New Mexico
Children, Youth and Families Department
FY2017 Annual Report & Strategic Plan
The FY17 CYFD Annual Report & Strategic Plan is divided into two sections.

The Department Overview describes how CYFD is organized, why it exists (Mission and Vision), and the basic values and strategies that underpin its actions.

The second section, Divisions & Performance Plans, provides additional detail on CYFD’s divisions and describes the specific initiatives CYFD is taking in FY17 to address the most pressing issues many of our children and families face.

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### Department Overview

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Our Mission

Improve the quality of life for our children.

What does quality of life mean? We believe to have quality of life, you must:

- **BE ALIVE & SAFE**: Prevent physical and emotional injury
- **BE CARED FOR**: Be nurtured, have stability, and experience positive human connections and love
- **BE A CONTRIBUTING MEMBER OF SOCIETY**

Nearly all of CYFD's initiatives seek to address at least one of these quality of life categories.
Our Vision
(Our ultimate aspirational goal)

Make New Mexico the best place to be a kid.
Operating Principles

CYFD's operating principles are a set of enduring underlying values and core beliefs that inform and guide all CYFD’s actions.

Be kind, respectful and responsive

Be child/youth-centric

Create a culture of accountability and support

Simplify: Do fewer, bigger things that produce results

It’s all about the quality of our workers
CYFD’s strategic planks are broad initiatives CYFD is currently concentrating on in order to enhance our ability to achieve our mission. All divisions within CYFD are guided by these initiatives.
PullTogether is a community engagement initiative intended to bring all New Mexicans together to truly make a difference in the lives of our children, and make New Mexico the best place to be a kid.

Through PullTogether, New Mexicans in need can find resources available through state and local agencies, businesses, and nonprofits, such as where to find low-cost child care assistance, free summer meals, substance abuse and behavioral health treatment and services, and tips on how to keep children safe.

PullTogether also serves as a resource for New Mexicans who want to make a difference in their community. Whether through adopting or fostering a child, donating a backpack to a child in need, reporting child abuse or neglect, or even applying for a job at CYFD.

To learn how to find support, resources, or ways to help out in your community, visit PullTogether.org or call 1-800-691-9067.
Contacting CYFD

Office of the Secretary
(505) 827-7613
Public Information Officer
(505) 470-3790
Constituency Affairs
(505) 827-7606
Early Childhood Services
(505) 827-7659
Protective Services
(505) 827-8400
Juvenile Justice Services
(505) 827-8008
Behavioral Health Services
(505) 827-8069
Administrative Services
(505) 827-8069
Office of the General Counsel
(505) 476-0471
Office of the Inspector General
(505) 695-5839
HIPAA Privacy Office
(505) 827-6412
Employee Recruitment Hotline
(505) 841-2996 (JJS jobs)
(505) 827-7620 (all others)
Child Abuse/Neglect Hotline
#SAFE from a cell phone or
(855) 333-SAFE
Foster Care and Adoptions Hotline
(800) 432-2075
PullTogether Support Line
(800) 691-9067
Overview of CYFD’s divisions

In order to make progress in meeting CYFD’s mission and vision, the department is organized into divisions and units that address the various needs of New Mexico’s children and families.

**EARLY CHILDHOOD SERVICES**
- Helps develop the full potential of New Mexico’s children by building a strong continuum of early childhood services that balance access and quality with an eye to serving our most vulnerable

**PROTECTIVE SERVICES**
- Protects children and youth from abuse and neglect, pursues permanency as quickly and safely as possible (permanency can include reunification with family, adoption, or semi-independent living), and promotes well-being

**JUVENILE JUSTICE SERVICES**
- Keeps our children safe and prepares them to be contributing members of society by providing treatment and rehabilitative services tailored to their and their family’s needs, while also holding our clients accountable and protecting public safety

**BEHAVIORAL HEALTH SERVICES**
- Provides a comprehensive, integrated system of mental health and substance abuse services for PS, JJS and ECS clients and provides training to CYFD practitioners and contractors
Early Childhood Services

Who ECS serves
- Provides programs and services for children from prenatal up to age 12 and their families

Programs and services
- Child care assistance
- Child care licensing and provider regulatory oversight
- Federally funded family nutrition programs
- Home Visiting program
- Pre-kindergarten (PreK) and early PreK
- Head Start Collaboration Office
- Quality improvement and professional development in the early care and learning community

Number of people served
- Child care assistance: Approximately 18,000 children and 11,000 families per month. On an annual basis (due to some families being replaced by new families during the year), more are served; from 10/4/14 through 9/30/15, over 27,000 children were served.

- In FY16, the PreK program was contracted to serve 3,717 children.
- In FY15, average daily child attendance in the Family Nutrition Child and Adult Care Food Program was 35,080.
- The Home Visiting program was funded to serve 2,286 in FY15 but actually served 2,891 as some families were replaced by new families during the course of the year.

ECS FY17 Budget
- $227.9m: 26% State General Funds, 48% federal funds and 26% transferred federal funds routed through other agencies.

Key challenges
- Making sure the most vulnerable children and families take advantage of the services available to them, and continuing to build the quality of services.

ECS core function
Help develop the full potential of New Mexico’s children by building a strong continuum of early childhood services that balance access and quality with an eye to serving our most vulnerable
<table>
<thead>
<tr>
<th>ECS desired outcomes (derived from ECS core function)</th>
<th>Related performance measures (quantitative indicators of desired outcomes)</th>
<th>Major FY17 initiatives intended to impact desired outcomes and related performance measures</th>
<th>Associated strategic planks</th>
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</table>
| Increase the number of New Mexico children who have access to high quality child care | • Percent of those eligible for child care assistance subsidies who receive subsidies (initiatives 1-4)  
• Percent of children who receive the state child care subsidy who are in high quality child care programs (initiative 1) | 1. Implement 12-month certification for the child care assistance program. This will provide children with continuity of care and their parents with more reliable and stable care arrangements.  
2. Expand child care assistance for PS at-risk children statewide. This program provides child care for children transitioning out of Protective Services and children at-risk of becoming involved with Protective Services.  
3. Work with the PullTogether campaign to increase awareness of the availability of early childhood services among eligible families and children.  
4. Develop and implement child care assistance cost containment strategies in order to expand the availability of child care assistance. | • Shore Up Core Functions (1 & 2)  
• Community Engagement (3)  
• Financial Controls (4) |
| Ensure that NM children receive child care services from high quality child care providers | • Percent of licensed child care providers participating in high quality programs | 1. Provide consultants to assist child care providers with quality improvement goals, along with TEACH scholarships for child care educators to further their education within the early childhood field.  
2. Pay a quality differential payment to providers who achieve higher levels of quality which incentivizes providers participation within FOCUS and incentivizes those providers to provide services to children receiving subsidies through the Child Care Assistance program.  
3. Continue early learning cross-sector alignment and implementation of a unified FOCUS Quality Framework Certification program. | • Shore Up Core Functions (1 & 2)  
• Financial Controls (3) |
| Reduce child abuse and neglect for children receiving child care assistance | • Percent of children receiving child care state subsidy, excluding child protective services child care, that have one or more Protective Services substantiated abuse and/or neglect referrals |  | • Prevention |
## Early Childhood Services

### FY17 Performance Plan

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<thead>
<tr>
<th>ECS desired outcomes</th>
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</thead>
<tbody>
<tr>
<td>Increase access to Early PreK and improve educational outcomes for children in state-funded pre-kindergarten</td>
<td>• Percent of children in state-funded pre-kindergarten showing measurable progress on the preschool readiness kindergarten tool</td>
<td>1. Continue expansion of the NM Early PreK program piloted in FY16. The FY17 expansion will double the size of the FY16 pilot and provide a model for continued but responsible growth of the NM PreK Program.</td>
<td>• Shore Up Core Functions</td>
</tr>
</tbody>
</table>
| Improve positive parent-child interactions through the Home Visitation program | • Percent of parents in Home Visiting who demonstrate progress in practicing positive parent-child interactions | 1. Develop and implement Home Visiting Level II targeting families and children with high needs. | • Shore Up Core Functions  
• Prevention |
| Improve the safety of families through the Home Visitation program | • Percent of families at risk for domestic violence who have a safety plan in place | 1. Develop and implement Home Visiting Level II targeting families and children with high needs. | • Shore Up Core Functions  
• Prevention |
| Increase the number of children accessing the Child and Adult Care Food Program (CACFP) in child care homes | • Number of meals served through CYFD-administered food programs, in millions | | • Shore Up Core Functions |

**Other major ECS FY17 initiatives:**

- ECS will produce a new Child Care Annual Report which will provide a data-informed picture of New Mexico’s child care system, comparing it with national trends and addressing New Mexico’s unique needs and efforts to balance access, affordability and quality.
Protective Services

Who PS serves
- Provides programs and services for children from birth up to age 21 and their families. Youth emancipate after age 18 but can choose to receive services up to the age of 25.

Programs and services
- Child abuse and neglect reporting
- Investigations
- In-home services
- Foster care
- Adoptions
- Youth services
- Other services contracted to community providers (domestic violence, Children’s Trust Fund, adoption promotion and support, etc.)

Number of people served (FY15)
- Statewide Central Intake (SCI) took 38,624 calls, or about 106 per day:
  - 20,210 calls were screened in for investigation
  - 21,912 investigations were completed (some were initiated the prior year)
- 6,276 investigations were substantiated
- There were 10,664 child victims
- CYFD licensed 1,113 homes to provide foster care. As of 6/30/15:
  - The average number of children in foster care for a given month was 2,460
  - The total number of children in foster care for any length of time was 4,189
  - Of the 1,645 children who exited foster care, 70.8% were reunified with their natural families, 20.3% were adopted, and 3.9% were emancipated. The other 5% exited for other reasons, such as court dismissal, guardianship or tribal intervention
- Number who received domestic violence services: 5,595 adult victims/survivors, 2,343 child victims/witnesses, 2,385 adult offenders and 10 youth intimate partner victims/witnesses

PS core function
Protect children and youth from abuse and neglect, pursue permanency as quickly and safely as possible (permanency can include reunification with family, adoption, or semi-independent living), and promote well-being.
Protective Services

PS FY17 Budget

• $147.432m budget, of which
  59.4% is General Fund, 37.2% is
  federal fund, and 3.4% other funds.

Key challenges

• Worker retention, particularly
  for field caseworker positions, is
  critical to reduce caseloads and
  improve outcomes. PS is also
  prioritizing the improvement of
  employee safety and providing
  our employees with the tools to
  do their jobs. In addition, there is
  a need for more licensed foster
  and adoptive parents. Lastly,
  there is a great need to increase
  and improve effectiveness of
  behavioral health services to meet
  the needs of our children, youth
  and their families.
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<thead>
<tr>
<th>PS desired outcomes (derived from PS core function)</th>
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</thead>
<tbody>
<tr>
<td>Minimize further harm to children and youth</td>
<td>• Repeat maltreatment rate of children</td>
<td>1. Improve use of the safety assessment tool, including elimination of conditionally safe outcome.</td>
<td>• Shore Up Core Functions</td>
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<td></td>
<td>• Rate of maltreatment of children while in foster care</td>
<td>2. Reduce caseloads by repurposing positions to allow for increased visitation in the home.</td>
<td>• Prevention</td>
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<td>3. Renew focus on county offices with family support worker contractors to ensure repeat maltreatment families get extreme focus by both office and contractor.</td>
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<td>4. Emphasize and track supervisor/worker supervision.</td>
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<td>Provide strong support for foster parents and children in foster parent homes</td>
<td>• Placement stability: Frequency of placement moves for foster care children</td>
<td>1. The foster parent navigator initiative will streamline the licensing process and increase the percentage of inquiries resulting in licensed families.</td>
<td>• Shore Up Core Functions</td>
</tr>
<tr>
<td></td>
<td>• Percent of children in foster care who have at least one monthly visit with their caseworker</td>
<td>2. Increase emphasis on relative placements.</td>
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<td></td>
<td>• Retention rate of foster parents and the average timespan (years, months) foster parents are licensed with PS</td>
<td>3. Reduce caseloads by repurposing positions in order to allow for more quality visitation in the home, strengthening support for foster parents and enhancing placement stability.</td>
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<td></td>
<td>• Efficacy of foster care licensing process: Days to get license from initial contact with CYFD, and percentage of foster parents who drop out before getting licensed</td>
<td>4. Emphasize and track supervisor/worker supervision.</td>
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<td>5. Provide foster parent retention numbers to county office managers (COMs); increase accountability and support.</td>
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<td>6. Develop customer service initiatives around foster parent retention.</td>
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<td>7. Improve tracking and reporting of data; use ROM in supervision with COMs and supervisors to monitor, evaluate, and improve the success of the Navigator initiative.</td>
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<td>PS desired outcomes (derived from PS core function)</td>
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<tr>
<td>Place children and youth in stable, permanent homes (reunification with family, adoption, or semi-independent living) in a timely manner</td>
<td>• Percentage of children moved from foster care to permanent homes</td>
<td>1. Reduce caseloads by addressing adoption and TPR backlog.</td>
<td>• Shore Up Core Functions</td>
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<tr>
<td></td>
<td>• Percentage of those eligible for adoption who are adopted</td>
<td>2. Increase emphasis on relative placements.</td>
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<td>3. Work with AOC/CCIC to ensure children’s cases are scheduled and completed in a timely manner.</td>
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<td>4. Implement guardianship assistance program to reduce number of children who are freed for adoption.</td>
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<td></td>
<td></td>
<td>5. Emphasize and track supervisor/worker supervision.</td>
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<tr>
<td>Promote wellbeing of families</td>
<td>• Percentage of adult victims or survivors receiving domestic violence services who have an individualized safety plan</td>
<td>Initiatives to increase accurate reports of DV mitigation activities by contractors:</td>
<td>• Shore Up Core Functions</td>
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<tr>
<td></td>
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<td>1. Partner with IT to tie survey completion by providers to billing.</td>
<td>• Financial Controls</td>
</tr>
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<td></td>
<td>2. Increase accountability among providers to ensure timely survey completion to providers and establish new time frames and new survey.</td>
<td>• Prevention</td>
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<td>3. Partner with the Coalition to increase understanding by providers of outcome measures for funding.</td>
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<td></td>
<td>• Turnover rate for protective services workers (PS efficiency measure)</td>
<td>1. Improve quality and quantity of supervision by working with Casey Family Programs to implement a supervision model.</td>
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<td></td>
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<td>2. Reduce caseloads by repurposing FTEs.</td>
<td>• Shore Up Core Functions</td>
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<td>3. Partner with IT to develop mobile FACTS and improved use of their iPhones and other IT tools.</td>
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<td>4. Design and implement office and worker safety initiatives.</td>
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<td>5. Develop and implement strategic training plan.</td>
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<td>6. Focus on leadership development within the ranks of middle managers.</td>
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Juvenile Justice Services

Who JJS serves
- Provides programs and services for youth up to age 21 and their families

Programs and services
- Secure facilities
- Reintegration facilities
- Releasing authority—Juvenile Public Safety Advisory Board
- Probation/supervised release
- Juvenile Justice Advisory Committee
- Community corrections
- Youth in transition

Number of people served (FY15)
- Juvenile referrals: 14,101
- Number of cases handled informally: 9,143
- Probation cases: 2,324
- Commitments: 187

JJS FY17 Budget
- $73.062m: 96.8% State General Funds, 0.005% federal funds, 0.006% other transfers, and 2.1% other revenue.

JJS core function
Keep our children safe and prepare them to be contributing members of society by providing treatment and rehabilitative services tailored to their and their family’s needs, while also holding our clients accountable and protecting public safety.

Key challenges
- While there has been a steady decline in the number of clients JJS serves, our clients are more likely to have committed more severe (violent) offenses and to have greater substance abuse and mental health needs, thus inducing JJS to continually reevaluate the effectiveness and appropriateness of its treatment and rehabilitative services.
- It is very difficult for JJS to significantly impact the socio-demographic and socio-economic conditions which can contribute to delinquency.
- Staff training and safety.
## JJS desired outcomes
(derived from JJS core function)

<table>
<thead>
<tr>
<th>Related performance measures</th>
<th>Major FY17 initiatives intended to impact desired outcomes and related performance measures</th>
<th>Associated strategic planks</th>
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</thead>
<tbody>
<tr>
<td>Reduce recidivism of JJS-involved youth by preparing them to be contributing members of society</td>
<td>1. Increased inclusion of the wraparound concept in field offices to serve our highest need clients. Wraparound is a voluntary process that helps plan and implement services and supports for youth and their family.</td>
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<td>2. The probation agreement pilot is focused on five counties where the probation agreement contains only conditions that are truly public safety risks and moves other conditions into the plan of care. The goal is to reduce probation violation revocations.</td>
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<td>3. Transition Services will focus on the highest risk youth (youthful offender/18 and old) as, due to a lack of community support, they have the most difficult time reintegrating back into the community.</td>
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<td></td>
<td>4. Reintegration is focusing more on employment for clients entering the centers, which has provided more stability when youth return to the community. JJS has also increased life skills programming for clients, giving them the foundation to be successful when they return to their community.</td>
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<td>5. The availability of transition services for clients in communities will be enhanced to include services such as housing, education, employment, behavioral health, etc.</td>
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<td></td>
<td>6. Supervised release clients are placed in JJS reintegration centers with full-time behavioral health therapists. Reintegration is focusing on employment, education, and long-term planning for clients who are leaving a secure setting.</td>
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<td>7. Shared Decision Making/Teaming will be rolled out throughout the state and will enhance engagement between the JPO offices and the families/youth to create more successful plans to ensure the successful completion of probation. Teaming focuses on the families and youth having a voice in their goals.</td>
<td></td>
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</table>

- Percent of clients readjudicated within two years of previous adjudication (initiatives 1 through 5)
- Percent of clients recommitted to a CYFD facility within two years of discharge from facilities (initiatives 1 through 5)
- Percent of JJS facility clients age eighteen and older who enter adult corrections within two years after discharge from a juvenile justice facility (initiatives 1 through 5)
- Percent of clients successfully completing term of supervised release (initiative 6)
- Percent of clients who successfully complete formal probation (initiatives 2 & 7)
- Percent of clients with improvement in reading on standardized pre- and post-testing
- Percent of clients with improvement in math on standardized pre- and post-testing

**Shore Up Core Functions**

**Prevention**
<table>
<thead>
<tr>
<th>JJS desired outcomes (derived from JJS core function)</th>
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</thead>
<tbody>
<tr>
<td><strong>Keep JJS-involved youth safe while under JJS care</strong></td>
<td>• Number of physical assaults in juvenile justice facilities (initiatives 1 through 3) • Percent of incidents in JJS facilities requiring use of force resulting in injury (initiatives 1 through 3) • Number of client-to-staff battery incidents (initiatives 1 through 3) • Percent of substantiated complaints by clients of abuse or neglect in juvenile justice facilities (initiatives 1 through 4)</td>
<td>1. Verbal Judo training was offered to juvenile probation, facility and reintegration staff in July 2016. Certified instructor training will be offered in September 2016. Verbal Judo is a communication program that redirects behavior, diffuses difficult situations with proven tactics and strategies to generate voluntary compliance from people not on their best behavior. Our goal is that by training staff in Verbal Judo, the environment in which they work improves and threat of conflict, violence and litigation will be greatly reduced. 2. Procedures for use of force and room confinement have been updated. Staff will receive consistent refresher training in our use-of-force protocol. 3. Increase programming opportunities: Athletics (basketball and wrestling) were reconstituted in FY16. Football, basketball and wrestling will begin in FY17. CNYC will construct a hoop house in FY17. Both CNYC and YDDC will start a dog training program in FY17. JJS is hiring a full-time coordinator of volunteer programs to ensure that we identify specific needs within our facilities and then provide for those needs through high-quality volunteer services and community resources. 4. Prison Rape Elimination Act implementation.</td>
<td>• Shore Up Core Functions (1 &amp; 2) • Financial Controls (3)</td>
</tr>
<tr>
<td><strong>Turnover rate for youth care specialists (JJS efficiency measure)</strong></td>
<td>1. Rapid Hires for YCS will continue into FY17 as needed</td>
<td></td>
<td>• Shore Up Core Functions</td>
</tr>
</tbody>
</table>

**Other major JJS FY17 initiatives:**
- JJS is working with IT to create a business analyst and developer position internal to the JJS Data Bureau through converting positions and partnering with CYFD IT.
Behavioral Health Services

Who BHS serves
• Provides behavioral health programs and services for children, youth and their families along with behavioral health-related training for CYFD’s workforce in the JJS, PS and ECS divisions and community stakeholders serving this population.

Programs and services
• Oversight of community-based behavioral health services
• Community-based service development
• Support to JJS, PS and ECS
• Licensing and Certification Authority (LCA) activities
• Supportive housing and emergency shelters

Number of people served (FY16)
• 11,162 clients were provided behavioral health-related services
• 4,454 CYFD staff and providers attended at least one of the many training programs and training sessions provided by BHS contractors and personnel

BHS FY17 Budget
• $16.861m: 84% State General Funds and 16% federal funds

Key challenges
• Providing timely, high-quality access to: 1) mental health services; 2) substance use treatment; and 3) crisis placements for CYFD-involved children, youth and their parents.
• Access to crisis placements for CYFD children and youth with high needs.

BHS core function
Provide a comprehensive, integrated system of mental health and substance abuse services for PS, JJS and ECS clients and provide training to CYFD practitioners and contractors.
# Behavioral Health Services

## FY17 Performance Plan

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<thead>
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<th>BHS desired outcomes (derived from BHS core function)</th>
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</table>
| Maintain a comprehensive, integrated system of mental health and substance abuse services for CYFD clients | • Percent of youth receiving community-based and juvenile detention center behavioral health services who perceive that they are doing better in school or work because of the behavioral health services they have received | 1. Assign regional liaisons to support interface with CYFD JJS and PS field offices/behavioral health providers and MCOs to increase access, timeliness, and quality of behavioral health service array.  
2. Provide training in 10 program areas to CYFD’s workforce to enhance practice.  
3. Develop youth leadership and advocacy (Youth MOVE). | • Shore Up Core Functions  
• Behavioral Health and Program Support Strategically Enveloped in All Programs |
| | • Percent of infants served by infant mental health teams with a team recommendation for unification that have not had additional referrals to Protective Services | 1. Expand Infant Mental Health: Add three teams (covering Bernalillo, Curry, Roosevelt, Lincoln, Otero) and add four parent-infant psychotherapy teams (Clovis, Las Vegas, Socorro, Albuquerque). Utilize Project Echo for consultation in outlying areas.  
2. Partner with UNM Law School Center for Public Law. This partnership will provide the judges information on infant development and psychological well-being and the impact that the benches’ decisions may have for this population.  
3. Develop a parent-infant psychotherapy manual and updating the Infant Mental Health Manual to align with PS and beginning to standardize practice elements and procedural elements between IMH services and Protective Services. | • Shore Up Core Functions  
• Behavioral Health and Program Support Strategically Enveloped in All Programs |

### Other major BHS FY17 initiatives:

- Develop crisis continuum services to avoid overnight stays in CYFD offices.
- Increase access to evidence-based substance use treatment for children and parents.
- Partner with JJS facilities to:
  - Develop meaningful substance use treatment services  
  - Develop parent bridger program  
  - Expand therapeutic adventure program  
  - Provide JJS-specific trauma-informed training

- Increase capacity to provide high-fidelity wraparound within CYFD and the community targeted to CYFD-involved youth in or at risk of out-of-home placements.
- Increase trauma-informed practices in all levels of care.
- Implement system to measure service effectiveness Child and Adolescent Needs and Strengths (CANS).
Program Support

Program Support includes
- Information Technology
- Administrative Services
- Human Resources
- The Academy of Professional Development and Training

Key challenges
- Enhance the quality and effectiveness of underlying support systems within CYFD, such as our financial processes and contract review.

Program Support core function
Support and enable the core functions of CYFD (PS, JJS, ECS and BHS)
Performance Monitoring

CYFD maintains a process for developing and maintaining meaningful performance measures that focus on key client outcomes in each of the department’s programs and services.

As part of this process, CYFD monitors the accuracy and reliability of its performance measures by clearly identifying data sources and calculation methodologies for each of our internal and LFC/DFA-approved performance measures.

Throughout the performance year, CYFD publishes a quarterly performance measures report. The latest report for our LFC/DFA-approved measures can be found on our website at:

[www.cyfd.org/about-cyfd/publications-reports](http://www.cyfd.org/about-cyfd/publications-reports)