze), lack of documentation, lack of referral/scheduling, or access issues.
- PSD is still fortunate to have access to physicians and other medical professionals to consult with the agency both in terms of individual children and in terms of changes needed in the overall service system. There are clinics in Albuquerque that provide comprehensive services to foster children and youth. At the stage of an abuse/neglect investigation, the Child Abuse Response Team (CART) provides psychological evaluations and comprehensive physical exams, including dental. CART is at the University Hospital and can be used by other counties if the youth is sent to Albuquerque; it is essentially a trauma team. Dental services can be rather limited, but there are traveling dental clinics (not limited to foster children) in Chavez, Doña Ana, and Santa Fe Counties. Routine health care is generally accessible statewide, but for certain specific needs, individuals have to travel to Albuquerque.
- A new EPSDT reporting and monitoring process was implemented in May 2011 to address documentation concerns. Beginning in May, the county-specific reports are distributed identifying all children who came into custody that quarter and have or do not have an initial EPSDT documented in FACTS.
- PSD remains involved with various health and mental health collaborative efforts, including membership on the BHPC and the Children's Subcommittee and the Department's new System of Care project funded by SAMHSA. Beginning in Spring 2010, central office staff from PSD began serving on Medicaid reform work groups coordinated by the state Human Services Department; however these efforts have been suspended with the new state administration.
- Youth Services procedures comply with provisions of P.L. 111-148, the Patient Protection and Affordable Care Act, which require states to provide information about the importance of designating another individual to make health care treatment decisions on behalf of the child if the child becomes unable to participate in such decisions and the child does not have, or does not want, a relative who would otherwise be authorized under State law to make such decisions, and provides the child with the option to execute a health care power of attorney, health care proxy or other similar document recognized under

State law. In addition to the amendments to procedures, PSD has provided training on the new requirement to our Youth Transition Specialists. The amendment to procedures and training of appropriate staff were completed by October 1, 2010.

## **B. Plans for 2009 – 2012**

### 1. Initial and Follow-up Health Screenings, Treatment of Health Needs, Updated Medical Information

PSD Permanency Planning procedures require the child have a complete physical examination (EPSDT screening) within the first 30 days of custody. Procedures continue: "Each child in out-of-home placement receives scheduled routine medical care, dental care, eye care, or psychological services, as needed. For Medicaid eligible children, the investigation or treatment worker coordinates care with the child's primary provider. Information regarding the child's medical, dental, eye care or psychological status is documented on the Medical Profile tab in the Medical window in FACTS and is updated at least every six months to reflect the medical status. Hard copies of records are maintained in the hard file as well as provided to the substitute care provider." PSD follows the EPSDT schedule for routine medical care. In addition, the May 2011 release enhanced FACTS to improve functionality in the medical window, including modifications to alert worker to the schedule and provide for better tracking on identified health care needs including the use of prescription medication for children in the foster care system. PSD has also worked with Department of Health (DOH) to be able to access DOH immunization records for children in foster care and to be able to import those records into the foster care record. Access will better ensure that children in foster care received the appropriate protection, minimize or reduce duplicate vacations and identify previous health care providers.

Placement Services procedures require:

- There shall be a designated licensed physician and dentist for each child, so that a coordinated plan of care is assured.
- Foster parents shall obtain medical attention for any sick or injured child. Foster parents, in their role as an adjunct representative of state government, shall not rely solely on spiritual or religious healing for children.
- Foster parents shall maintain copies of all educational and medical documents related to the foster child in a traveling medical and educational file that shall remain with the child if the child is moved.
- The permanency planning worker (PPW) ensures that the foster family is obtaining medical attention for any sick or injured child and that the family is meeting the child's ongoing health care needs such as well child checks.

Challenges & Strategies:

- Foster parents do not consistently maintain and update traveling files. Foster Parent Liaisons and other staff will continue to work with foster parents, providing supplies if necessary and available, to monitor and emphasize the importance of this responsibility.
- Current compliance with the requirement of EPSDT screenings within 30 days has dropped from our baseline of 54.7% to 35%. As a Well-Being Strategy (see Section IV), PSD will continue to monitor the timeliness of referrals for EPSDT and develop a plan to improve timeliness as needed. EPSDT referral data has been incorporated into the County 360° Reports. In addition, quarterly monitoring has been developed to provide a real-time check of EPSDT referrals. This process involves notification at the county office level of the EPSDT status for all children entering care in the past

quarter. PSD is concerned about the reduction in the percentage of children who have received timely initial examinations. Efforts will be made in this next year of the CFSP to determine whether this reduction reflects a lack of documentation, practice issues in terms of referring children and/or access issues.

- In this next year of the administration of the CFSP, PSD anticipates amending agency Permanency Planning policy and procedures to require health care continuity for children in foster care. Health care continuity recognizes the importance of maintaining consistency in a child's primary physician/clinic in achieving positive outcomes for children, including but not limited to providing continuity in care and protection from missing needed services, as well as limiting potential duplication of services. Continuity of health care providers also allows for children to develop a relationship with their providers and creates a foundation for active involvement in their health care and health care decisions.

## 2. Oversight of Prescription Medicines

PSD is completely aware of the reality and risks of the over-prescription of medication to children in out-of-home care. In 2006-2007, a CYFD committee worked with ValueOptions (VO), then the statewide entity for behavioral health services, in an attempt to study the situation in terms of psychotropic medication and create guidelines. These efforts were disrupted based upon some of the challenges that were noted by ValueOptions in terms of tracking prescription medication as well as the change to the SE in 2009 when OptumHealth assumed the SE role in NM. OptumHealth did attempt to resume these efforts, but their data system did not have the capacity to identify consumers who were in the foster care system. In the May 2011 FACTS release, the Medical Tab in FACTS was modified to be able to collect information about prescription medicines. Agency staff were trained on the new functionality and PSD anticipates designing reports to be better able to assess prescription use in our foster care population.

### Challenges & Strategies:

This effort to study and oversee psychotropic prescription medicines was revisited with OptumHealth and the BHPC during the last reporting period. Numerous problems were identified, including difficulty sorting out children in foster care from other children, limitations in reporting which only include medicines prescribed by OptumHealth providers and not other providers, limitations in reporting which don't account for medicines prescribed sequentially in order to establish the most effective type of drug and dosage. PSD will continue to participate in conversations and efforts, if any, which take in this area.

## 3. Continuity of Health Care, Medical Home, Consultation with Physicians and other Professionals

Current efforts to ensure continuity of health care and consultation with health care providers include:

- Currently, PSD primarily consults with physicians and other health care professionals on a case-by-case basis.
- Many county offices meet with Family Infant Toddler Program (Early Intervention Services) staff on a regular basis, typically quarterly, to ensure service delivery to families, refine the referral process as needed, and to access training for staff.
- Community providers are invited (and often attend) Family Centered Meetings (FCMs).
- As mentioned above, PSD has a full-time Medical Director available for staff training and consultation related to meeting the needs of children.

### Challenges & Strategies:

Clearly PSD has policy and many practices in place to assure the availability and coordination of services to meet the behavioral, physical, and dental health needs of children in our care. However, we recognize that this is still a work in progress and there is a potential for continued improvements to our practice.

## **C. 2010 Health Summit**

The Fostering Connections to Success and Increasing Adoptions Act of 2008 requires that the Protective Services Division (PSD) of the New Mexico Children, Youth and Families Department (CYFD) develop a plan for the ongoing oversight and coordination of health care services for all children in foster care to ensure access to health care, including mental health services and dental care. According to the law, this plan must be a collaborative effort between the state child welfare agency and the state agency that administers Medicaid “in consultation with pediatricians, other experts in health care, and experts in and recipients of child welfare services.”

To that end, the CYFD/PSD organized the first annual New Mexico PSD Health Care Summit, held October 27, 2010, in Albuquerque. This first Summit focused on physical and dental health. Participants included PSD staff members from all parts of the state, as well as representatives of the Department of Health, Human Services Department, Public Education Department, New Mexico Primary Care Association, UNMH Pediatrics and Child Abuse Response Team, New Mexico Child Advocacy Networks, La Familia, foster care providers and foster youth.

Some of the recommendations proposed at the Health Care Summit are already underway or can be implemented in the very short term, including:

- Utilizing the DOH immunization data base: several PSD staff are currently being trained to utilize the data base; more trainings are planned.
- Policy directives: PSD’s Permanency Planning Policy and Procedures are currently in revision; many of the issues raised at the Summit will be addressed in those revisions, including ensuring health care continuity to the extent possible and collecting and transmitting health care information.
- Timeliness of initial EPSTDs is a focus of PSD’s 2009 – 2014 Child and Family Services Plan, with a 2012 target of at least 62% being conducted timely.

Other recommendations will require more time and/or additional discussion, including:

- Adopting the HSD/MAD preventive health guidelines to the extent possible; including oral, vision and hearing exams in health screenings for foster children and youth.
- Increasing collaboration with CMS, school-based health centers, Healthy Beginnings, etc.
- Exploring models for collaboration from others states.
- Continuing to explore core service agencies/medical homes.

- Improving practice in terms of collecting and relaying health care information within PSD, between PSD and foster care providers, and between PSD and other agencies.
- Participating in discussions and other efforts to develop consolidated, standardized, compatible electronic health records and methods of access, including assuring confidentiality.

## VII. DISASTER PLANNING

### A. Background & Overview

In response to the requirements of the Child and Family Services Improvement Act of 2006, PSD developed the Protective Services Statewide All-Hazard Emergency Response Plan. In March 2007, a Protective Services Emergency Planning Committee was created, including representatives of various parts of the state and various service areas (intake, investigation, placement, permanency, legal, etc.). The Emergency Planning Committee developed a planning template consistent with the National Response Template, the National Incident Management System, FEMA planning guidelines, and the State of New Mexico's All-Hazard Emergency Operations Plan. Using this template, and following the suggestions provided in *Coping with Disasters and Strengthening Systems: A Framework for Child Agencies* as well as models from other states (particularly Washington and Delaware), the Committee developed the All-Hazard Emergency Response Plan, originally submitted to ACF in September 2007.

The plan has been minimally revised since it was originally submitted. The PSD Plan has two inter-related and equally important components: local and statewide. Together these processes will assure:

- continued services for children in state custody and for new cases caused by the disaster,
- ongoing communication with workers displaced because of the disaster,
- preservation of essential program records, and
- coordination and information sharing with other states.

State Planning: The PSD Statewide All-Hazard Emergency Response Plan addresses all phases of emergency preparedness, including prevention, response, and recovery (or, as organized in *Coping with Disasters and Strengthening Systems*, before, during and after a disaster). The plan is considered a work in progress, constantly changing in response to new hazards, new technologies, and new state and federal emergency response initiatives. The PSD Emergency Response Plan is serving as a template for response plans being developed by other service areas within the Children, Youth & Families Department, all of which will then comprise the CYFD Emergency Response Plan. While it was hoped that training in the Emergency Response Plan, including tabletops and other exercises and drills, would be developed and provided to all employees during 2008 – 2009, resources were only available to conduct preliminary training and discuss the staff emergency directory.

Local Planning: In New Mexico, and across the country, it is understood that almost all emergency response takes place at the local level. Every county in the state has a Local Emergency Manager, and many counties also have multi-disciplinary local planning committees. In April 2006, each PSD County Office Manager (COM) designated a representative to serve as a liaison between PSD and the local emergency management system. These PSD liaisons help inform state-level planning activities and serve as points of contact for the dissemination of emergency planning information, including checklists for foster families for emergency preparedness and resources made available through National Resource Centers and other sources. Each liaison has been provided a copy of *Coping with Disasters and Strengthening Systems: A Framework for Child Agencies* for additional information and direction. During the spring of 2008, meetings were conducted in each of the five PSD regions, bringing together COMs, county liaisons, Local

Emergency Managers, and others to begin to work together to incorporate a PSD response into local emergency response plans. Each county office is charged with completing a County Emergency Response Plan. Although it was hoped these plans would be completed and submitted to the PSD Central Office by June 2008, resources to provide the necessary assistance and support to the county offices were not available to make this happen. Only ten counties have begun to work on their plans, and it is clear more follow-up and support from Central Office is needed.

The PSD Training, Policy & Federal Reporting Bureau Chief has completed FEMA training ICS 100 and ICS 700. She attended the Region VI ACF/FEMA Disaster Response Conference in Dallas July 30 - August 1, 2008. Following the regional conference, the Region VI Emergency Management Specialist traveled to New Mexico and met with representatives of several agencies, including PSD, other CYFD components, Child Support Enforcement and other HSD components, and Department of Health.

In May 2009, a modification to the FACTS system now allows emergency contact information for staff, parents, and foster parents to be entered into and maintained in the system. The system provides for up to three contacts, including names, addresses, email addresses, and phone numbers. We have begun the process of collecting this contact information and will continue to do so, as described below under Plans.

## **B. Plans for 2009 – 2014**

In the spring of 2009, a new staff person was temporarily assigned to PSD central office who assumed responsibility for some aspects of the disaster planning and response process. With the addition of this staff position, PSD had identified some immediate and longer-term goals related to disaster planning. However, this position was lost in 2010, and progress in several of these planned activities has been stalled.

- Finalize and keep current a database of emergency contact information for all central office staff, identifying three locations (one outside the immediate area) where they would go if an evacuation were necessary; in addition to contact information, the database includes skills, in addition to job duties, which might be helpful in an emergency situation, such as first aid, crisis intervention, amateur radio operation, etc.; by December 2009, this contact information will also be entered into and maintained in FACTS.

*This database was developed and is housed on a PSD shared drive. The PSD Administrative Deputy, Federal Reporting Bureau Chief, and Research & Evaluation Bureau staff have access to this drive. However, it is unclear how the maintenance of this data base will be possible with existing staff resources.*

- Work with county offices to update the list of county office emergency liaisons and to build a database of local staff contact information parallel to the central office database; by March 2010, this contact information will also be entered into and maintained in FACTS.

*These databases may be being maintained at the local office level, but at this time they are not centrally available.*

- Work with County Office Managers and emergency liaisons to develop county level plans, in coordination with county response plans and in coordination with Local Emergency Managers.

*Electronic versions of county level plans have been submitted for about half the county offices in New Mexico and are housed on the PSD shared drive.*

- Work with regional Placement Supervisor 2s to:
  - ensure foster parent emergency directories are in place procedures for regular updates have been developed; by December 2009, ensure all emergency contact information is entered into FACTS and maintained regularly;
  - assist placement staff in informing foster parents regarding emergency response;
  - assist placement and central office staff in building and maintaining regional registries of volunteer foster care providers.

*This work is ongoing; however staff shortages and hiring freezes have limited the ability of staff to keep directories and regional registries current.*

- Notify central office and field staff of the availability of FEMA and other emergency response training; in the staff emergency database, document completion of FEMA training

*This is not currently a priority.*

- Follow up with private Child Placement Agencies, licensed by PSD, to ensure their agency Emergency Response Plans are developed and meet PSD criteria.

*New Child Placement Agency regulations require Emergency Response Plans, and these are monitored as part of ongoing program monitoring.*

- Follow up with the NM branch of the American Red Cross to develop a Memorandum of Understanding regarding the establishment of emergency shelters for unaccompanied children.

*This has not yet been done.*

- Cooperate with the Regional Office in response to existing and emergent disaster situations, such as was required in response to the recent H1N1 event.

*This work will continue to be provided as needed.*

## VIII. DEMONSTRATION WAIVERS

New Mexico is not currently involved in any child welfare demonstration waivers.

## IX. MONTHLY CASEWORKER VISITS

Data regarding monthly caseworker visits is included in Section XIII.C below.

Current PSD policy requires that the caseworker visit each child in custody in his/her placement at least monthly to assess the placement for appropriateness in meeting the child's needs and safety. Visitation Guidelines and a corresponding visitation checklist provide specific information to case workers about the nature and content of the visitation and include guidance as to the information to be obtained from and shared with the child during each visitation.

Activities completed and planned to support monthly caseworker visits with children in foster care include:

1. Twenty additional Client Service Agent (CSA) positions were transferred to PSD in the fall of 2007. These CSAs will continue to assist permanency workers with various tasks, making monthly visits more manageable for the worker.
2. Management reports were developed in 2007, enabling the state to produce baseline data regarding the frequency and location of visits and track visits on a monthly and quarterly basis. Reports were revised in 2008 to include children on runaway status in the calculations. Reports were again revised in 2009 according to federal direction.
3. Training on effective caseworker visits was developed and delivered statewide during 2007 - 2008. Additional training is provided as the need arises.
4. Visitation guidelines will be incorporated into revised Permanency Planning Procedure by December 2010. A Program Instruction Guideline was issued in July 2007, and it was then determined to include incorporation of guidelines into procedures as part of a more comprehensive effort to update and revise agency policies and procedures.
5. The Speakwrite technology that was piloted in 2007 in three county offices within the state has been expanded to other areas. This technology enables case workers to dictate information related to case work activities from any location using a cell phone, thereby making more time for them to conduct face-to-face visitation with the child in the child's place of residence.

## X. FOSTER & ADOPTIVE PARENT RECRUITMENT & RETENTION

During the five years of New Mexico's last Child & Family Services Plan, PSD made considerable progress in terms of recruitment and retention of foster and adoptive parents. As noted in the final APSR for that period, and summarized briefly in Section II.B above, PSD has regionalized and focused its recruitment efforts, significantly expanded its support services for foster and adoptive families, and is in the process of refining and improving staff and foster/adoptive parent training.

These accomplishments represent a significant new direction and support PSD's efforts to move from a medical model to a resiliency and strengths-based model, providing families the support they need to promote the safety, permanency and well-being of children in their care. In October of 2010 New Mexico was awarded a five year diligent recruitment grant which will support and strengthen our current efforts in recruiting and retaining foster and adoptive parents. We have partnered with the Adoption Exchange to implement the Step Up Diligent Recruitment initiative. This multi faceted and transformative project will test new approaches to diligently recruit foster and adoptive parents, expand concurrent planning for all children in care for whom such planning is appropriate, and develop a customer service model for all protective services staff.

While we are proud of our accomplishments and committed to continuing these efforts, we are also cognizant of the challenges we still face in terms of providing safe and stable placements for our children. We now exceed our target in terms of the number of available adoptive homes, and we continue to exceed our target in terms of adoption disruption rate. Although the percentage of children in care less than 12 months with no more than two placement settings has declined somewhat (from 87% to 82%), we still meet our target of 65%. We have not yet met our target for number of foster parents who have been licensed for two or more years. Our plans to systemically look at our usage patterns for our licensed families (for example, are we using all our families efficiently and appropriately) and the reasons why those who leave the system choose to do so will be modified in accordance with the activities of the Step Up Diligent Recruitment initiative.

Specific outcomes, objectives, targets, and strategies for recruitment and retention of foster and adoptive parents are presented below. Other objectives, targets, and strategies related to ensuring the safety, permanency and well-being of foster and adoptive children are included in Section IV (Child Welfare and PSSF Goals, Objectives, and Strategies).

**PSD's goal is to provide safe and stable foster and adoptive placements for children in PSD custody.**

- Outcome 1: To increase the number of foster and adoptive homes available in the state in order to provide the most appropriate placements for children who cannot safely remain in the home or be returned home.**
- Outcome 2: To provide services and supports to foster and adoptive families to enhance their ability to meet the needs of children in their care.**
- Outcome 3: To increase the participation of foster and adoptive families as integral members of the protective services team.**

## A. Foster/Adoptive Family Objectives, Baseline Data, and Targets

Objective	Baseline	Target	2011 Status	Discussion
<b>Outcome 1: Recruitment &amp; retention: increase the number of foster and adoptive homes available in the state</b>				
By June 30, 2012, the number of PSD licensed foster homes will be equal to 60% of the number children in custody. Source: PM02A01	52.9%	60.0%	51.0%	PSD has determined that a practical target for number of foster homes is 60% of the total number of children in custody. This takes into consideration the number of children in sibling groups (for whom placement together is prioritized) and the children who require placement in a privately licensed therapeutic foster home or residential program.
By June 30, 2012, the number of available (“waiting”) adoptive homes will double from the 2009 baseline. Source: PM02A01	100 (est.)	200	232	PSD has determined that a practical target for number of available adoptive homes is 200, given a relatively constant number of children awaiting adoption. This takes into consideration the continued emphasis on finding adoptive placements for older children and youth.
By June 30, 2012, 70% of foster parents will have been licensed for two or more years. Source: FACTS Pm02A01	67.2%	70%	57.4%	Within the parameters of the diligent recruitment project, PSD will continue to identify reasons why foster parents don’t renew licenses, as well as patterns of placement and reasons why some placement resources may be underutilized, in order to develop strategies for retention and to ensure efficient management of placement resources.

Objective	Baseline	Target	2011 Status	Discussion
<b>Outcome 2: Improve placement stability by providing services and supports to foster and adoptive families</b>				
By June 30, 2012, 95% of the children placed in a home for the purpose of adoption will not experience a disruption in that placement. Source: FACTS Sm10A01	90.1%	95%	98.5%	As discussed in Section III.B.2, PSD has shifted the emphasis of its PSSF Family Support and Adoption Services components to provide services and supports to foster and adoptive families. Clarification of staff/contractor roles in PSSF will be done and program approach and financial efficacy reassessed by June 2012. PSD will consider whether or not to continue to use FSS funding in this manner for contracts issued in SFY 2013.
By June 30, 2012, 64.5% of the children in out of home placement for 12 months or less will have no more than two placement settings in the current out of home placement episode. Source: FACTS SM0907	59.6%	64.5%	82.0%	
<b>Outcome 3: Enhance the skills of foster and adoptive families and increase their involvement with PSD</b>				
At least 350 foster parents will attend the Annual Foster Parent Conference each year. Source: NMSU registrations	350	350	350 est	PSD believes that increased training and professional development opportunities will result in fewer adoption and foster care disruptions and increased placement stability. It is also believed that the provision of such services will increase foster/adoptive parent satisfaction and retention. A new model of recertification training for foster and adoptive parents was implemented in FY 10. Each year the foster parent conference kicks off the new training requirements, which mandate that 6 of the 12 hours of training are prescribed by PSD. We continue to monitor and evaluate the effectiveness of this training model. The third outcome, regarding completion of training requirements, will be dropped. After some exploration it was determined there was no way to monitor compliance short of an extensive provider record review.
At least 250 adoptive family members will attend the Annual Adoptive Family Conference each year. Source: NMSU registrations	150	150	100 adults 94 children	
At least 75% of foster parents will complete their professional development training requirements each year. Source: to be developed	na	75%	na	

## B. Strategies for 2009 – 2012

Strategy	Target Dates	2011 Status
<b>Recruitment Strategies</b>		
Collect and analyze data concerning the demographics of children in foster care and the demographics of foster and adoptive parents.	Ongoing	Ongoing. This monitoring may be modified and/or intensified in the transformation zones selected for Step Up Diligent Recruitment efforts.
Collect and analyze data on foster-adoptive parent inquiries, including inquiries received at recruitment events and other activities and the number of inquiries by ethnicity.	Ongoing	Ongoing.
Based on the data collected above and input from placement staff, create a pilot program in at least four counties most in need of families. This program will include targeted advertising, and, at least in some counties a direct mailing program.	June 2010	In February 2010, we implemented a recruitment campaign that included direct mail, yard signs, radio, and TV ads simultaneously. The push resulted in an increase in applications in across the state, but specifically in our rural communities.  This activity is complete.
Develop and implement regionally based targeted outreach and recruitment activities to reach Native American, African American, and Hispanic populations.	Ongoing	Ongoing.
Maintain the “Heart Gallery” to promote general awareness of the need for adoptive and foster families and to recruit for hard to place children. Those efforts will include adoption events, teen specific adoption events, gallery openings etc.	Ongoing	Ongoing. In 2011, we celebrated the 10 <sup>th</sup> anniversary of the Heart Gallery including an extensive public awareness campaign and gallery opening.
Establish and maintain partnerships with faith based organizations for recruitment of foster and adoptive parents.	Ongoing	Ongoing. We have partnered with Calvary Church in Albuquerque and their foster and adoption project titled the “Aspen Project.” We have also held meetings with the pastoral alliance in several communities to help with recruitment and will continue this in FY 11

Strategy	Target Dates	2010 Status
Use the recommendations of the Adolescent and Adoption Resource team to develop and monitor child specific recruitment plans for children needing adoptive families and or older youth.	Ongoing	Ongoing.
Create and implement procedures to screen applicants prior to studying the family to ensure that we are licensing families who will be able to parent children from the child welfare system.	Procedures developed June 2010	Procedures were developed and disseminated in March 2010. These procedures will be reexamined as part of the Step Up Diligent Recruitment project.
Coordinate a review of the reasons foster parents leave the system and develop strategies to address those reasons.	Study completed 12/10; plan developed June 2011	PSD does not have the resources to complete this study. Strategy will be discontinued.
Standardize a practice of conducting county-level meetings between PSD staff and foster parents to improve foster parent retention and recruitment and resolve issues between staff and foster parents.	December 2010	This practice continues to be used in some counties, but not in standardized manner. This may be revisited as part of the Step Up Diligent Recruitment project.
<b>Placement Stability (see also Section IV.B.2, Strategies to Achieve Permanency Outcomes)</b>		
Provide contracted support services to foster families to help ensure placement stability, improve retention, and provide child specific training.	Ongoing	Ongoing. This program is being seen as a strength by our foster parents and staff in the counties that have these support services.
Provide contracted support to adoptive families statewide through support groups, family events, warm line for adoptive families, a blog and lending library.	Ongoing	Ongoing. This contract has been in place for over a year and is being very well received. The events and groups are growing in every region of the state.

Strategy	Target Dates	2010 Status
<b>Foster/Adoptive Parent Development and Involvement</b>		
In collaboration with New Mexico State University, present the Annual Foster and Adoptive Parent Conference to provide opportunities to enhance the skill level of foster and adoptive parents and staff, create networking opportunities among public and private agencies, and create networking opportunities among the families.	Annual	Annual
Develop and implement procedures and training that will help families develop their own internal support through friends and family members prior to adoption. Begin to train those family members who will have the highest amount of contact with the children, so that they also know how to parent a child who has been abused and/or neglected.	Procedures and training developed June 2010; training piloted December 2010; ongoing thereafter.	This activity is on hold at this time pending the redesign of the pre-service and recertification trainings and the implementation of the Step Up Diligent Recruitment project.
Assuming approval of the Implementation Grant, convene foster and adoptive parents, placement staff, providers, and PSD staff across the state throughout Phase 1 and as needed through Phases 2 and 3.	June 2011	PSD has begun its Implementation Project, and foster and adoptive parents, placement staff, and providers are participating on the Advisory Committee and project teams.
Work with the Court Improvement Project and the Children's Law Center to explore the feasibility of to updating and distribute the booklet <i>Going to Court: When and How a Foster Parent Can Help - A Guide for Foster Parents and Other Caregivers About Participating in Court Hearings</i> and the <i>Best Practice Bulletin, Foster Parent Involvement</i> .	December 2011	The Court Improvement Project and the Children's Law Center have made these booklets available on line; during the current year, the CIP made some revisions and updates. Placement staff will inform foster parents about these resources and provide hard copies when necessary and possible.

<b>Strategy</b>	<b>Target Dates</b>	<b>2010 Status</b>
<p>Develop and implement enhancements to the PRIDE curriculum to include skill building in terms of childhood trauma, placement stability, preserving connections, and the importance of placing siblings together. Develop a plan to include similar content in the annual Foster Parent Development Training.</p>	<p>June 2012</p>	<p>During this reporting period a new pre-service curriculum to replace PRIDE was completed and pilot tested. Full implementation of this training was put on hold pending work of the Step Up Diligent Recruitment project.</p>

## XI. ADOPTION INCENTIVE PAYMENTS

Over the past few years, New Mexico's adoption incentive payments have been directed to enhance recruitment and provide support for foster-adoptive and adoptive parents. Efforts to date have included purchasing supplies and equipment for the production of recruitment materials, purchasing materials to be used to identify and recruit adoptive homes and promote foster parent conversions, enhancements to electronic management information system so as to be better able to collect and process information about children waiting for adoptive homes and eligible families. PSD has also used the funding to improve child specific recruitment capabilities on the CYFD website and for targeted recruitment of foster families in areas of most need, including recruitment of homes that will foster/adopt older youth and sibling groups.

New Mexico received \$538,000 in adoption incentive payments for expenditure through December 2011. Approximately 20% of these funds will be used for recruitment and retention in areas of the state in highest need of foster homes, including purchasing recruitment materials and conducting targeted marketing. An additional \$10,000 of those funds will be used to buy or develop materials for the newly developed foster parent pre-service training. At this writing, plans for the remaining funds include supporting oversight and supervision of children with a plan of adoption and older youth in care and supporting services to foster parents through foster parent liaisons. Other activities will be determined based upon an ongoing assessment of needs.

Beginning FY 12, a post adoption support contract will be awarded to create a sustainable respite program that does not rely on Medicaid funding. This contract will be statewide and will focus on training respite caregivers who can provide additional support and resources to adoptive families. In addition, two respite weekends will be offered to families in the highest need which will focus on relationship building between parents and provide child specific training with skilled clinicians. Also beginning in FY 12 all foster parent liaisons will be funded through adoption incentive funds to continue to provide support to foster and adoptive families.

## XII. TRAINING

### A. Background

The significant changes in the PSD staff training system which have taken place over the past five years have continued during this reporting period. Many of these efforts were designed to address issues identified in round 2 of the CF SR and were part of NM's PIP. Now that the PIP is complete, these activities continue to be seen as critical to worker preparation and to ensuring better outcomes for children and families. Among the key changes made and continued are:

- A complete revision of PSD Basic Core and the development of specialty trainings for placement staff, in-home services staff, and new PSD Supervisors. As part of Basic Core, an extensive OJT component was developed, with training for supervisors in managing the OJT experience. Also as part of Basic Core and the development of specialty trainings, the FACTS User Manual was completely revised. The new Manual is now available on the PSD section of the CYFD website and is regularly updated.
- A Training Advisory Council has been established which guides the development, evaluation, and implementation of all PSD trainings.
- Two statewide cadres of trainers have been trained and certified, resulting in an in-house trainer pool of 32. A third cadre (totaling 13) has been trained and certification is in progress.

PSD continues to move forward in the development of an integrated training collaborative, in order to ensure an improved and more efficient utilization of training resources, avoid duplication of training efforts, and target the most important training needs as determined by PSD management. Toward that end, PSD will continue to work with CYFD's Professional Development Bureau, the four Universities offering Social Work programs in the state, the Corinne Wolfe Children's Law Center at the University of New Mexico School of Law, the New Mexico CASA Network, and various training efforts coordinated by the NM Administrative Office of the Courts. PSD continues to collaborate with New Mexico State University, our primary training partner, and together PSD and NMSU have begun exploration of the establishment of an integrated Child Welfare Training Academy. That exploration will continue over the next few years.

PSD has moved forward with discussions with the Corinne Wolfe Children's Law Center at the University of New Mexico School of Law and with the NM Administrative Office of the Courts (AOC) to expand training opportunities using IV-E funds matched with state general funds appropriated to those agencies, as now allowable under the federal Fostering Connections Act. This training will be targeted to judges, Court-Appointed Special Advocates (CASAs), Respondent Attorneys, Guardians ad Litem, and Youth Attorneys.

## **B. 2011 – 2012 Coordinated Training Plan**

### **1. Overview**

Over the past few years, PSD has developed and conducted an increasingly vigorous training program for staff and partners. As PSD moves forward with the initiatives and system changes described in this plan, training for staff, contractors, foster parents, judges and court staff, and other partners in the child welfare system has become increasingly important. PSD training, which includes pre-service and in-service training as well as conferences and other events, is supported with a combination of state general funds and federal Title IV-E, Title IV-B Part 2, Chafee, CAPTA and other funds. Non-IV-E funds (e.g., Title IV-B Part 2 and CAPTA), although limited, provide important support for training for contract service providers, as well as staff training on topics not eligible for IV-E reimbursement. More information about federally funded, non-IV-E training is provided in Section 2 below. Most PSD training is provided by PSD staff, the CYFD Professional Development Bureau (PDB), and through a partnership with New Mexico State University.

New Mexico's work with the Piñon Project, a collaboration with the Mountains & Plains Child Welfare Implementation Center, involves the development of a new practice model. Policy and procedure will be revised to reflect that new model. Best practices will be identified and implemented. Training for PSD staff and PSD partners in the child welfare system on the new model, policy and procedures, and best practices will be a critical component of the Piñon Project. Support from the Implementation Center will be significant, and funds from all other possible sources, federal and state, will be needed. As the Project continues, specific training needs will be identified. The Training Plan included here will be amended as needed, and future plans will reflect this new area of training.

### **2. Non IV-E Training – Plans for 2011 – 2012**

Title IV-B Part 2: For 2011 – 2012, Title IV-B Part 2 training funds will be used to support the annual Adoptive Family Conference (\$30,000) and quarterly training for IV-B family preservation providers (\$46,000). Topics of these training sessions vary; the first topic will be "Strengthening Families."

CAPTA: For 2011 – 2012, approximately \$56,000 in CAPTA funds will be used for the delivery of specialized pre-service training for in-home services staff, for partial support of various trainings for supervisors, and for other non IV-E training. Approximately \$37,000 in CAPTA funds support the attendance of PSD staff and attorneys at the annual Children's Law Institute.

Chafee: For 2011 – 2012, Chafee funds will be used to support the annual Independent Living Conference (\$40,000) and the annual Tribal Youth ICWA Conference (\$5,000). IV-E funds also support these events.

CBCAP: Approximately \$15,000 of CBCAP 2011 – 2012 funds is earmarked for training for CBCAP providers, focusing on the "Triple P" curriculum. For more information, see PSD's annual CCBCAP Report, submitted under separate cover.

CJAAG: PSD received \$14,000 from the State's Criminal Justice Act Advisory Group for \$14,000 to aid in the development of a series of three 10 – 15 minute e-learning segments for law enforcement personnel. These pieces, which are intended for use in shift changes and other briefings, focus on emergency law enforcement custody and PSD safety practice, ensuring child safety upon parental arrest, and the impact of childhood trauma. The series is nearing completion and will be available before the end of 2012.

Adoption Incentive: During 2010 - 2011, as planned, approximately \$10,000 of Adoption Incentive Funds was used to obtain and develop materials for the revised foster parent pre-service training. In SFY 12, these funds will, among other things, be used to train respite caregivers who can provide additional support and resources to adoptive families.

Other: Other training for PSD staff is provided through PDB in areas such as defensive driving, HIPAA, general supervisory skills, respect in the workplace, ethics, and other topics. PSD FACTS staff provide statewide training whenever the FACTS system undergoes a major revision, as it did in the spring of 2011. FACTS staff follow up throughout the year with county and regional booster training on complex topics relating both to annual and mini releases. Much of the training provided to PSD staff, especially the mandatory pre-service training, is provided by PSD staff, with assistance from PDB staff, in addition to their other job-related duties; this cost is absorbed by the agency. Much of NMSU's contribution, in terms of curriculum development, training delivery, and logistics, is provided through the University's match. Special and ad hoc training is also provided and paid for by other sources including grant-funded projects, other state and local agencies, national organizations, and others.

### 3. IV-E Training

Federal Title IV-E funds are used to provide two distinct, but related, categories of training:

- The IV-E Stipend Program involves agreements with the four Universities in New Mexico with Schools of Social Work. Through this program BSW and MSW stipend recipients are prepared to work for PSD upon graduation.
- The staff development program provides pre-service training for new staff, ongoing in-service training, and foster parent training. IV-E funds also support contract provider training and various conferences,

A report of IV-E funded training activities during 2010 – 2011 is included as Section C below, and a detailed Title IV-E Training Plan for 2011 – 2012 is included as Section D.

## C. 2010 – 2011 IV-E Training Report

1. **Social Work Stipend Program:** Through Agreements with the four Universities offering Social Work programs in the state (New Mexico Highlands University, New Mexico State University, Western New Mexico University, and Eastern New Mexico University), stipends were offered students for working on BSW or MSW degrees in exchange for coming to work for PSD upon graduation.

2. **Basic Core Training:** Four sessions of PSD Basic Core were offered in 2010 – 2011 to a total of XX new employees. Because of an extended hiring freeze, other sessions were postponed. An additional session will begin at the end of June. Conducting a third Training for Trainers (T4T) was not included in the original IV-E Training Plan for 2010 – 2011, but both a need for new trainers and interest in becoming trainers led to adding this event to our calendar. An additional 13 PSD and NMSU staff were trained and their certification is in progress.

3. **Placement Core Training:** It was anticipated that one offering of Specialized Training for Placement Training would be presented in 2010 – 2011, but that was cancelled because of CYFD's hiring freeze.

4. **Supervisory Core Training:** The 9 Day PSD Supervisory Core was offered twice in 2010 – 2011, as planned.

5. **Annual Foster Parent Conference:** This conference was held as planned, with approximately 90 parents and over 90 children in attendance.
6. **Annual Children’s Law Institute:** This conference was held as planned, with nearly 1000 people in attendance.
7. **Annual Independent Living Conference:** For the first time, a small amount of IV-E funds were used for this annual conference, which is primarily funded through Chafee, to support training for the PSD permanency planning and youth services staff in attendance, to build their skills in positive youth development and youth transition.
8. **Tribal ICWA Conference:** In the spring of 2011, IV-E funds were used to support participation in this annual conference by PSD staff. We anticipated awarding 40 scholarships, but, due to demand, provided scholarships for 60 staff members.
9. **Annual Court Improvement Project Cross-Training:** These annual events are funded largely through the Court Improvement Project’s Cross-Training grant, with some logistical support provided through IV-E. The fall 2010 regional Cross-Training focused on Safety Management, with an emphasis on family time (visitation). In the summer of 2011, a one-day statewide summit was held on “Collaborative Responses to Domestic Violence and Child Abuse and Neglect.”
10. **Annual Foster Parent Recertification Training:** Required annual foster parent recertification training in 2010 – 2011 focused on childhood trauma and safety issues. This training was offered in multiple sessions across the state by trained PSD Placement Specialists.
11. **PRIDE and New Pre-Service Training:** During 2010 – 2011, PSD redesigned its foster parent pre-service training to include skill building on childhood trauma and otherwise improve the quality of foster and adoptive parent preparation. The new curriculum was developed and piloted in two counties in the fall of 2010. Meanwhile, PRIDE continues to be offered.
12. **Safety Practice Supervisor Training:** Development of advanced Safety Practice training for supervisors was begun in 2011, but because of conflicting work demands and resource limitations, it has not yet been possible to offer the training. It will be offered in the fall of 2011.
13. **Safety Practice Advanced Training:** This training was tabled in light of the activities and new directions of the Piñon Project, which will be grounded in PSD’s safety management practice.
14. **Advanced ICWA Training:** This training was tabled because of the unexpected demands on PSD and NMSU resources to develop the Basic ICWA E-learning training which will be completed in the fall of 2011. The agency is planning some new directions for the annual ICWA Conference and training needs in this area will be addresses there.
15. **“Knowing Who You Are”:** This Casey developed training program was offered as planned, but the anticipated collaboration with NM CASA did not occur. Casey certified trainers trained 14 PSD and PDB staff, and certification of those 14 as facilitators is in progress and will continue in 2011 – 2012. Three sessions of KWYA were offered in 2011, in addition to the facilitator training, and four sessions are planned for the coming year.
16. **“Better Together”:** The PSD Training Advisory Council decided not to implement the Better Together program during 2011 – 2012 in light of other training priorities and because of the intense resource demand of this program.
17. **Fostering Connections:** Fostering RELATIVE Connections, the first of a planned series of curricula focusing on various aspects of the Fostering Connections Act, focusing on notifying and involving relatives, was developed in 2011 and two training sessions were offered. It will be offered again in 2011 – 2012.

18. **Working with Youth:** Development of the Working with Youth was begun in 2011, but because of conflicting work demands and resource limitations, it has not yet been possible to offer the training. It will be offered three times in 2011 – 2012.
19. **Parent – Child Visit Coaching:** Training on providing parent – child visit coaching was offered to PSD Client Service Agents (CSAs).
20. **Using Data for Improved Permanency Outcomes:** This training continues to be seen as important and needed for PSD staff, but work demands and resource limitations have prevented us from developing the curriculum. We plan to develop the curriculum and offer the training in 2011 – 2012.
21. **Complying with MEPA & IEPA:** This training was not included in the 2010 – 2011 IV-E Training Plan originally, but questions and concerns about compliance led to a decision to provide the training. Four sessions were offered in the spring of 2011, and three more will be provided in 2011 – 2012.

## **D. 2011 – 2012 IV-E Training Plan**

### **1. Social Work Stipend Program**

Description: CYFD will once again enter into Agreements with the four Universities offering Social Work programs in the state (New Mexico Highlands University, New Mexico State University, Western New Mexico University, and Eastern New Mexico University) to educate Social Worker Students through the Title IV-E Stipend Program.

Relevant IV-E Training Functions: development of the case plan; permanency planning; case reviews; placement of the child; case management and referral to services; preparation for and participation in judicial determinations; home studies; social work practice; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics and values. Specific curricula for the four Universities with stipend programs, including the relevant IV-E training functions, are included as an Attachment.

Venue: pre-service

Duration: long-term; full-time

Provider: Universities

Days and Hours: one or two academic years

Audience: BSW and MSW social work students; approximately 65

Description of Estimated Total Costs: \$2.75 million in IV-E FFP to four Universities; includes stipend reimbursements and related faculty and administrative costs; total project costs approximately \$7.1 million, including University match.

Cost Allocation Methodology: Total IV-E program FFP includes the cost of the stipend program itself (at 75% for the actual stipend awards and at 50% for the cost of administering the stipend program) and the eligible proportion of the cost of delivering the IV-E related child welfare curriculum (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual).

## **2. PSD Basic Core Training**

Description: Basic Core is the pre-service training required of all PSD new hires. This training was rolled-out in 2009 after a pilot presentation in September – December 2008. The revised Core includes an extensive OJT component, with a comprehensive OJT guide and training for supervisors and mentors. It also includes a revised and extensive FACTS manual, which is now posted on PSD's website. Limited modifications are made to the course as needed, and a major revision cycle began in the spring of 2010. Changes have already been made to some modules, notably Risk & Safety, to reflect PSD's new Safety Management practice. Another major effort in 2010-2011 was the first phase of a comprehensive evaluation of Core. Post-tests were developed for the first two classroom weeks, and a test for week 3 is being developed. An evaluation of transfer of learning will take place in summer 2011.

PDB rolled out a three-hour e-learning on Ethics in June 2010 which is now incorporated into Basic Core as an OJT requirement. An e-learning on ICWA is in final development and will be incorporated as a Basic Core requirement by the fall of 2011. NM CASA is in progress in the development of an e-learning on the CASA program. The planned e-learning on Medicaid/IV-E eligibility has been replaced with a short classroom presentation during Basic Core.

Relevant IV-E Training Functions: development of the case plan; permanency planning; case reviews; placement of the child; case management and referral to services; preparation for and participation in judicial determinations; home studies; social work practice; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics and values; eligibility determinations and redeterminations; fair hearings and appeals; rate settings and level of care; licensing and support of foster and adoptive homes.

Venue: pre-service

Duration: short-term, full-time

Provider: in-house and NMSU

Days and Hours: eight weeks, five classroom weeks (4½ days/week) and three weeks of structured on-the job training (OJT)

Audience: newly hired PSD caseworker and supervisory staff; 30-50/year

Description of Estimated Total Costs: approximately \$90,000 of IV-E FFP will support this effort (course revision, course delivery, materials production, evaluation, trainer preparation and quality assurance); additional project costs include a proportion of in-house training staff time; PSD Core Revision Advisory Committee time and travel; PSD trainer time and travel, NMSU staff time and expenses, and participant travel and per diem

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 85% of this training is eligible at 75%.

## **3. PSD Supervisory Core Training**

Description: Supervisory Core was offered for the first time in the spring of 2010. It builds on Basic Core and ensures, among other things, that the concepts and skills taught in Basic Core are integrated into practice. During our pilot, where almost all supervisors from one county office were in attendance, we learned that those supervisors met for lunch and after training to discuss ways to

implement the strategies and concepts they had learned in their work. This approach was deliberately followed for the two sessions offered in 2010 – 2011, which focused on specific regions of the state. The plan for 2011 - 2012 is to offer two centralized sessions of Supervisory Core, and to solicit participation by teams of supervisors (both experienced and new) from specific county offices to continue to build on the collaborative approach.

Relevant IV-E Training Functions: development of the case plan; permanency planning; case reviews; placement of the child; case management and referral to services; home studies; social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics and values; licensing and support of foster and adoptive homes.

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house and NMSU

Days and Hours: 4½ days

Audience: PSD supervisors; approximately 30

Description of Estimated Total Costs: approximately \$8,000 of IV-E FFP will support this effort (course revision as well as delivery); additional project costs include a proportion of in-house training staff time, PSD Supervisory Core Work Group time and travel, NMSU staff time and expenses, training materials, and trainer participant travel and per diem.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 75% of this training is eligible at 75% and 25% eligible at 50%.

#### **4. Annual Foster Parent Conference**

Description: The annual conference provides foster parents and placement staff with presentations by nationally known speakers; workshops on various topics including childhood trauma, PSD's new safety practice, general information on child abuse and neglect, positive discipline, access to resources, and more, as well as opportunities to meet other foster parents and department staff.

Relevant IV-E Training Functions: foster parent involvement in the development of the case plan and case reviews; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children; strengthening and reunifying families; use of specialized assessments; ethics and values.

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house and NMSU

Days and Hours: 1½ days

Audience: licensed foster parents, child placement agency staff, PSD placement staff; approximately 400

Description of Estimated Total Costs: approximately \$60,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 85% of this training is eligible at 75%.

## **5. Annual Children's Law Institute**

Description: The annual conference provides PSD staff and partners with presentations by nationally known speakers; workshops on various topics including childhood trauma, PSD's new safety management practice, general information on child abuse and neglect, access to resources, and more.

Relevant IV-E Training Functions: cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children; strengthening and reunifying families; use of specialized assessments; ethics and values; Title IV-E policy and procedures.

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house and NMSU

Days and Hours: 1 day

Audience: PSD staff, supervisors, attorneys, and managers; licensed foster parents, child placement agency staff; approximately 1000.

Description of Estimated Total Costs: approximately \$3,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time, NMSU staff time and expenses, training materials, and participant travel and per diem.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 50% of this training is eligible at 75%, 25% eligible at 50% and 25% non-eligible.

## **6. Indian Child Welfare Conference**

Description: The annual conference, funded in part through Chafee funds, provides training for PSD staff and others on issues related to tribal youth in tribal and state custody. In the spring of 2011, IV-E funds were used to allow participation by more PSD staff. In 2012, additional IV-E funds will be provided in order to expand the scope of the conference to include ICWA compliance and foster collaboration and cooperation between state and tribal social services. A primary focus will be an understanding of the intent and requirements of ICWA, and the respective roles and responsibilities, for both tribal and state programs.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; child abuse and neglect issues; communication skills required to work with children; strengthening and reunifying families; use of specialized assessments; ethics and values.

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house and various contractors identified by conference organizers

Days and Hours: 2½ day

Audience: PSD staff, approximately 60

Description of Estimated Total Costs: approximately \$10,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time, NMSU staff time and expenses, training materials, and participant travel and per diem.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 50% of this training is eligible at 75%, 25% eligible at 50% and 25% non-eligible.

## **7. Annual Court Improvement Project Cross-Training**

Description: These annual events, funded largely through the Court Improvement Project's (CIP) Cross-Training grant, provide regional opportunities for PSD staff to meet with court staff, providers, advocates and other and receive training in various topics concerning the child welfare system. The 2011 Cross-Training will take a different format due to time constraints of the CIP Cross-Training grant and will include a single day-long summit rather than regional sessions.

Relevant IV-E Training Functions: cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children; strengthening and reunifying families; use of specialized assessments; ethics and values.

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house, Children's Law Center, and NMSU

Days and Hours: 1 day

Audience: PSD staff, court staff, CASAs, approximately 250

Description of Estimated Total Costs: approximately \$3,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time, NMSU staff time and expenses, training materials, and participant travel and per diem.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 50% of this training is eligible at 75%, 25% eligible at 50% and 25% non-eligible.

## **8. Annual Foster Parent Development/Recertification Training**

Description: The annual recertification training requirements for foster care providers has been increased from 10 hours to 12 hours annually, with six hours required statewide and six hours at local discretion. Required annual foster parent development training in 2011 – 2012 will focus on preserving connections. This training is provided in multiple sessions across the state by trained PSD Placement Specialists.

Relevant IV-E Training Functions: foster parent involvement in the development of the case plan and case reviews; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; communication skills required to work with children; strengthening and reunifying families; use of specialized assessments; ethics and values; licensing and support of foster and adoptive homes

Venue: in-service, enrichment

Duration: short-term, full-time

Provider: in-house and NMSU

Days and Hours: 12 hours

Audience: licensed foster parents, approximately 950

Description of Estimated Total Costs: approximately \$3,000 of IV-E FFP will support this effort; additional project costs include in-house training and other staff time, NMSU staff time and expenses, training materials, and participant travel and per diem.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 85% of this training is eligible at 75%.

## **9. PRIDE and New Pre-Service Training**

Description: During 2010 – 2011, PSD redesigned its foster parent pre-service training to include skill building on childhood trauma, placement stability, preserving connections, and the importance of placing siblings together. The new curriculum was developed and piloted in two counties. In 2011 – 2012, this new pre-service training will be expanded to the five counties identified as transformation zones for the Step Up Diligent Recruitment project, while, PRIDE will continue to be offered in the rest of the state. NMSU will conduct two week-long "Training for Trainer" (T4T) sessions for PSD Placement Workers and contractors who will conduct all pre-service training (both PRIDE and the new model). These T4Ts will be based on the model used for developing PSD trainers for Basic Core and other standardized trainings, including a week-long training session as well as a teach-back and certification process. In addition, NMSU will conduct a day-long training for PSD and NMSU staff who will serve as certifiers, coaches, and mentors to staff and contract trainers.

Relevant IV-E Training Functions: foster parent involvement in the development of the case plan and case reviews; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects of separation, grief and loss, child development, and visitation; positive discipline; communication skills required to work with children; ethics and values; licensing and support of foster and adoptive homes

Venue: pre-service

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 27 hours

Audience: 38 trainers; approximately 600 prospective foster and adoptive parents

Description of Estimated Total Costs: approximately \$165,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP includes the cost of the eligible proportion of the training (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual). It is estimated that at least 85% of this training is eligible at 75%.

## **10. "Knowing Who You Are" (KWYA)**

Description: Trained PSD and PDB facilitators will offer five sessions of KWYA in 2011 – 2012, to meet the level of interest expressed in the state and to provide an opportunity for all trained facilitators to be certified. The training, which focuses on cultural competence and assists staff who work with youth to help them maintain connections with their cultural and racial identity, includes a half-day video as well as a two-day classroom training.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; child abuse and neglect issues; communication skills required to work with children and families; ethics and values.

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house, NMSU

Days and Hours: 16 hours

Audience: PSD staff; approximately 80 - 100

Description of Estimated Total Costs: approximately \$20,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

## 11. Fostering RELATIVE Connections

Description: In 2010 – 2011, PSD, with support from NMSU, developed and delivered training on the requirements of the Fostering Connections Act, in terms of relative notification and engagement. This training will be offered two additional times in 2011 – 2012.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; ethics and values.

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 6 hours

Audience: PSD staff; approximately 60

Description of Estimated Total Costs: approximately \$4,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

## 12. Working with Youth

Description: PSD, with support from NMSU, will develop and deliver training focusing working with youth in PSD custody, including LGBTQ issues, youth transition, youth engagement, youth adoption, and positive youth development. The training will be offered at least three times across the state.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; effects child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; ethics and values.

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 6 hours

Audience: PSD staff; approximately 60

Description of Estimated Total Costs: approximately \$5,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

### **13. Complying with MEPA & IEPA**

Description: In 2010 – 2011, PSD, in conjunction with NMSU, developed and delivered training on compliance with the Multiethnic Placement Act of 1994 (MEPA), as amended by the Interethnic Adoption Provisions of 1996. The training provided an opportunity for participants to explore their values and assumptions regarding race, color and national origin in foster care and adoptive placements, review the requirements of the law and the consequences of non-compliance, and identify strategies to ensure compliance. This training will be offered three times in 2011 – 2012, including an abbreviated session at the 2012 Children's Law Institute specifically for CASA volunteers and court-appointed attorneys.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; and visitation; communication skills required to work with children and families; strengthening and reunifying families; ethics and values.

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 3 hours

Audience: PSD staff, CASA Volunteers, court-appointed attorneys; approximately 90

Description of Estimated Total Costs: approximately \$1,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

### **14. PSD Client Service Agent Training**

Description: NMSU and its contractors will develop and deliver training for PSD Client Service Agents (CSAs) on working with parents and children in PSD custody, with an emphasis on preserving connections.

Relevant IV-E Training Functions: social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems;

effects child development, and visitation; communication skills required to work with children and families; strengthening and reunifying families; ethics and values.

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 6 hours

Audience: PSD CSAs; approximately 60

Description of Estimated Total Costs: approximately \$25,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

## **15. Using Data for Improved Permanency Outcomes**

Description: PSD, with support from NMSU, will develop and deliver training on understanding and using the various permanency planning reports produced by PSD's Research & Evaluation Bureau. Basic statistics will be reviewed in order to help workers and supervisors understand data related to length of time in care, length of time with specific permanency plans, timeliness of key events, number and type of placements, etc.

Relevant IV-E Training Functions: social work practice; Title IV-E policy and procedures; use of specialized assessments; ethics and values; eligibility determinations and redeterminations; fair hearings and appeals; rate settings and level of care; licensing and support of foster and adoptive homes

Venue: in-service, enrichment

Duration: short-term, part-time

Provider: in-house and NMSU

Days and Hours: 6 hours

Audience: PSD staff; approximately 100

Description of Estimated Total Costs: approximately \$10,000 of IV-E FFP will support this effort; additional project costs include a proportion of in-house training and other staff time; NMSU staff and contractor time and expenses; travel expenses for participants; training materials.

Cost Allocation Methodology: PSD uses CYFD's federal Cost Allocation Plan. FFP calculated at 75% of eligible direct costs (after applying New Mexico's current eligibility rate, 66.58%) and 50% of indirect costs (after applying the University's approved IDC rate and, again, after applying the current eligibility rate).

## XIII. TECHNICAL ASSISTANCE

PSD has always utilized the technical assistance (TA) made available through the ACF National Child Welfare Resource Centers to acquire expertise and information on best practices in areas of particular importance and will continue to do so. PSD has determined that it is critical to use the technical assistance as part of an overall plan for development of strategic program areas. The process of accessing technical assistance days has been delegated to the Administrative Deputy Director to ensure a greater coordination with all other training, performance improvement educational efforts. This has resulted in a more focused and coordinated approach toward the utilization of this important resource.

Over the past two years PSD has worked extensively with the National Resource Center for Child Protective Services in the development of our new Safety Management Model, focusing primarily on developing enhanced safety assessment instrument and standardizing structure and expectations surrounding safety plans. In the recent past, PSD received the following TA from the NRCs:

- National Child Welfare Resource Center for Organizational Improvement – Communication plan strategies to manage communication efforts of the Piñon Project.
- National Child Welfare Resource Center for Youth Development – TA and training involving program development and implementation of Ansell Casey assessment practices and positive youth development.
- National Resource Center for Adoption – Provided materials and information used to develop CORE training for placement staff and annual training on placement stability for agency staff.
- National Resource for Child Protective Services – continued efforts on the development of the NM Safety Assessment Model including working with the court system and amending CPS intake practices to conform with NM model.
- National Resource Center for Recruitment and Retention of Foster and Adoptive Families at AdoptUSKids and National Resource Center for Permanency and Family Connections – for development and implementation work on the Diligent Recruitment Project.
- FRIENDS, the National Resource Center for Community-Based Child Abuse Prevention (CBCAP) – for assistance in prevention and evidenced based programming and implementing the Protective Factors Survey into our Fatherhood Programs.
- National Resource Center for In-Home Services – informal conversations regarding practice model.

PSD continues work with the Mountains and Plains Child Welfare Implementation Center (MPCWIC) on the Piñon Project, leading to the development of a new practice model. PSD is receiving technical assistance and other resources from MPCWI project staff at the University of Texas Arlington Center for Child Welfare, the Butler Institute for Families, and the Native American Training Institute. As additional training and TA needs become clear, the Implementation Center, in collaboration with PSD, will arrange for appropriate resources as needed. (This project is described in more detail in Section II.C.)

PSD will continue to work closely with the Training and Technical Assistance Coordination Center (TTACC) in order to ensure a coordinated approach to service delivery.

## XIV. RESEARCH, EVALUATION & MANAGEMENT INFORMATION

### A. Background & Overview

The Research, Evaluation and FACTS (REF) Bureau develops, implements and monitors the production database system, FACTS, and provides the subsequent analysis and reporting of child welfare data (AFCARS, NCANDS and NYTD) in New Mexico. PSD continues to collaborate with ACF and with the National Resource Center for Child Welfare Data and Technology (NRCCWDT) to further refine analytic capacities that are supportive of accurate, timely and relevant data supportive of local implementation of “best practices” focused on meeting the needs of children and families. New Mexico has used the analytic capacities developed under the PIP to continue and expand data analysis for New Mexico’s child welfare system.

Enhanced data capacity without local training and local buy-in may yield limited results for the transformation of child welfare practice. The recently developed PSD Supervisory Core includes a module on understanding and using data to manage and supervise. In addition, regional trainings have been provided to introduce field staff to data interpretation, including comparisons with county, regional, state and national results. Through provision of case level feedback, these workers are encouraged to incorporate data analysis into their routine case management efforts. Staff are provided with “questions and answers” sessions for the purpose of additional clarification. Both the *360 Degree County Profiles* and the *County PIP for COMs* reports compare county, regional and state measures. They include other information of interest to staff involved in the management of resources, such as “children in care with incarcerated parents as a condition of removal” and “age of children in care with a goal of reunification.” The *County PIP for COMs* contains specific placement case level data, which allows for intensive local review and analysis of practice. Several reports are currently being reviewed and upgraded to prepare workers current and upcoming federal requirements. Groups receiving customized local presentations include field workers, COMs, Regional Managers and PSD executive management.

A major modification to our Management Information System (MIS), FACTS, occurred through a release in May 2011. This release enhanced the functionality and data collection abilities for the FACTS data system. Key release enhancements and modifications in FACTS included upgraded: a) Education Window; b) Respite and Respite Payments functionality; c) Medical Window; and d) Person Merge functionality. Every year the FACTS Unit within REF conducts at least six weeks of intensive county office based trainings for approximately 800 staff on the elements contained in the latest annual release and other prior database areas that require reinforcement or clarification. PowerPoint trainings for the various aspects of the annual releases are made available to staff via the CYFD intranet.

PSD distributes important information generated by the MIS to the field through several different methods and provides technical assistance in the interpretation of these data. Some specific examples include:

- Annual FACT Book;
- 360 Degrees County Profile;
- County PIPS for COMS;

- Specially designed PowerPoint presentations;
- Intranet trainings;
- Expanded and more rapid reporting to workers through intranet hyper linking and web access for public data, and
- Customized one-to-one office visits.

As a result of these reports and the assistance provided in their interpretation, there continues to be increased understanding and expertise developed for the field managers in the utilization of New Mexico's child welfare information. PSD gives part of the credit for our increasing ability to generate and use data to manage performance to such positive things as the FACTS staff being regionally based, collaboration among end users, management support, flexible CFSR Round II syntax and the comprehensive efforts of REF Bureau. This package of strategies enables child welfare staff to more readily identify issues, trends, and needed program change. Finally, much of the responsiveness and flexibility of this data system is due to the strong, responsive, and comprehensive bridge between PSD and CYFD's Information Technology Services staff.

REF staff continue to support PSD and CYFD efforts to provide needed data sharing with child welfare stakeholders. For instance, in late 2010 and early 2011, staff worked with state housing authorities to respond to a HUD NOFA for the Family Unification Program, which could provide Section 8 housing to persons in the child welfare system. Additionally, in 2010 CYFD staff and staff of the Public Education Department (PED) agreed to work on a collaborative data sharing project which will support New Mexico efforts to enhance and upgrade educational information on children in foster care. REF continues to work with OptumHealth, the state entity for behavioral health services to allow for data collection and analysis to improve behavioral health services for children and families served by the child welfare system, although those efforts have been frustrated due to the inability to get adequate data from OptumHealth. REF has shared information with CIP Data Grant project in the past; although that is not happening currently, the Bureau will contact project coordinators and see what efforts might be necessary in the future. Finally, REF provides on-going support for special projects such as the Diligent Recruitment grant and the Piñon Project.

## B. Plan

- PSD will continue to expand and support the use of data in managing operations in the upcoming reporting period:
  - PSD intends to further the utilization of the data generated by FACTS through trainings and the targeting of additional measures, as appropriate. For instance, specialized supervisor training has been developed and deployed. This includes training to expand supervisor utilization and understanding of data, to foster data inclusion in their periodic staff mentoring and management. This is contemplated to foster data understanding of both supervisory and line staff to yield more routine use of the child welfare data reported, for more effective, local case management.
  - Key REF tasks through the FACTS unit include: a) regular IT release and CORE training support, b) federal reporting; c) support of all IT releases, including, design and user acceptance; d) database troubleshooting; e) federal audit support; and f) weekly audit of all provider payments.
  - Key REF tasks through the data analytics unit include: a) generation of monthly, quarterly and annual data, b) clear and meaningful data representation for the use of multiple audiences, c) appropriate and timely trainings, d) management of production reports and development of specialized reports using federal data syntax, e) support of individual worker, stakeholder and other agency data requests; and f) support of local best practices management through support of the Piñon Project and the Diligent Recruitment project.
- REF will continue to improve all reports to assure accuracy, completeness, and rapid turnaround of information. Additionally, based normal database upgrades, REF staff will be working to test and monitor the on-line changes for the FACTS 4.6 Release that occurred in May 2011. REF will assist PS managers in developing management information reports to support implementation of the new upgrades incorporated in the Release 4.6.
- REF staff will continue to work in partnership with CYFD IT staff and staff from the Youth Services Bureau to manage, monitor and update the National Youth in Transition Database, following federal requirements.
- Pending State budget approval, REF will work with CYFD IT to provide further enhancements to FACTS, although no major modifications are planned for this time. Such efforts are contingent upon New Mexico Department of Information Technology approval and state budget. CYFD IT has recently lost three programmers, and this fact will obviously impact this work.
- REF will work on the New Mexico Implementation Center's Piñon Project with a primary focus on evaluation and the continuing PSD efforts to utilize data for decision making.

These combined activities will continue to support better outcomes for children and their families in New Mexico.

## XV. QUALITY ASSURANCE

### A. Background & Overview

PSD has developed and continues to implement standards to ensure that children in foster care are provided quality services that protect the safety and health of children, and is operating an identifiable quality assurance system in place in the jurisdictions where services included in the CFSP are provided. During this reporting period, PSD has reviewed and revised some of these standards as required by the *“Fostering Connections to Success and Improving Adoptions Act of 2008”*. In addition, PSD recently reviewed and revised the standards and regulations concerning Placement Services, Child Placement Agencies, and the Foster Care Licensing Standards.

PSD’s Quality Assurance unit has been in place since 1998, with a goal of providing “reliable and valid performance and outcome data that will be used to improve service delivery and outcomes for children and families.” In Round Two of the CFSR, New Mexico was found to be in Substantial Conformity with the requirements of the systemic factor. The QA Unit continues to conduct regularly scheduled reviews of randomly selected in-home services and foster care cases, utilizing the federal CFSR review methodology. Individual county offices are reviewed on a regular schedule. Counties have been categorized as “large”, “medium” or, “small” depending upon the population of children in foster care. Each quarter the QA unit reviews one large office, one medium and one small office. The Quality Assurance review tool used replicates the CFSR on-site review instrument and yields information on every item for safety, permanency and well-being outcomes. The QA unit has developed additional review instruments for the purpose of conducting reviews of foster care provider files and legal records. The QA unit generates individual reports for each county office reviewed. These reports include identified programmatic strengths, areas in need of improvement and reviews systemic issues. The Quality Assurance Review reports are shared with the COMs and supervisors, Regional Managers, Deputy Directors and the Director.

The PSD Practice Improvement Bureau (PIB) continues to be a focal point of PSD’s Quality Assurance system. The PSD PIB coordinates agency efforts to assure quality services, identify strengths and needs of the service delivery system, provide relevant reports, and evaluate program improvement measures. The bureau consists of the following units and/or functions: the Quality Assurance Unit, the Adolescent and Adoption Resource Teams (which reviews Individual Adoption Plans and Individualized Youth Transition Plans); the Critical Incident Reviews (a critical self-analysis to evaluate the internal decision-making process); Targeted Case Management, Worker/Child Visits, Pacing Permanency, and EPSDT monitoring; and the Medical Director (a forensic pediatrician). The manager of this bureau serves on a number of inter and intra agency work groups established for the purpose of improving child specific or overall outcomes for children and youth served, including those involving youth transitioning out of foster care needing ongoing protective services and/or multi-system involvement.

The PIB gathers and synthesizes available past-performance and real-time data for the purposes of targeting program improvement priorities. During this reporting period, PSD developed and introduced a number of new management information reports to improve performances specifically targeted at areas identified in the 2<sup>nd</sup> Round of the CFSR and documented within our PIP. These reports,

along with the Quality Assurance Review reports and the 360 County Profile Report provide the foundation for PSD's performance management system. This system uses performance measurement (data and evidence) to determine PSD's progress towards achieving specific defined organizational objectives (CF SR Outcomes). The performance management system is the process used to manage towards those outcomes. The ideal performance management system is one that energizes the people in the organization to focus efforts on improving things that really matter. Our performance management system is a cyclical process that begins with our in-time quality assurance reviews, to our management information reports, and moves to our Quality Assurance Reviews. COMs work with regional managers and the deputy directors to target performance areas. Technical assistance and other supports are available through other programs bureaus within PSD. Each subsequent Quality Assurance Review initiates the cycle again to create a structure for ongoing performance improvement.

Targeted Case Management services continue to be provided to eligible children to ensure their physical and mental health needs are met appropriately. The quality of the Targeted Case Management performance is regularly reviewed to ensure that children's physical and behavioral health needs are being assessed and addressed. PSD does not bill Medicaid for TCM services.

PSD has developed a supervisory and management process to examine permanency through the *Pacing Permanency Reviews*. These structured internal reviews, conducted by supervisors and county office managers provided for the systematic review of cases to identify and address barriers to timely achievement of permanency. The *Pacing Permanency Reviews* were introduced in the spring of 2009. Supervisory review of intake and investigations are being considered as part of the Piñon Project efforts.

## **B. Plan**

During the five years covered by this CFSP, PSD's PIB will continue the various programs, activities, and monitoring described above. The PIB emulates the federal CF SR process in its reviews. Therefore it is essential to have staff trained to work alongside the QA staff while conducting reviews. New Mexico is very fortunate in having several staff who consistently participate as reviewers on federal reviews, so the level of expertise is high. The PIB offers regular training for staff, at various levels of responsibility, to be trained in the CF SR process and able to participate effectively in the Quality Assurance Reviews.

PSD's PIB will also focus on ensuring all new processes are properly incorporated into practice. The PIB will play a key role as PSD moves forward with our implementation project and the development and implementation of a practice model. Staff from the bureau are involved in a number of the project work groups. PIB will be actively involved in additional quality assurance efforts to include fidelity measures as PSD moves forward with the development and implementation of our practice model.

Finally, through all these efforts, the PIB will continue to work with the county offices in a cooperative manner than encourages best practice in the county being reviewed and the sharing of those best practices statewide.

## XVI. CHAFEE FOSTER CARE INDEPENDENCE PROGRAM (CFCIP) AND EDUCATION & TRAINING VOUCHERS (ETVs)

### I. INTRODUCTION

The Protective Services Division (PSD) of the Children, Youth and Families Department (CYFD) is the state agency responsible for the administration for the Chafee Foster Care Independence Program (CFCIP) and the Education and Training Vouchers (ETV) Program. The New Mexico programs are administered by the Youth Services Bureau and designed to provide services and supports to older youth in foster care, youth who have emancipated from the foster care system, and youth adopted from the foster care system at sixteen years of age and older. The Youth Services Bureau serves youth with a plan of PPLA regardless of age, youth 15.5 through the age of 21 and, for ETV, up to the age of 23.

**A. National Evaluation:** *(Describe the steps the State has taken and plans to take to prepare to implement NYTD, including efforts to inform, engage, and prepare youth to participate in the outcome survey portion of NYTD. Please describe any technical assistance the State anticipates needing in order to be ready for the first submission of NYTD data by May 15, 2011 for the period October 1, 2010 through March 31, 2010.)*

1. **Foster Parent Conference:** The Youth Services Bureau Chief and the NYTD lead from the Research and Evaluation Bureau presented at the annual NM Foster Parents Conference in October 2010 on CYFD's efforts related to NYTD, data from our survey test, and how foster parents could assist in the NYTD effort.
2. **Child Welfare Partner Awareness:** The NYTD lead from the Research and Evaluation Bureau and the Youth Services Bureau Chief provided a presentation on NYTD and the state's efforts related to NYTD at the Children's Law Institute in January 2011. The audience was made up of attorneys, CYFD staff, Court Appointed Special Advocates, foster youth, and other interested community members from across the state.
3. **Staff Training:** Youth Services Bureau staff have been trained on NYTD survey administration. On-going training and technical assistance from the Research and Evaluation Unit and a PSD contractor will be available to staff on survey administration. In fall 2010, PSD staff across the state, including Permanency Planning Workers and Supervisors received additional training on NYTD and how to accurately enter service information into FACTS (New Mexico's SACWIS system) in preparation for the first NYTD data submission.
4. **Contractors:** System has been developed to collect data from contractors providing IL services to youth. In February 2011, contractors providing IL services were given two mock case examples from which they were expected to submit service data. This was done in order to evaluate their understanding of service domains and how to report service data to the state. Feedback was provided to the contractors and additional technical assistance site visits were held in order to meet any additional training needs contractors may have.

5. Outcome Surveys: Youth Services submitted 40 baseline surveys with New Mexico's first NYTD submission. Of those 10 either declined to complete the survey or were on runaway status. Most surveys were administered face-to-face with the Youth Transition Specialist assigned to the youth's case. In rare cases, the survey was administered via telephone.
6. Bureau of Information Technology (BIT): PSD has engaged with CYFD BIT in planning and design efforts to allow for successful transmittal of NYTD data per the federal requirements for data transmission.

PSD participates in federally sponsored webinars, teleconferences and the national data and NYTD conferences. PSD recognizes the potential need for technical assistance from the National Resource Center on Youth Development and the Center on Child Welfare Data and Technology. However, at this time, no specific needs have been identified.

**B. History and Review of Previous Achievement:** The New Mexico Independent Living Program, now named "Youth Services Program", formally began in 1992. With the passage of the Chafee Foster Care Independence Act of 1999, New Mexico enhanced and expanded its independent living program. Since 1999, New Mexico has expanded and enhanced the program in a number of ways including:

- Doubling the number of Youth Transition Specialists
- Designation of specific permanency planning workers to carry the cases of older youth in foster care
- Revisions to Youth Services Program policies and procedures to incorporate the enhancements to service delivery including youth safety, importance of maintaining positive connections and positive youth development.
- Creation of a standardized and uniform approach to assessment through the adoption of the Ansell-Casey Life Skills Assessment and Psychosocial History
- Adoption of a competency based approach to the provision of life skills development
- Expansion of Medicaid eligibility to age 21 for youth who have emancipated from the foster care system
- Strengthening and expansion of membership in the Statewide Youth Advisory Board
- Strengthening relationships with tribes, including co-sponsoring the ICWA Child Welfare Youth Conference
- Maintaining regionally based transitional living contracts to provide for statewide coverage and incorporation of safety, permanency and well being performance outcome standards
- Improving ease and timeliness of access to Chafee and ETV funding
- Continuation of an additional quality assurance process through Adolescent and Adoption Resource Team
- Establishment of an attorney representation model for older youth in foster care
- Creation of mentoring opportunities for youth
- Amendments to the New Mexico Children's Code in 2009 to achieve compliance with the requirements of the federal Fostering Connections to Success and Increasing Adoptions Act of 2008

## **II. DESCRIPTION OF PROGRAM DESIGN AND DELIVERY**

**A. Describe how youth of various ages and at various stages of achieving independence are to be served:** Staff and managers are notified of eligible youth through an automated process using the state SACWIS system. This system identifies youth age 15 yrs six months, any youth with a plan of PPLA regardless of age and any youth entering foster care after age 16. This notification identifies the need for the initial independent living assessment and inclusion of items related to independent living skill development in the youth's case plan. Mechanisms have been put in place to notify staff of those youth requiring a transition staffing.

Every year the PSD sponsors an Independent Living Conference to provide foster care youth and youth who have recently emancipated from the foster care system and opportunity to participate activities supporting a number of the seven program areas. PSD staff provide the supervision and monitoring of the youth during the conference. Youth are actively involved in planning and preparing the conference. This year's conference is scheduled for August 2011 and will be held in Taos, New Mexico.

Additional information concerning program elements and a description of the services are provided in Section D. Seven Purpose Areas of this report.

**B. Room and Board Definition:** The State has set a reasonable definition of "room and board" as follows:

*Room: Payment of rent or mortgage*

*Board: Payment for food to maintain living arrangement*

**C. NM statutory and/or administrative barriers to serving broader range of eligible youth, which need to be amended or eliminated:** Recent 2009 amendments to the New Mexico Children's Code have brought the state into compliance with the requirement of the Fostering Connections to Success and Increasing Adoptions Act. In addition, the Motor Vehicle Code was amended to allow minors in the custody of PSD to apply for a driver's license and clarifies liability issues. PSD will be working with the state Medicaid agency to explore options to expand Medicaid eligibility to youth up to age 25 as allowed by the federal health care reform. Currently, New Mexico, like many other states, is facing state budget challenges that have resulted in furloughs, hiring freezes and/or cuts to general fund for all state agencies. This impacts the provision of services. PSD managers are continually working to implement strategies to minimize the impact on our youth.

**D. Seven Purpose Areas:** As required by Section 477 (b)(2)(A), the Chafee section of the CFSP must address how the State will design, conduct and/or strengthen programs to achieve the purposes of section (a) (1-7). *The following documents specific accomplishments achieved in FY 2010 and planned activities for FY 2011 for each of the following seven purpose areas.*

**1. Help youth transition to self-sufficiency:** All youth in foster care are identified at age 15 years 6 months and referred for an independent living skills assessment and readiness to transition into adulthood. Results of the assessment are used to inform a Teen Life Skills plan, formerly referred to as the transitional living plan. The Teen Life Skills plan focuses specifically on the life skills the youth needs in order to successfully transition to adulthood. The Teen Life Skills plan is attached to the youth's case plan and is presented to the court at the annual permanency hearing or six month judicial review. It is revised and updated at six month intervals to reflect the skills in which the youth is achieving competency. At age 16 years 6 months, all youth in foster care begin working with the Youth Transition Specialist (YTS) to plan for the transition meeting, a youth-driven meeting for the purpose of developing a transition plan or "Toolkit for Adulthood". Participants in the meeting include the youth, the youth's attorney, and

others of the youth's choosing. The plan includes goals, action steps, responsible parties and timelines in the domains of housing, education, employment or income, health and mental health, local opportunities for mentors, and continuing support services. The plan is presented to the court at the first hearing after the youth's 17<sup>th</sup> birthday and is reviewed at every subsequent review and permanency hearing. A discharge hearing is held to determine whether the agency has made efforts to implement the transition plan and whether the agency has provided the youth with specific documents (e.g., birth certificate, health records, state-issued identification card, social security card, etc.). Under specific conditions and with the youth's consent, the court may continue to exercise its jurisdiction for a period of time not to exceed one year from the youth's 18<sup>th</sup> birthday.

Each county office has identified a Permanency Planning Worker (PPW) who carries a caseload made up predominantly of youth ages 15 and 6 months to age 18. The PPW is responsible for completing the independent living skills assessment and the Teen Life Skills plan. At age 16 years 6 months, the youth is assigned to a YTS who is responsible for planning and carrying out the transition meeting, conducting life skills events, and is the primary worker for the youth from 18 up to 21 (or 23 if the youth has accessed the Educational and Training Voucher program).

In the last year, PSD has changed the way it provides life skills development services to youth. Previously, YTS conducted monthly, hour long life skills classes in each county office across the state. Youth did not always participate in classes and when they did, youth reported that the classes were not very helpful in assisting them in achieving competency in life skill domains. As a result, life skills development has been redesigned to more effectively meet what the youth were wanting and needing. YTS are now planning life skills "events" that are regionally based, are three to five hours in length, and occur at least quarterly. The events are experiential in nature and occur within the context of what happens in real life situations. In addition, the YTS supports the youth in achieving competency in life skills through use of teachable moments and providing support to the youth's out-of-home provider to ensure that youth are learning life skills on a daily basis.

**2. Help youth receive the education, training and services necessary to obtain employment:** New Mexico offers the following services to support youth to receive education, training and services necessary to obtain employment:

- Employment Skills: Job seeking, maintaining employment, and career planning are assessed in the independent living skills assessment and are developed through the life skill development process including life skill events, one-on-one learning, and support to the youth's out-of-home provider.
- Summer Employment Opportunities: PSD partners with other state agencies to support youth in participating in summer job programs. Due to the down turn in the economy, staff are supporting youth in seeking apprenticeships and volunteer opportunities to help build their employment skills and engage youth in positive activities during the summer months.
- Clothing Vouchers: PSD provides clothing vouchers for youth who need clothing and who are required to wear uniforms or specific types of apparel for employment.
- Counseling: Youth Transition Specialists provide ongoing counseling to youth who are seeking, obtaining and maintaining employment.
- Partnering with State Agencies: The Youth Transition Specialists collaborate with the Division of Vocational Rehabilitation and Department of Workforce Solutions to help youth obtain employment.

**3. Help youth prepare for and enter postsecondary training and educational institutions:** New Mexico is dedicated to preparing its youth to enter post-secondary training and educational institutions by continuing to provide the following:

- Incorporating educational goals as part of the youth's case plan: Permanency planning workers (PPWs) incorporate educational goals into the youth's case plan and report to the court the youth's educational status at each permanency review and judicial review. The permanency planning worker refers youth for special education services as appropriate and advocates with the schools. Youth receiving special education services are provided with a surrogate parent if required. New Mexico's Children Code was revised to require that case plans describe steps to ensure that the youth's educational needs are met and that, for youth who are 14 years of age or older, the case plan specifically sets education and post-secondary goals for the youth.
- Educational Continuity: New Mexico's Children's Code was amended to provide for educational continuity for foster care youth as required by the Fostering Connections to Success and Increasing Adoptions Act. Staff were trained on the requirements in the Spring of 2009.
- Adolescent in Transition Workgroup: PSD collaborates with behavioral health community providers and other state agencies to address the needs of youth on a policy and planning level with the goal of streamlining the transition to adulthood for youth across systems.
- Lottery Scholarships: PSD assists youth in accessing the state lottery scholarships. The scholarships are available to all New Mexico youth with a high school diploma or GED.
- Life Skills Development: Youth Transition Specialists work with youth to assist them with the post-secondary education process, including applying for admission, campus tours, financial aid, and housing and accessing student support services.
- Foster Care Youth Scholarship Program: The Albuquerque Community Foundation developed a scholarship program for current and former foster youth. PSD provides information and assistance to youth regarding this opportunity. Scholarships first became available in FFY 2009 and are now available on an annual basis.
- Credit Retrieval: Permanency planning workers across the state support youth in working through the credit retrieval process in their local schools so that when a youth falls behind they are able to catch up on credits so that they can graduate in a timelier manner.

**4. Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults:** New Mexico recognizes that positive supportive adult relationships is one of the most significant factors in positive outcomes for youth aging out of foster care. PSD assists youth in identifying these adults and maintaining these relationships through the activities described below.

- Re-connection with Biological Families: Youth Services procedures contain specific procedures on supporting youth in reconnecting with biological family members and fictive kin. These include: guiding principles for reconnection; assessment of the youth's emotional state in collaboration with other important people in the youth's life; and ensuring safety and risk factors are taken into consideration.
- Adolescent and Adoption Resource Team: As the AART team reviews the cases of youth transitioning out of foster care, they help Permanency Planning Workers and Youth Transition Specialists develop strategies for increasing positive supportive adult relationships with youth in the foster care system.
- Transition Meeting: The revisions to the New Mexico Children's Code that went into effect July 1, 2009 include language to ensure that "others of the youth's choosing, including biological family are included in the transition meeting and planning process.

**5. Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and then making the transition into adulthood:**

- **Start-Up Funds:** Chafee funds are available to youth ages 18 to 21 who have aged out of foster care for the purpose of securing the items and/or services necessary to establish a residence. Each youth is eligible for up to \$1500. Youth who were adopted after the age of 16 are also eligible for Start-Up funds, except for room and board payments (payment of rent or mortgage and payment for food). In SFY 2011 (as of May 15, 2011), 53 unduplicated youth who emancipated from PSD custody accessed Start-Up Funds with an average check amount of \$758. In addition, three youth who emancipated from tribal social services custody accessed Start-Up Funds. Eligible youth may use Start-Up funds for the following:

Rent/utility deposits	Utilities, including cell phones	Rent/mortgage payments
Household supplies	Food	Personal care items
Furnishings	Work apparel	Auto repair and maintenance
Appliances	Driver's education/MVD fees	Renter's insurance
Transportation	Auto insurance	

- **Independent Living Placement Status:** Youth who have aged out of foster care are eligible for Independent Living Placement Status. In this program, New Mexico provides monthly reimbursement for living expenses to youth who have aged out of foster care, ages 18 to 21. Youth are required to sign a contract agreeing to participate in education or employment or volunteer service, maintain contact with their Youth Transition Specialist, and are required to remain substance free. In return, the youth receives a monthly payment of approximately \$549 per month. Youth age 17 and older are eligible, however for youth under the age of 18, the PPW must complete an assessment of safety on the home where the youth is planning on living as well as the independent living skills of the youth to ensure that a youth in custody can manage the responsibility of living independently. Review and approval of the deputy director is also required for youth under the age of 18.
- **Transitional Living Programs:** PSD contracts with five transitional living programs across the state to provide housing, case management, 24 hour supervision, and life skills development to youth between the ages of 16 and 21. In SFY 2011, 30 unduplicated youth participated in Transitional Living Programs across the state with funding from CFCIP.
- **Family Unification Program (FUP) Vouchers:** Family Unification Program (FUP) vouchers are available in the Las Cruces area for youth aging out of foster care. These vouchers are time-limited so that a young person may only have the voucher for 18 months. PSD provides aftercare services to each youth who receives a FUP voucher. Currently, these vouchers are only available to youth in Las Cruces, although Bernalillo County has also made an application for FUP vouchers for youth.
- **Youth Leadership Activities:** PSD identifies and provides youth with opportunities to develop leadership skills including, but not limited to: participation in Adelante; participation in the annual independent living conference; training and public speaking; and ad hoc requests for youth involvement. Over the last year, youth have participated in the following youth leadership activities: participating in the Court Improvement Project steering committee; participating in presentations at the Children's Law Institute, Foster Parent Conference, and the Indian Child Welfare and Protection Conference; participating in the Children's Court Judges luncheon; participating in the System of Care grant, and participating in the Implementation Center project work group. In the coming year, it is expected that youth will become more involved in the Citizen Review

Board process, the Diligent Recruitment Grant, and continue their work with the Piñon Practice Model project, development of the NYTD project, and other ad hoc policy workgroups as they arise.

- Transitions Supportive Housing Program: The Transitions program focuses on serving youth who have behavioral health needs as well as those who have emancipated from the foster care system. It can house up to 10 youth at any given time and operates as a scattered site apartment program. Youth in the program pay 30% of their income towards rent and receive supportive services from Youth Transition Specialists and community based behavioral health providers. In the past year, 13 former foster youth have participated in the program. Of these, seven youth are currently participating, four have successfully completed the program, and two youth left the program unsuccessfully.
- Chafee Medicaid: Youth between the ages of 18 and 21 who have emancipated from foster care are eligible for receiving Medicaid through this program. Each month approximately 250 youth access Medicaid through this program.
- Fiscal Agent: PSD contracts with an outside fiscal agent in order to more effectively disburse Chafee and ETV funds to youth who are eligible for these programs.
- Comprehensive Community Support Services and Core Service Agencies: Youth in the foster care system and those who have aged out of the foster care system are eligible to receive comprehensive community support services (CCSS) based on their behavioral health needs. CCSS services incorporate a combination of traditional case management services and life skills training in order to support youth with serious behavioral health needs live independently in the community. These services are provided through Core Service Agencies, community based regional behavioral health service agencies that provide a comprehensive array of services, including CCSS, to those who are in need of such services.
- Services to Pregnant and Parenting Youth: In FY2012, PSD is contracting with two non-profit agencies to provide additional supports to pregnant and parenting youth who have emancipated or who are likely to emancipate from the foster care system. These supports include case management, life skills development, parenting skills, and education about custody processes and child support enforcement. Services will be provided in the Hobbs and Las Cruces areas of the state.

**6. Make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care:** New Mexico has provided and will continue to provide ETV for education and training, including post-secondary education, to youth who have aged out of foster care. See section V of this report.

**7. Provide services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption:** PSD provides youth who were adopted at age 16 or older with most Chafee services as well as ETV funds. These services include: independent living assessments; life skills development opportunities; youth leadership opportunities, including Adelante membership and participation in the annual Independent Living Conference; and allowable start up funds. New Mexico does not currently have a subsidized guardianship program.

### III. SERVING YOUTH ACROSS THE STATE: ENSURING THAT ALL POLITICAL SUBDIVISIONS IN NEW MEXICO ARE SERVED

New Mexico is largely a rural state with services concentrated in the Albuquerque metro area and to a lesser degree, the smaller urban areas of the state. There are 22 federally recognized Native American tribes within the State and the PSD works collaboratively to provide services to eligible Native American youth. PSD ensures that all political subdivisions of New Mexico are served. New Mexico's Youth Services Program is a state-administered program. The program, administered through central office by the Youth Services Bureau is coordinated with the network of 30 county based local offices located throughout the state. Tribal youth are served by the Youth Transition Specialist located in the youth's geographical area.

### IV. TRUST FUNDS

PSD is not using Chafee funds to establish a trust fund program for youth receiving independent living services or transition assistance.

### V. EDUCATION AND TRAINING PROGRAM

Each year, in New Mexico approximately 100 youth emancipate from foster care. PSD recognizes that success in adulthood is facilitated through attainment of educational and vocational goals. The Education and Training Vouchers (ETV) Program authorized by the 2001 amendments to section 477 of the Social Security Act has allowed PSD to further assist and support foster youth participating in post-secondary education and/or vocational training programs. The Youth Services Bureau administers the ETV Program. By providing Education and Training Vouchers (ETV), New Mexico is able to assist foster youth by subsidizing some of the costs associated with attending an institution of higher education or a vocational program. Through this program, PSD is able to provide payments for allowable expenditures for youth not to exceed the lesser of \$5000 or the total cost of attendance as defined in section 472 of the Higher Education Act. Funds may also be used for the purchase of technical equipment, including, but not limited to, computers, calculators, and materials associated with course work. The following describes the ETV program and the methods NM uses to operate the program efficiently and complies with the conditions specified in Subsection 477 (i).

- 1. Eligibility:** Youth who aged out of foster care or youth who were adopted at age 16 years of age or older are eligible for ETV. Youth may continue to participate in the ETV program until age 23, if they were participating at age 21, are enrolled in a post-secondary education or training program and are making satisfactory progress toward completion of that program. PSD continues collaboration efforts with the 22 tribes and pueblos located in New Mexico to enhance utilization of ETV by Indian youth on the same basis as foster youth in state's custody. The effort is an expansion of the protocol developed during the first five years of the Chafee program.
- 2. Eligible Expenditures:** ETV in New Mexico subsidizes costs for support such as:

Tuition & Fees	Books
Tutoring	Supplies
Room & Board (on or off campus)	Computers, laptops and printers
Vehicle purchase and maintenance	Cost/fees for testing

Specialized equipment for disabled youth  
Activity fees for school programs/trips  
Graduation fees and costs  
Cost/fees for extracurricular activities and/or club activities  
College/vocational program application fees

Essential furnishing for housing  
Thesis or presentation fees  
College/vocational program housing deposits  
Childcare for dependent children needed to allow program attendance and participation  
Transportation cost related to attendance including auto repairs, insurance and driver's education

**3. Method for Distribution of Funds:** The youth's Youth Transition Specialist identifies eligible youth for participation in the program and assist the youth in submitting an ETV application. ETV applications are reviewed to ensure youth eligibility, that the funds being requested are for an approved allowable expense and to ensure conformity with federal and state regulations and agency procedures. PSD tracks the disbursements of all ETV funds.

#### **4. Goals and Objectives**

- Goal: Increase the number of tribal youth and youth adopted at age 16 years of age or older participation in the ETV program.
- Objective: In collaboration with the tribes, PSD will enhance access to and utilization of ETV funds with a particular focus on tribal youth and develop targeted outreach programs. First year efforts will be targeted at those tribes who have existing IV-E agreements with the State.
- Objective: PSD will enhance access to and utilization of ETV funds with a particular focus on youth adopted at 16 years of age or older by partnering with the PSD Adoption Subsidy program to provide information to eligible youth and their families.
- Goal: PSD will enhance youth's successful completion of post secondary educational programs and/or vocational programs.
- Objective: Assist youth in remaining in post-secondary institutions and completing their goals through the provision of ETV as part of a coordinated process.

**5. Describe the specific accomplishments and progress to establish, expand, or strength the State's postsecondary educational assistance program to achieve the purpose of the ETV program.** In SFY 2011(as of May 15, 2011), 52 unduplicated youth accessed ETV funds to assist with their post-secondary education and training needs. The average amount of funds spent per youth was approximately \$3014. In addition, two tribal youth accessed ETV funds.

## **VII. CONSULTATION AND COLLABORATION**

**A. Coordination with related programs to engage in consultation with a range of Stakeholders, including Tribes.** The 2009 - 2014 plan was developed after consultation with our youth through Adelante, the Tribes in New Mexico and our community partners and state stakeholders. Our community partners and stakeholders have included the New Mexico Citizen Review Board

and the First Judicial CASA program, our independent living program providers, Youth Transition Task Force, Division of Vocational Rehabilitation, the Transition Steering Team, Aging and Long Term Services Department, The Gold Mentor Program, Adolescent in Transition Work Group, the Heart Gallery Foundation and the Behavioral Health Purchasing Collaborative. Opportunities for consultation occurred throughout the year and involved formal public hearing and meetings, presentations at both the foster parent and annual Children’s Law Conferences as well as through our ongoing collaborations. These entities reviewed the results of the second round of the Children and Family Service Review (CFSR), New Mexico’s Performance Improvement Plan (PIP), the CFCIP plan for 2004-2009, subsequent Annual Progress Service Reports (APSR), requirements of the National Youth Transition Database (NYTD) the federal Fostering Connections to Success and Improving Adoptions Act of 2008, and 2009 revisions to the New Mexico’s Children Code. In their review, these entities considered the needs of the older youth in foster care, youth transitioning from foster care and those youth who have recently emancipated from foster care. They took into account the accomplishments and successes of the existing program so as to build upon strengths and successes. The Youth Services Bureau has used the ongoing interactions and regular meetings to review the plan and accomplishments of this first year of implementation to identify revisions and efforts for upcoming years.

**B. Results of the Indian tribe consultation, specifically as it relates to determining eligibility for benefits and services and ensuring fair and equitable treatment for Indian youth in care.**

- 1. Describe how each Indian Tribe in the State has been consulted about the programs to be carried out under the CFCIP.** In May 2010, Youth Services staff met with representatives of the following tribes and pueblos: Ramah Navajo, Santa Clara, Zuni, Isleta, Santo Domingo, San Felipe, Jemez, Ohkay Owingeh, Cochiti, and Taos. Youth Services provided a presentation on the services available to tribal youth including independent living assessment, life skills development, transition planning, Start-Up and ETV funds, transitional living programs, supportive housing, transition support services, and youth leadership skills.
- 2. Describe the efforts to coordinate the programs with such Tribes.** The Youth Services Bureau provides CFCIP services to tribal youth. Youth Services has developed a referral form and an internal process to accept referrals and assign youth to Youth Transition Specialists. Youth Services staff have conducted outreach to several tribes throughout the last year, often in collaboration with the IV-E unit. Youth Services works particularly closely with Zuni Pueblo and the Ramah Chapter of the Navajo Nation. In addition, Youth Services staff have taken a leading role in the development of the NM Indian Child Welfare and Protection Conference that takes place annually. In this effort, Youth Services staff work particularly closely with Sandia, Isleta, Jicarilla Apache, and representatives from Bureau of Indian Affairs.
- 3. Discuss how the State ensures that benefits and services under the programs are made available to Indian children in the State on the same basis as to other children in the state.** All services that are available to youth in PSD custody and those who have aged out of PSD custody are also available to youth tribal custody and who have aged out of tribal social services. One challenge in this area is that often tribal children’s courts dismiss the custody case prior to the youth’s 18<sup>th</sup> birthday. In many cases this makes those youth ineligible for services. PSD is working to address this issue by providing services to tribal youth earlier than the youth’s 18<sup>th</sup> birthday. Some tribes have reported that this may support the tribes retaining custody until the youth is 18 years of age.
- 4. Report the CFCIP benefits and services currently available and provided for Indian children and youth in fulfillment of this section and the purposes of the law.** The following benefits and services are available to tribal youth through

CFCIP: independent living assessment; life skills development; transition support services; youth leadership skills; transition meeting; transition plan; start-up funds; ETV funds; and Chafee Medicaid. In SFY 2011, 10 tribal youth were provided with CFCIP services and benefits through Youth Services staff. This is a decrease from last year because many of the youth turned 21 and Youth Services was no longer able to provide services to the youth. In the coming year, Youth Services staff plan on doing additional outreach to the tribes and pueblos in NM to ensure that tribes are aware of the services we provide.

5. **Describe whether and how the State has negotiated in good faith with any Tribe that requested to develop agreement to administer or supervise the CFCIP or an ETV program with respect to eligible Indian children and to receive an appropriate portion of the State's allotment for such administration or supervision.** New Mexico is committed to serving Native American youth and ensuring that benefits and services under the program are available to Indian children in the state on the same basis as to other children in the state. New Mexico also certifies that we will negotiate in good faith with any tribe that does not receive a CFCIP or ETV allotment directly. No tribe has approached PSD to negotiate an appropriate portion of the State's allotment.

**C. Describe how NM involved the public and private sectors in helping adolescents in foster care achieve independence.**

1. **Involvement of Public and Private Sector:** The following are offered to highlights some of those efforts:

- a. Adolescent in Transition Group: PSD actively participates on the Adolescents in Transition Group. This work group is comprised of public and private agencies, such as, Department of Health, Human Services Department, the Statewide Entity, Children, Youth and Families Department, Behavioral Health Collaborative, the Clinical Home Committee and the Wraparound Subcommittee which includes representatives from Department of Health, Humans Services Department, private providers and Consortium for Behavioral Health Training, Evaluation and Research (CBHTER) and Department of Education. This group has developed a work plan to address barriers that may be encountered by foster youth transitioning out of the foster care system.
- b. Statewide Transition Coordinating Council (STCC): PSD serves on the STCC. The STCC meets on a quarterly basis and address youth transitioning from secondary education institutions to post-secondary education institutions. Represented on the Council are the Department of Vocational Rehabilitation, Department of Education, the Special Education Division, CYFD, the Department of Workforce Solutions, the Department of Health, the Human Services Department, New Mexico Department of Corrections, youth and young adults with disabilities, parents of youth and young adults with disabilities including Parents Reaching Out, New Mexico Commission of the Blind, New Mexico Commission of the Deaf and Hard of Hearing, secondary education, adult service provider associations, Bureau of Indian Affairs, New Mexico Highlands University and other four year colleges, and two year colleges.
- c. Heart Gallery of New Mexico Foundation (HGNM): The Heart Gallery of New Mexico Foundation co-sponsors Adelante and provides recreational, educational, cultural activities and other supports for youth transitioning out of the foster care system.

2. **Provide information on specific training that was conducted during FY 2011 and planned for FY 2012 in support of the goals and objectives of the CFCIP and to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living.**

- a. Ansell-Casey Life Skills Assessment (ACLSA) training: Youth Services staff have provided six separate ACLSA trainings across the state over the last year to ensure that both Permanency Planning Workers and contract staff are certified to complete the ACLSA with youth. In this process, 12 counties received training that included 49 participants.
- b. Children’s Law Institute: In 2011, 16 youth participated in the annual Children’s Law Institute. Instead of having a “youth track” as had occurred in the past, youth actively participated in the workshop sessions with adult attendees as well as having their own presentation. In addition, youth participated in the 2<sup>nd</sup> annual Children’s Court Judges Luncheon. Youth and children’s court judges were seated alternately around tables and were provided with three types of questions: icebreakers, questions from youth for judges, and questions from judges for youth. Both the youth and the judges reported that they learned a huge amount from each other, in spite of it not being a formal training event.
- c. National Youth in Transition Database training: In Fall 2010, Youth Services and SACWIS staff provided 8 trainings across the state to over 70 PSD staff in how to appropriately document NYTD services for reporting purposes.
- d. Indian Child Welfare Conference: Youth Services staff were instrumental in the planning and implementation of the Indian Child Welfare Conference in New Mexico. In addition to conference planning activities, Youth Services staff in collaboration with two tribal youth provided a workshop on Positive Youth Development for conference attendees.
- e. Foster Parent Conference: Youth provided a workshop presentation at the Foster Parent Conference in October 2010 entitled, “Everything You Wanted to Know About Fostering Youth, But Were Afraid to Ask”. The workshop engaged and encouraged foster parents on how to work with youth in their homes. They also included discussion around the Foster Youth Bill of Rights and Document of Responsibilities.

**3. Describe any activities undertaken to involve youth (up to age 21) in State agency efforts such as the CFSR/PIP process and the agency improvement planning efforts.**

- a. Foster Youth Bill of Rights and Responsibilities: Youth from Adelante developed a foster youth bill of rights and responsibilities that were included in the new foster parent handbook. Since its development youth have also distributed the documents at the Children’s Law Institute, the Foster Parent conference and the Indian Child Welfare conference. Youth are currently working on a grievance process to use if they feel their rights have been violated.
- b. Interviews for New Staff: In FY 2011, the Youth Services Bureau interviewed staff for one position. Youth were included on the panels for all interviews that were conducted. The youth provided invaluable feedback for the interview panel as well as providing a context and tone of the position for the interviewees.
- c. Implementation Center: Youth have participated in each of the meetings related to the implementation center process discussed elsewhere in this APSR.
- d. Meeting with the new Cabinet Secretary: In March 2011, youth from Adelante, the Youth Advocates of NM, met with the newly appointed CYFD Cabinet Secretary, Yolanda Berumen-Deines to discuss their concerns and establish an on-going partnership on efforts related to agency improvement.

**4. Report activities performed in FY 2010 and planned for FY 2011 to coordinate services with other Federal and State programs for youth and school-to-work programs offered by high schools or local workforce agencies. ”**

This 2009-2014 plan describes ongoing efforts that are being made. These are offered to highlight some of the programs with which PSD is coordinating:

- New Mexico Court Improvement Project
- New Mexico Department of Health Developmental Disability Division, DD Waiver Program
- NM Tribal Child Welfare Protection Conference Planning Committee
- Court Appointed Special Advocates
- NM Behavioral Health Purchasing Collaborative
- New Mexico Department of Labor
- CYFD's Youth and Family Services Division, including juvenile probation and parole
- Public Education Department, including Division of Vocational Rehabilitation
- Human Services Department
- Supportive Housing Coalition of New Mexico

## **VIII. DETERMINING ELIGIBILITY FOR BENEFITS AND SERVICES**

- A. Objective criteria used to determine eligibility for benefits and services:** All eligible youth in New Mexico, as determined by the objective criteria for services as described by the Act, are assured fair and equitable treatment for accessing the benefits and services provided by the program. The specific, objective criteria that are used to determine eligibility for benefits and services under New Mexico's program is based on the intent of the Chafee Foster Care Independence Program which describes eligible youth who are likely to remain in foster care until the age of 18, youth adopted from the foster care system at age 16 yrs or older and those youth up to age 21 who have aged out of foster care, without regard to their eligibility for Title IV-E funded foster care. Youth who are likely to remain in foster care until the age of 18 are defined as youth who have a permanency plan of PPLA, no matter what their age, and youth who are 16 years of age or older. Eligibility requirements for each of the services are clearly stated in the Youth Services policies and procedures. Training and technical assistance on eligibility and on other aspects of the Youth Services program are provided to all of the county offices, youth services bureau staff, and to contract providers.
- B. Ensuring fair and equitable treatment of benefit recipients:** New Mexico will not deny eligibility for independent living services to a youth who otherwise meets the eligibility criteria but who is temporarily residing out of State. In addition PSD will not terminate ongoing Youth Services solely due to the fact that a youth is temporarily residing out of State. In addition, New Mexico continues to work within its region to assist youth moving to other states so there are no gaps in service.

## **IX. TRAINING IN SUPPORT OF THE GOALS AND OF THE STATE'S CFCIP**

During this last reporting period, PSD received technical assistance and training through the National Child Welfare Resource Center for Youth Development on positive youth development. In addition, Youth Services Bureau staff and the youth permanency planning workers have received training in the agency's new safety assessment and safety management process and FACTS training. As PSD furthers efforts in these areas, considers the results of the initial NYTD survey to enhance our Youth Services Program and in

coordination with PSD's Implementation Center Project implements our practice model, PSD anticipates the potential for additional technical assistance and training. Any requests for technical assistance and training from one of the National Resource Centers will be submitted to our ACF regional office.

In addition, Youth Services Bureau staff have in the past and will in this upcoming year attend and participate in National Conferences when funds are available. PSD will continue to work with 360 Consulting, NMSU, Heart Gallery Foundation of New Mexico and other collaborative partners to provide training opportunities for youth at venues such as the annual Children's Law Institute, the annual Independent Living Conference, meetings with NCWRCYD, and other opportunities. Youth Services will continue to partner with Adelante and other youth leaders to provide presentations on the Youth Services Program and staff, foster parents, judges, attorneys, CASA's and others can assist youth in foster care transition more successfully into adulthood.

## **X. CHAFEE AND ETV PROGRAM MEASURES**

New Mexico will utilize its SACWIS system to collect data outcomes on youth and will adopt the measures identified using the data collected through NYTD. For the first year of the Five Year plan, the following measures will be used until NYTD is implemented in New Mexico:

1. Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time
2. Permanency Outcome 1 (P1.6): Planned permanent living arrangements (item 10)
3. Number of assessments completed – In SFY 2010, 75 assessments were completed.
4. Number of youth served with ETV – In SFY 2010, 62 unduplicated youth accessed ETV funds to assist with their post-secondary education and training needs. The average amount of funds spent per youth was approximately \$2,502. In addition, there tribal youth accessed ETV funds.

The current baselines and performance targets for Permanency Composite 3 and Permanency Outcome 1 are identified in Section IV.B of this CFSP. Once NYTD is in effect, Youth Services will be using NYTD data to inform program development, practice and in establishing goals, objectives and performance measures.

## **XVII. STATISTICAL & SUPPORTING INFORMATION**

### **A. ETV Data**

Total number of youth who received ETV awards in FY 2009, FY 2010, and FY 2011 (year-to-date):

FY 2009 = 65

FY 2010 = 67

FY 2011 = 54 (to date)

Number of recipients who were receiving ongoing vouchers (e.g., youth who were new voucher recipients in FY07 and continued to receive vouchers in FY08 and/or 09: 63

Number of youth who were new voucher recipients in FYs 2009, FY2010, and FY 2011 (year to date):

New FY 2009 = 40

New FY 2010 = 38

New FY 2011 = 26 (to date)

### **B. Inter-Country Adoptions**

CYFD does not provide post-placement or post-adoption services to children adopted from other countries. Families who have adopted children from other countries may access services through Safe and Stable Families grant funds for these services on a limited basis through family support, family preservation, time limited reunification and/or adoption support contracts. Families may also receive behavioral health services through the funds administered by the single statewide entity, Value Options. These services are available to any family in New Mexico who have adopted based on available funding and services.

At present, New Mexico's Management Information System (FACTS) cannot track children who entered New Mexico from another country for the purpose of adoption but entered foster care prior to finalization or children who were adopted from another country but have entered foster care as a result of parental rights being relinquished or terminated. County Office Managers were surveyed by email, and, according to their responses, no children who had been adopted from another country were taken into Protective Services custody during the last few years. Modifying FACTS to capture this information would require the creation of a new field and is potentially costly. CYFD will prioritize the request in terms of other proposed modifications.

New Mexico has carefully reviewed and determined that CYFD will not pursue becoming the Accrediting Entity for international adoptions under the International Adoption Act.

## C. Monthly Caseworker Visit Data

### Data Collection Methodology

Modifications to the FACTS data system (SACWIS), released May 21, 2007, now enable caseworkers to enter the date and location of visits with the child. Narrative sections can be used to document the content and outcomes of each visit. PSD developed a new management information report to run on a monthly, quarterly and annual basis to be able to meet reporting requirements and provide for the automatic calculation of percentages in accordance with ACYF-CB-PI-07-08. As the FACTS release did not occur until May 2007, PSD established the initial baseline using data from July, August, and September as a sample period. With the direction provided in ACYF-CB-PI-08-03 issued on April 18, 2008, PSD amended the baseline to include children are runaway status in the calculations. PSD amended the baseline again in the spring of 2009 in accordance with federal directive.

### Baseline and Annual Goals

Baseline (July - September 2007)	60.1%
2008	65% (actual 78.5%)
2009	74% (actual 84.5%)
2010	82% (actual 90.0%)
2011	90%

*Update: PSD continues to closely monitor monthly caseworker visits with children in custody. PSD continues to exceed its annual goals. For 2010, the goal was 82% and the actual rate was 90%.*

## **2011 – 2012 TITLE IV-E STIPEND PROGRAM**

### Overview

CYFD Protective Services Division will enter into four agreements with University Schools of Social Work for IV-E Stipend Programs in 2010 – 2011. The programs are as follows:

New Mexico State University (NMSU)	MSW and BSW
New Mexico Highlands University (NMHU)	MSW and BSW
Western New Mexico University (WNMU)	BSW
Eastern New Mexico University (ENMU)	BSW

It is anticipated that agreements will be negotiated with these four institutions each academic year for the next three – five years.

### Description of Programs

These programs prepare social work students for employment (or continued employment) with the CYFD Protective Services Division. Each student, at both the BSW and MSW level, is required to take a course in Child Welfare Practice and to complete a field placement in a child welfare agency, typically a county office of CYFD/PSD. In return for each academic year for which a stipend was received, the graduating stipend student is obligated to work 18 months for CYFD/PSD. Selection of students (called “Child Welfare Scholars” at NMSU) is a collaborative one, involving a lengthy application and an interview with CYFD/PSD staff.

### IV-E Training Functions

- A. Training eligible for 75% reimbursement:
1. Social work practice, e.g., family centered practice and social work methods including interviewing and assessment;
  2. Cultural competency related to children and families;
  3. Title IV-E policies and procedures;
  4. Child abuse and neglect issues;
  5. Permanency planning, including kinship care;
  6. Substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems; not including providing treatment or services;
  7. Effects of separation, grief and loss, child development, and visitation;
  8. Communication skills required to work with children and families;
  9. Activities designed to preserve, strengthen and reunify families; not including providing treatment or services;
  10. Assessments to determine if removal is necessary; not including training on how to conduct specialized assessment such as psychiatric, medical, or educational assessments;
  11. Ethics related to IV-E, including confidentiality;
  12. Contract negotiation, monitoring, voucher processing related to IV-E;
  13. AFCARS and SACWIS utilization;
  14. Independent living;

15. Foster care candidate determination and pre-placement activities, not including providing a services;
  16. Referral to services; not including how to perform the service; case reviews;
- B. In addition, courses related to specific IV-E allowable activities may be eligible for 50% reimbursement, including:
1. Eligibility determinations;
  2. Fair hearings and appeals;
  3. Rate setting;
  4. Referral to services;
  5. Preparation for and participation in judicial determinations;
  6. Placement of the child;
  7. Development of the case plan
  8. Case reviews;
  9. Case management and supervision;
  10. Recruitment and licensing of foster homes & institutions.
- C. Finally, courses that address the following topics may be eligible for 50% reimbursement:
1. Agency personnel policies & procedures;
  2. Job performance enhancement skills (*e.g.*, writing, computer skills, time management);
  3. First aid, CPR, security training;
  4. General supervisory skills;
  5. Ethics unrelated to IV-E state plan;
  6. Team building and stress management training;
  7. Safe driving;
  8. Worker retention and worker safety.
- D. Training that is not allowable under Title IV-E includes:
- How to address or treat child or family problems or behaviors (because it supports delivery of social services rather than administration of IV-E State Plan);
  - Conducting child abuse and neglect investigation (because it supports skills needed for staff activities occurring prior to child's entering foster care or even becoming a candidate for foster care);
  - Child welfare/social service topics that are not related directly to the Title IV-E program or administration of the IV-E state plan.

Cost Allocation Methodology: Total IV-E program costs include the cost of the stipend program itself (at 75% eligibility, including actual stipend awards and the cost of administering the stipend program) and the eligible proportion of cost of delivering the IV-E related child welfare curriculum (at 75% or 50%, as determined in accordance with the Child Welfare Policy Manual).

Description of Estimated Total Costs: \$2.7 million in IV-E FFP to four Universities, as follows:

Eastern New Mexico University	\$ 148,430
Western New Mexico University	\$ 140,015
New Mexico State University	\$ 351,302
New Mexico Highlands University	\$ 2,067,275

IV-E Stipend Program Detail: Detail about specific courses offered by the four Universities in terms of IV-E eligible topics is provided in the tables which follow.

**BSW CURRICULUM**

**Social Work Schools:** New Mexico Highlands University  
 New Mexico State University  
 Eastern New Mexico University  
 Western New Mexico University

**Cost Allocation:** It is estimated that approximately 85% of the total content of the required BSW courses (combined) are Title IV-E eligible at 75% FFP.

**Duration:** All courses listed are one semester in duration.

**Note:** Titles of the courses listed may vary slightly among the Social Work Schools and from semester to semester.

<b>Course Title</b>	<b>IV-E Eligible at 75% Training Topic(s)</b>
Introduction to Social Welfare	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; effects of separation and grief and loss; child development; communication skills required to work with children and families
Research Methods I, II/Social Work Research I, II	social work practice; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Social Policy and Services Introduction to Social Policy Social Welfare Policy	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; preparation for and participation in judicial determinations; ethics related to Title IV-E plan
Theories of Social Work Practice	social work practice; case management and referral to services; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems communication skills required to work with children and families; cultural competency related to children and families; ethics related to Title IV-E plan

<b>Course Title</b>	<b>IV-E Eligible at 75% Training Topic(s)</b>
Social Work Practice I, II, III, IV Social Work Practice with Individuals Social Work Practice with Families Social Work Practice with Hispanic Families Social Work Practice with Groups, Communities & Organizations Social Work with American Indian Communities Social Work In Rural Settings Family & Child Welfare Practice/Children's Services Social Work Practice with Elderly/Aspects of Aging	social work practice; case management and referral to services; cultural competency related to children and families; substance abuse, domestic violence and mental health issues related to children and families in the child welfare systems child abuse and neglect issues; communication skills required to work with children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Human Behavior and the Social Environment I, II	cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; effects of separation and grief and loss; communication skills required to work with children and families; ethics related to Title IV-E plan
Sociocultural Concepts	social work practice; cultural competency related to children and families; ethics related to Title IV-E plan
Human Behavior and Social Systems	cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; effects of separation and grief and loss; communication skills required to work with children and families; ethics related to Title IV-E plan
Human Diversity & Multicultural Theory	cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Law and Ethics in SW	cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Family and Child Welfare Issues/ Individual & Family Theories	social work practice; substance abuse, domestic violence and mental health issues related to children and families; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; preparation for and participation in judicial determinations; strengthening and reunifying families; ethics related to Title IV-E plan

<b>Course Title</b>	<b>IV-E Eligible at 75% Training Topic(s)</b>
Field Practicum	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; development of the case plan; permanency planning; placement of the child; visitation; home studies; preparation for and participation in judicial determinations; strengthening and reunifying families; ethics related to Title IV-E plan

**MSW CURRICULUM****Social Work School: New Mexico Highlands University****Allocation: It is estimated that approximately 85% of the total content of the MSW courses listed below are Title IV-E eligible. Except as indicated in italic below, courses are Title IV-E eligible at 75% FFP.****Duration: All courses listed are one semester in duration.**

<b>Course Title</b>	<b>IV-E Eligible Training Topic(s)</b>
Family Violence	substance abuse, DV and mental health issues related to children and families; communication skills required to work with children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Evaluative Research	social work practice; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Field Practicum I, II, III, IV	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; development of the case plan; permanency planning; placement of the child; home studies; preparation for and participation in judicial determinations; strengthening and reunifying families; visitation; ethics related to Title IV-E plan
Law and Ethics in Social Work Practice	cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
<i>Selected Topics in Social Work</i>	<i>IV-E eligibility rate depends on topic</i>
Social Work in Health Care Settings	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; ethics related to Title IV-E plan
Social Policy and Services	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; preparation for and participation in judicial determinations; ethics related to Title IV-E plan
Social Work with Diverse Populations: Issues of Race, Class, Age, Gender	social work practice; case management and referral to services; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Field Seminar	social work practice; case management and referral to services; cultural competency related to children and families; substance abuse, DV and mental health issues related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case

Course Title	IV-E Eligible Training Topic(s)
	review; development of the case plan; permanency planning; placement of the child; home studies; preparation for and participation in judicial determinations; strengthening and reunifying families; visitation; ethics related to Title IV-E plan
Social Work Practice I, II	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; communication skills required to work with children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Human Behavior and the Social Environment I, II	cultural competency related to children and families; child development; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; effects of separation and grief and loss; communication skills required to work with children and families; ethics related to Title IV-E plan
<i>Independent Study</i>	<i>IV-E eligibility rate depends on topic</i>
Diagnosis and Treatment of PTSD	substance abuse, DV and mental health issues related to children and families; child abuse and neglect issues; communication skills required to work with children and families; cultural competency related to children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Crisis Intervention	substance abuse, DV and mental health issues related to children and families; child abuse and neglect issues; communication skills required to work with children and families; cultural competency related to children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Bilingual/Bicultural Immersion I, II	social work practice; communication skills required to work with children and families; cultural competency related to children and families
Advanced Research	social work practice; use of assessments; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Advanced Qualitative Research	social work practice; use of specialized assessments; cultural competency related to children and families; child abuse and neglect issues
Advanced Social Policy	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; ethics related to Title IV-E plan
Child Welfare Practice and Services	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E

Course Title	IV-E Eligible Training Topic(s)
	policy and procedures; child abuse and neglect issues; case review; development of the case plan; permanency planning; placement of the child; home studies; preparation for and participation in judicial determinations; substance abuse, DV and mental health issues related to children and families; strengthening and reunifying families; ethics related to Title IV-E plan
Grief and Loss	substance abuse, DV and mental health issues related to children and families; child abuse and neglect issues; effects of separation and grief and loss; child development; communication skills required to work with children and families; cultural competency related to children and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan
Leadership & Supervision	cultural competency related to children and families; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan <i>IV-E eligible at 50%</i>
Clinical Supervision	substance abuse, DV and mental health issues related to children and families; cultural competency related to children and families; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan
The Latino Family	social work practice; case management and referral to services; child abuse and neglect issues; communication skills required to work with children and families; strengthening and reunifying families; cultural competency related to children and families; ethics related to Title IV-E plan
Beliefs & Healing Traditions w/in Latino Communities <i>(Creencias y Tradiciones de Salud dentro La Comunidad Latina)</i>	social work practice; case management and referral to services; child abuse and neglect issues; communication skills required to work with children and families; strengthening and reunifying families; cultural competency related to children and families; ethics related to Title IV-E plan

**MSW CURRICULUM****Social Work School: New Mexico State University****Allocation: It is estimated that approximately 85% of the total content of the MSW courses listed below are Title IV-E eligible. Except as indicated in italic below, courses are Title IV-E eligible at 75% FFP.****Duration: All courses listed are one semester in duration.**

<b>Course Title</b>	<b>IV-E Eligible Training Topic(s)</b>
Social Problems and Social Welfare Policy	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; ethics related to Title IV-E plan
Social Leadership & Administration	Title IV-E policy and procedures; child abuse and neglect issues; preparation for and participation in judicial determinations; cultural competency related to children and families; ethics related to Title IV-E plan <i>IV-E eligible at 50%</i>
Policy Analysis and Change	Title IV-E policy and procedures; child abuse and neglect issues; preparation for and participation in judicial determinations; cultural competency related to children and families; ethics related to Title IV-E plan
Foundations of Professional Social Work	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; ethics related to Title IV-E plan
Socio-Cultural Concepts and Populations of the Southwest	social work practice; communication skills required to work with children and families; cultural competency related to children and families; ethics related to Title IV-E plan
Human Behavior and the Social Environment I, II	cultural competency related to children and families; child development; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; effects of separation and grief and loss; communication skills required to work with children and families; ethics related to Title IV-E plan
Social Work Practice I, II, III, IV, V, VI	social work practice; cultural competency related to children and families; child abuse and neglect issues; substance abuse, domestic violence and mental health issues related to children and families; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan
Violence in the Family	substance abuse, DV and mental health issues related to children and families; communication skills required to work with children

<b>Course Title</b>	<b>IV-E Eligible Training Topic(s)</b>
	and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan
Family and Child Welfare Practice	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; preparation for and participation in judicial determinations; strengthening and reunifying families; ethics related to Title IV-E plan
Cross-Cultural Social Work with Families	social work practice; case management and referral to services; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Social Work Mental Health Practice	substance abuse, DV and mental health issues related to children and families; communication skills required to work with children and families; strengthening and reunifying families; use of specialized assessments; ethics related to Title IV-E plan
Generalist Field Practicum I, II	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; development of the case plan; permanency planning; placement of the child; home studies; preparation for and participation in judicial determinations; strengthening and reunifying families; visitation; ethics related to Title IV-E plan
Advanced Generalist Field Experience I, II	social work practice; case management and referral to services; cultural competency related to children and families; Title IV-E policy and procedures; child abuse and neglect issues; case review; development of the case plan; permanency planning; placement of the child; home studies; preparation for and participation in judicial determinations; strengthening and reunifying families; visitation; ethics related to Title IV-E plan
Practice & Research	social work practice; use of assessments in child welfare decisions; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Social Work Research	social work practice; use of specialized assessments; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Advanced Generalist Research	social work practice; cultural competency related to children and families; child abuse and neglect issues; ethics related to Title IV-E plan
Social Work with Hispanic Populations	social work practice; child abuse and neglect issues; communication skills required to work with children and families; cultural competency related to children and families; ethics related to Title IV-E plan

<b>Course Title</b>	<b>IV-E Eligible Training Topic(s)</b>
Social Work with Native American Populations	social work practice; child abuse and neglect issues; communication skills required to work with children and families; cultural competency related to children and families; ethics related to Title IV-E plan
Family & Child Welfare Policy	Title IV-E policy and procedures; child abuse and neglect issues; social work practice; case management and referral to services; cultural competency related to children and families; case review; preparation for and participation in judicial determinations; strengthening and reunifying families; ethics related to Title IV-E plan
<i>Selected Topics in Social Work</i>	<i>IV-E eligibility rate depends on topic</i>
<i>Independent Study</i>	<i>IV-E eligibility rate depends on topic</i>